USAID | CENTRAL AMERICA AND MEXICO
FROM THE AMERICAN PEOPLE

Amendment No. 6 to Renew the Annual Program Statement (APS)
No. 72051921APS00001

The purpose of this amendment is to:

1. To renew the APS for one additional year. The validity of the APS is until April 19, 2025.
2. Update various sections of the APS to bring up-to-date information in our programs and/or policies.
3. Reiterate that concept papers are not accepted under this APS. For the foreseeable future, USAID does not anticipate the issuance of additional addenda under this APS, however, should USAID identify new activities to compete under this APS, these will be announced through the issuance of an Addendum to the APS which will be publicized in Grants.gov.

To facilitate the read out of the APS, the revisions stated above are highlighted throughout the attached revised APS and therefore this version of the APS substitutes the original APS and existing amendments.

Sincerely,

Robert Claussen Digitally signed by Robert Claussen
Date: 2024.04.18 08:36:09 -06'00'

Robert Claussen
Agreement Officer

Attachment I: Revised APS (Amendment No. 6)

USAID | CENTRAL AMERICA AND MEXICO

Attachment I

RENEWAL OF THE ANNUAL PROGRAM STATEMENT (APS)
AMENDMENT NO.6

Issuance Date:	April 20, 2024
Deadline for Questions:	May 31, 2024
Validity of this APS Renewal:	April 19, 2025

Subject: Annual Program Statement No. 72051921APS00001

Program Title: United States Agency for International Development (USAID) El Salvador and Central America Regional Mission (ES-CAM) Annual Program Statement (APS)

Catalog of Federal Domestic Assistance: 98.001, Foreign Assistance for Programs Overseas

Ladies/Gentlemen:

The United States Agency for International Development (USAID) ES-CAM is issuing this APS pursuant to the Foreign Assistance Act (FAA) of 1961, as amended. The goal of this APS is to partner with numerous stakeholders to contribute to achieving the USAID/El Salvador's Country Development Cooperation Strategy (CDCS) 2020-2025 goal. This goal is to Reduce the Drivers of Irregular Migration by Fostering a More Self-Reliant El Salvador: Secure, Prosperous and Well-Governed.

Secondly, this APS will also focus on activities in El Salvador, Guatemala, and Honduras to contribute to achieving the United States Government's Root Causes of Migration Strategy (RCS).

In addition, this APS will focus on regional solutions to development challenges that drive irregular migration from Central America to the United States. By grounding this APS in the Regional Development Cooperation Strategy (RDCS) for 2022-27, this APS will allow for addenda to be issued directly by countries in the Central America region, to include Mexico, Belize, Guatemala, Honduras, Costa Rica, Nicaragua, and Panama.

To be clear, this APS does not provide opportunities to receive funding from USAID ES-CAM (so please do NOT submit concept papers to it). Addenda issued following the guidelines contained in this APS, if any, will provide opportunities to work with USAID for its bilateral and regional programs.

This APS disseminates information to prospective Applicants so they may have general information about the goals and objectives of USAID/El Salvador's CDCS, the RCS, and RDCS, to have a good understanding of the potential areas that USAID/ES-CAM envisions to support through addenda for specific activities or development challenges in El Salvador and the region. Other missions within the ES-CAM region may issue addenda under this APS that are grounded in their own CDCS as well.

This APS is a catalyst where USAID hopes to help address and achieve locally sustained results, helping to mobilize public and private resources, strengthening local capacities, and supporting local actors in tackling their own development challenges.

This APS describes and provides for the following general information:

- A broad description of the types of activities USAID/El Salvador anticipates the issuance of addenda in order to provide a general idea of the activities USAID envisions to implement, however, specific activities will be announced by the issuance of addenda;

- A brief description of the RDCS as a background to potential addenda issued by ES-CAM regional countries;

- Potential available funding, application process, and requirements for submitting Concept Papers;

- The critical selection factors for a Concept Paper; and

- Relevant documentation and resources.

The total anticipated level of funding under this APS and resulting addenda is $715 million. At present, the total amount available for future addenda amounts to $303 million.

The resulting awards under the addenda may include a variety of assistance instruments outlined in USAID's policy Automated Directives System (ADS) 303.3.24 and ADS 303.3.25 such as: a) cooperative agreements, b) renewal of awards which allow to adapt within the five year maximum period of performance to changing contexts, lessons learned during implementation and allowing scalability of pilot activities; c) simplified grants for small awards on a cost reimbursement basis may be appropriate for new local organizations that propose innovative solutions; d) Fixed Amount Awards which allow payments upon the successful completion of milestones and may represent a less administrative burden to new partners.

All resulting awards will focus on the achievement of results and be sufficiently flexible to maximize activity results by responding to new development challenges including natural disasters, change interventions to those that have a greater potential, pilot new ideas, respond to central or municipal government needs, collaborate with other United States Government (USG) projects, respond to the changed local context, and/or contribute to a new USG strategy. The eligibility requirements as well as selection factors for award will be stipulated in the addenda, ***however, there are three critical factors*** that applicants must comply with in order to be considered in any addenda, as outlined in Section C of this APS.

Subject to the availability of funds, USAID anticipates the issuance of various awards to responsible applicant(s) whose concept papers best meet the objectives of the addendum and the merit review criteria contained therein. Interested organizations should read this entire APS, as well as any addenda, and follow the instructions for submitting a Concept Paper in response to a specific addendum. USAID reserves the right to fund any or none of the concept papers submitted.

USAID is available to respond to questions from Applicants about the process. Applicants should submit questions by email to the point of contact (POC) identified Section D of this APS or under the addendum through which they are submitting a concept note. Applicants should send general questions about this APS to the following Agreement Specialists: Ms. Blanca Ibarra, email: bibarra@usaid.gov with a copy to Ms. Alejandra Quinonez at aquinonez@usaid.gov.

For the purposes of this APS the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer." Eligible organizations interested in submitting an application are encouraged to read this funding opportunity thoroughly to understand the award process.

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

Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the US Government nor does it commit the US Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. **Please note that USAID/ES-CAM will not accept concept papers or applications under this APS but rather, only through future addenda issued during the one-year validity period of the APS**. All preparation and submission costs are at the applicant's expense and will not be recognized by USAID.

Thank you for your interest in USAID's projects.

Sincerely,

Robert Claussen Digitally signed by Robert Claussen
Date: 2024.04.18 08:36:39 -06'00'

Robert Claussen
Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

The U.S. Agency for International Development (USAID) in El Salvador issues this APS under the Authority of the Foreign Assistance Act (FAA) of 1961, as amended, in order to prepare potential applicants to propose development approaches from U.S. and non-U.S. organizations who demonstrate the ability to implement activities in the following Programmatic Areas. Any resulting award(s) under any forthcoming addenda to this APS will be subject to the requirements in Part 200 of Title 2 of the Code of Federal regulations (CFR), Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Part 700 of Title 2 of the CFR; Standard Provisions for U.S./Non-U.S. Organizations under ADS 303 (found at https://www.usaid.gov/sites/default/files/2023-10/303_102323.pdf).

1. Overview of Funding Opportunity

The APS aligns activities responding to all Development Objectives (DOs) of USAID/El Salvador's CDCS, Regional Development Cooperation Strategy (RDCS), the CDCSs of other USAID Missions in the Central America and Mexico region (as applicable), USAID/El Salvador's bilateral and regional programming to respond to the Strategy to Address the Root Causes of Migration in Central America (RCS) and the Collaborative Migration Management Strategy (CMMS), the National Security Strategy, and other USG and Agency policy priorities such as Centroamerica Local, climate change and anti-corruption. Below is a brief description for each of these strategies and Agency policies:

USAID/El Salvador's CDCS

USAID/El Salvador's CDCS goal is: Reduce the Drivers of Irregular Migration by Fostering a More Self-Reliant El Salvador: Secure, Prosperous and Well-Governed. Specifically, USAID/El Salvador will remain focused on stemming the flow of irregular migration to the United States by addressing the root causes that drive Salvadorans north, and, thereby, advance the country's sustainable development.

The CDCS aims to focus programming demographically and geographically. Demographically, USAID/El Salvador will target activities and interventions to reach those most likely to irregularly migrate to the United States from El Salvador's main migration hubs, and increase their sense of hope by improving economic opportunities, security, and confidence in the government. Geographically, as most likely migrants come from vulnerable communities with high crime rates, USAID/El Salvador will focus on three urban hubs which account for the majority of migration, insecurity, economic life, and population in the country: Santa Ana, San Salvador and San Miguel.

Although concentrating on these populations and hubs, USAID strives to benefit citizens nationwide by working with several national-level institutions. The strategy hinges on the idea that by improving the lives and livelihoods of Salvadorans and making the three migration hubs safer and more prosperous, USAID/El Salvador's efforts will have positive impacts far beyond the stated demographic and geographic scope. To do this, USAID is looking to promote the effectiveness and efficiency of proposed programming.

At the Development Objective (DO) level, the Mission's work will do the following:

DO 1. USAID/El Salvador's security programming will improve real and perceived security by preventing crime, advancing human rights, protecting vulnerable populations and victims, and improving the criminal justice system in El Salvador. Programming will strengthen stakeholder capacity, particularly within the justice sector, to prevent crime and better protect human rights. USAID/El Salvador will champion national and local initiatives to address community violence; improve organizations' ability to monitor and respond to human rights violations; and strengthen the justice system to more fairly and effectively prosecute criminals.

Under the APS, USAID/El Salvador seeks to implement activities that can make a significant impact on strategic results related to security, both real and perceived. While the strategic results recognize the combined effort of multiple stakeholders, the Mission will prioritize programming that offers promising approaches to "moving the needle" on the following results:

- Sustained reduction of the homicide rate in targeted areas
- Reduced gender-based violence, extortion, and transportation crime rates
- Improved citizen perception of security

DO 2. USAID/El Salvador's economic growth and education programming will spur job creation and investment and develop the capacity of key populations, current and future, to fill formal jobs and place them in those jobs. Programming will undertake inclusive economic growth programming in select high-growth sectors in order to create jobs and enable targeted demographics to gain employment. USAID/El Salvador will emphasize strengthening the private sector's capacity to develop new products and services. Concurrently, USAID/El Salvador will seek to improve El Salvador's business enabling environment and capacity to build a highly skilled workforce with strong technical expertise and critical life skills, which requires access to quality primary, secondary, and tertiary education. USAID/El Salvador's prosperity programming will work to reach not only youth, but also to improve economic opportunities for those under 40 years old with a high school education or less.

Under the APS, USAID/El Salvador seeks to implement activities that can significantly impact on strategic results related to prosperity, primarily in human capital development and education and job creation and placement. While the strategic results recognize the combined effort of multiple stakeholders, the Mission will prioritize programming that offers promising approaches to "moving the needle" on the following results:

- Assist firms and/or sectors recover from the COVID pandemic or operate effectively in a COVID world
- Create a significant number of new and better formal jobs
- Spur billions of dollars in new investment
- Increase exports by a significant amount
- Train and place thousands of vulnerable people in better jobs
- Help schools and/or the public school system operate more effectively
- Improve educational outcomes of vulnerable primary and secondary school students
- Significantly increase primary and secondary school retention

- Assist thousands of school dropouts complete their education

DO 3. USAID/El Salvador's governance programming will strengthen the responsiveness of government to citizen needs and demands, and reduce corruption. Programming will improve citizens' confidence in government, both nationally and sub-nationally; result in more efficient and effective resource management and expenditure; and provide better quality service delivery that responds to citizen needs and demands. USAID/El Salvador will enhance civil society's capacity to monitor government performance, with an emphasis on institutions related to anti-corruption and improved governance. Programming will also strengthen free and independent media, work to ensure participatory and credible elections, and bolster transparent, well-governed political parties. If conditions permit, USAID/El Salvador will similarly support open government, government oversight, and justice institutions to fight corruption effectively. USAID/El Salvador will build on natural disaster and disaster risk reduction support to the GOES to find opportunities to expand existing capacities, create contingency plans and improve service delivery during emergencies.

Under the APS, USAID/El Salvador seeks to implement activities that can make a significant impact on strategic results related to governance, especially in advancing civil society advocacy with improvements to transparency and accountability. While the strategic results recognize the combined effort of multiple stakeholders, the Mission will prioritize programming that offers promising approaches to "moving the needle" on the following results:

- Improve the Perception Index score on corruption
- Increase citizen satisfaction with government services
- Improve demand for government services and accountability
- Improve El Salvador's ranking on leading corruption indices.

This APS will allow interested parties to learn how to propose development activities that respond or complement Mission's efforts that contribute to the accomplishment of the Mission's DOs. The Mission anticipates the issuance of Addendum for specific activities under each DO and potentially supports regional activities. Any forthcoming Addendum will provide the specific development objective and results that USAID/El Salvador or other USAID Missions in the Central America and Mexico region (as applicable) is seeking to address at the country or regional level.

Regional Development Cooperation Strategy (RDCS)
Addenda issued under the APS may also request concepts for activities in one or more of the following countries: Guatemala, Honduras, Nicaragua, and Mexico as well as the USAID non-presence countries of Belize, Costa Rica, and Panama, in order to support the RDCS.

The 2022-2027 Regional Development Cooperation Strategy of the USAID/El Salvador, Central America & Mexico Regional Mission focuses on regional solutions to development challenges that drive irregular migration from Central America to the United States. Each year hundreds of thousands of Central Americans leave their communities in search of better lives elsewhere. Many are destined to the U.S., migrating north through Mexico. The journey is costly and dangerous, and many end up as returnees from Mexico or the U.S., who often attempt the trip again, creating a continuous cycle of irregular migration. While migration trends vary significantly from one year to the next in response to both push and pull factors, the principal push factors from Central America include a lack of economic opportunities, violence, poor governance and provision of public services, and vulnerability to climate shocks. In addition, development challenges are amplified by the after-effects of the COVID-19 pandemic, and HIV/AIDS in the region continues to affect significant portions of certain vulnerable populations.

In response, the goal of the RDCS is to reduce irregular migration from Central America that is more prosperous, safe, and resilient. This will be achieved through regional programs that address regional challenges to economic prosperity, governance and security, and environment and health. Towards the goal of improving economic prosperity, regional priorities will include trade, investment, and value chains. To advance democratic governance and security, USAID will focus on sharing security information and best practices, preventing and responding to human rights abuses, countering corruption, and addressing the needs of displaced and moving populations. Finally, to strengthen resilience to environmental and health threats, regional priorities will focus on climate change adaptation and mitigation, natural resource management, and the prevention, management, and treatment of transboundary diseases.

The goal of the RDCS will be achieved through the following three Regional Development Objectives (RDOs):

RDO 1: Increase the Regional Flow of Capital and Goods
RDO 2: Strengthen Regional Responses to Corruption and Citizen Security
RDO 3: Improved Management of Transboundary Environmental and Health Threats

The RDOs directly support broader U.S. government (USG) strategies including the National Security Strategy, the Strategy to Address the RCS, and the CMMS along with agency-specific strategies and administration priorities. The geographic scope will maintain a central focus on El Salvador, Guatemala, and Honduras, but will also strategically engage in Mexico, Nicaragua, and other countries in the region without a USAID mission, including Costa Rica, Belize, and Panama. The RDCS focuses on regional challenges and opportunities that drive irregular migration and require regional solutions and approaches. Specifically, the RDCS will focus on those development challenges and opportunities that meet one or more of the following criteria:

- They are transboundary and require action among multiple countries to achieve a common goal;
- They benefit from a similar development approach across multiple countries;
- A bilateral mission identifies a challenge or opportunity, and it determines that the best way to address it is through regional programming;
- There is a development need or opportunity that can be supported through regional programming in a non-presence country; or
- There is an opportunity to partner with a regional organization or private sector firm to leverage assistance or expertise to achieve a common objective in the region.

This APS will allow interested parties to learn how to propose development activities that respond or complement Mission's efforts that contribute to the accomplishment of the Mission's RDOs.

RCS and CMMS

Addenda issued under the APS may also request concepts for activities in one or more of the following countries: Guatemala, Honduras, Nicaragua, and Mexico as well as the USAID non-presence countries of Belize, Costa Rica, and Panama, in order to support the USG's RCS and CMMS.

Centroamerica Local

On November 4, 2021, USAID Administrator Samantha Power announced a five-year, $300 million initiative to empower local organizations in El Salvador, Guatemala, and Honduras to address the drivers of irregular migration to the United States. The announcement was made during the Administrator's keynote address at Georgetown University where she presented her vision for USAID's priorities under the Administration. Under this new initiative, Centroamérica Local, USAID intends to invest up to $300 million, subject to the availability of funds, toward engaging, strengthening, and funding local organizations to implement programs to advance sustainable and equitable economic growth, improve governance, fight corruption, protect human rights, improve citizen security, and combat sexual and gender-based violence. These programs are being carried out under the Administration's RCS and deliver on the Agency's goal to foster greater engagement with local organizations and communities in El Salvador, Guatemala, and Honduras and advance stability in the region.

2. Issued and Potential Addenda to this APS

As of April 2024, USAID/ES-CAM has issued the following eight addenda, all of which have closed and are no longer accepting concept papers:

1. Workforce Development and Job Placement (Addendum No. 1).
2. Countering Gender-Based Violence (GBV) (Addendum No. 2).
3. Crime and Violence Prevention (Addendum No. 3).
4. Private Sector Engagement (cross-cutting) (Addendum No. 4).
5. Student Retention and Socio-Emotional Learning (Addendum No. 5).
6. Innovations (cross-cutting) (Addendum No. 6).
7. Transparency & Accountability in the Public Sector (Addendum No. 7).
8. Independent and Efficient Justice (Addendum No. 8)..

Should USAID/ES-CAM issue additional addenda during the renewal period of this APS, they will be posted in Grants.gov.

3. Extensive Partnership: Co-Creation and Shared Responsibility

To foster sustainable and transformational development impact, the award process will likely entail extensive partnering and collaboration between USAID and the Applicant from design to implementation. USAID will identify and define the required results and may jointly with the Applicant further develop how to tackle the problem, and then collaborate to determine how to solve identified problems and achieve the greatest degree of measurable, sustainable impact. USAID will assess risks and responsibilities with the Applicant, and both will work together to mobilize private sector leverage and cost share of non-private sector partners, and apply more effectively each other's respective assets, expertise, and resources.

Awards may also be co-created, co-developed, and co-implemented. This means that, rather than telling applicants how USAID wants to solve a problem, USAID may present a development challenge, or an opportunity important to the achievement particular results, and solicit the best ideas for how to address it, and work from concept to issuance and then management of awards in an iterative, participatory, and collaborative process.

4. Cross Cutting Agency Development Approaches

USAID will seek, among other elements to be identified in prospective addenda, for proposed activities that also contribute, to the maximum extent possible, to Agency initiatives and policies, including:

A. Localization

To further Localization efforts, USAID is committed to shifting more leadership, ownership, decision making, and implementation to local people and institutions because it is their capability, connectedness, and credibility that drives change in their own countries and communities to face local challenges. It is their understanding of the unique consequences, power dynamics, impacts, and complexities that will offer better potential solutions for their communities. This means that equitable, inclusive, and sustainable responses to these challenges must be built upon the priorities, knowledge, experiences, aspirations, and expertise of the people who live them every day. As such, applicants must take this important element into consideration when proposing development solutions and ideas where local partners are leading and implementing solutions to address the challenges in the countries where they reside. Furthermore, in the event that local partners are not the prime applicants, the applicant must ensure that Localization efforts are at the forefront of the activities and approaches for the developmental solutions proposed.

There is now widespread consensus that development and humanitarian assistance needs to be more responsive to the needs and priorities of local actors and communities and embrace their ideas for how to address them. The world's development and humanitarian challenges are vast and complex, but they are also inherently local. The same is true of the many opportunities to address these challenges. Experience has shown that local leadership in where, how, and why we collaborate is the route to greater equity, effectiveness, and sustainability.

USAID defines localization as the set of internal reforms, actions, and behavior changes that we are undertaking to ensure our work puts local actors in the lead, strengthens local systems, and is responsive to local communities.

USAID has a new Local Capacity Strengthening (LCS) policy that guides USAID decisions about why and how to invest in the capacity of local partners to better achieve inclusive and locally led development.

USAID recognizes the central importance of partnerships that result in strengthened local communities—a longstanding practice across every sector, country, and context in which the Agency works.

Through the LCS policy, USAID is committing to a unified, cohesive, and systemic approach in which USAID collaborates with local partners to:

- Define their own vision for success;
- Strengthen their ability to be effective and relevant actors within their local communities and contexts;
- Elevate local ownership in sustaining development results.

Under each addendum, USAID will strongly encourage local and locally-established organizations to submit concept papers. We will also favorably evaluate international applicants that form alliances with local partners to the greatest extent possible, including management plans that identify a local partner responsible for an objective(s) of the activity. Capacity assessments and the strengthening of local organizations should be a component when necessary. Each addendum will include the possibility of issuing more than one award. If a local organization is unable to technically respond to the entire activity, then we will encourage them to submit a concept paper to achieve an objective of the activity or pursue an alliance with an international organization. Last, each addendum will likely have a private sector engagement component and will expect applicants to identify opportunities that it will actively pursue and realize throughout implementation.

B. Private Sector Engagement

USAID is undertaking a major cultural and operational transformation to expand our engagement with the private sector to achieve outcomes of shared interest and shared value. The Private Sector Engagement policy is an Agency-wide call to action and a mandate to work hand-in-hand with the private sector to design and deliver our development and humanitarian programs across all sectors. It also seeks to harness the resources of the private sector in conjunction with USAID funding. This policy signals an intentional shift to pursue market-based approaches and investment as a means to accelerate countries' progress towards sustainable development.

Effective development work requires vibrant private sector actors in both donor and host countries. Private sector engagement and enterprise-driven development are fundamental to the goal of ending the need for foreign assistance and empowering partner countries and communities to become more self-sufficient, and are at the core of how the United States approaches development. Many of the Mission's long-standing partners have played an important role in connecting development activities with private sector actors. To expand and diversify partners, each addendum will view favorably a concept paper that identifies opportunities to collaborate with the private sector to obtain greater benefits from the private sector's creative thinking and market-based and enterprise-driven solutions.

USAID/El Salvador has been one of the most proactive Missions in the region in advancing its development goals through partnerships with the private sector in areas that are aligned with the Mission's CDCS, such as increased security, jobs and income for likely migrants, and government accountability and transparency, improved crime and violence prevention, and expanded education and workforce development opportunities among others. In FY 2023, 118 private sector companies, and philanthropic organizations contributed $13,604,017 to leverage key projects aimed at preventing irregular migration to the U.S. In addition, the Mission's Private Sector Engagement APS Addendum resulted in $71M in leverage from the private sector. Most of the private sector companies partnering with USAID were local, fostering sustainability. USAID/El Salvador will actively seek to strengthen and expand alliances with the private sector to achieve the development objectives outlined in the CDCS and align with the strategic objectives of the RCS.

To encourage private sector engagement, USAID/ES-CAM will engage and explore partners and possibilities broadly. Prior to submission of a concept paper, the private sector, USAID, and other organizations may engage one another to understand their respective interests and objectives, identify and define issues and opportunities that might warrant collaboration, explore how their respective expertise, resources and capabilities might provide opportunities to effectively address those issues and opportunities through market-based approaches, and begin formulating potential activities and approaches. Based on these collaborative discussions, prospective partners may decide whether or not to continue in the development and submission of a concept paper under. Should a private sector organization or other prospective partner choose to submit a concept paper, the application process detailed in Section D (Application And Submission Information) must be followed.

C. Sustainable Development

Sustainable development entails a capacity to plan, finance, and implement solutions to local development challenges and a commitment to see these through effectively, inclusively, with accountability, and ensuring that the use of resources by one generation does not curtail the availability of such resources to the following generations. These solutions take many forms, from expanding access to finance for small businesses to ensuring more transparency from public officials, etc. Therefore, the focus of program interventions will be on providing opportunities to and developing the capacities of Salvadoran or regional local NGOs, civil society, businesses, foundations, faith-based organizations, experts, etc. to the greatest extent possible.

To address the long-term sustainability of programming, USAID will look for applicants that will propose activities that advance sustainable development, especially financing sustainable development, promoting private enterprise-driven development with private sector engagement, redefining partnerships that lead to autonomy rather than dependency, and strengthening partners' resiliency, including their capacity to weather and recover from natural and manmade events. USAID will focus on building sustainable development, particularly in areas that have the greatest impact on reducing irregular migration. This includes building the capacity of key institutions so that they can better serve the people of the countries where the activities will take place, and deepening partnerships with the private sector and civil society entities in ways that enhance their sustainable development so that they champion and carry out future development efforts with reduced, and ultimately, no USAID assistance. In order to accomplish this objective, USAID will seek out innovative approaches in partnership with the government, local institutions, NGOs and the private sector, and enable local capacity to replicate and scale up.

The U.S. government helped shape the United Nations Sustainable Development Goals (SDGs) as part of the 2030 Agenda for Sustainable Development. USAID is committed to supporting SDGs, including SDG 8, "Promote inclusive and sustainable economic growth, basic education, job training, employment and decent work for all, by promoting social cohesion and investing in community-led resilience and response systems."

D. Collaborating, learning and adapting (CLA)

Applicants are expected to contribute to USAID's commitment to a multifaceted CLA approach to development. 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, targeted search for generating improvements and efficiencies; and build on what works and eliminate what doesn't. It is also understood that CLA takes into account programmatic learning and shifts generated by the activity (outward-generating) as well as those adopted by the activity from external learning sources. USAID also anticipates that a strong focus on adaptive management techniques, as expressed through behavioral science approaches, staffing skills, structure and culture, business processes, and stakeholder engagement, will be particularly important in the implementation of the proposed activity in order to track and adjust to the opportunities to operationally integrate with other activities working in related efforts. Thus, USAID anticipates a CLA approach that tailors CLA to the needs and opportunities of the proposed activities, while leaving open options for future evolution in its interpretation and application.

- **Collaborating:** Implementing Partners will be required to engage in active collaboration with other key in-country partners, including other USG partners, other donors, GOES, other host governments, etc., to avoid duplication of efforts, find synergies, share knowledge around assessments, emerging research, best practices, lessons learned, and evaluations, and jointly develop action plans for integrating learning resulting from these activities into improved program implementation. By collaborating with other stakeholders, the assistance provided in the migration hubs is expected to have a greater impact and achieve more results thus benefiting more people and communities in El Salvador. The partners will be required to propose approaches to collaboration that demonstrate efficient and strategic coordination of activities. Further, partners will be expected to anticipate inter-activity management challenges and opportunities and advise AORs and CORs and the Mission's Regional Office of Assistance and Acquisition or other Offices of Assistance and Acquisition in the region, on leveraging potential synergies, taking advantage of opportunities, and resolving challenges.

- **Learning:** Implementing Partners will be required to hold annual learning summits to identify promising practices, including behavioral science approaches, work collaboratively to overcome implementation obstacles, and address changing conditions. Results should be used to inform upcoming work plans and activity design across multiple stakeholders, and captured and shared broadly. Specifically define how innovative and dynamic learning agendas will be developed and implemented with the teams and the Mission as a whole. Identify learning questions to guide the gathering of information to better understand or challenge key programmatic assumptions.

• **Adapting:** Implementing Partners will be required to engage in periodic reflection activities using approaches such as after action reviews to identify, capture, and act upon lessons learned in technical, cross-cutting, and management activities. The applicant will demonstrate adaptability that is informed by knowledge gained through learning, and recognize behaviors and incentives necessary to create change. Knowledge gained through learning will influence decision making, resource allocation, and adaptation to contextual shifts. Application of new knowledge to implementation decisions will be reflected in the semi-annual work plan, and the Activity Monitoring, Evaluation, and Learning Plan (Activity MEL Plan). Decisions to adapt may be based on, but not limited to the following:

- Sudden or unexpected changes in the operating environment (i.e., emergency or natural disaster, policy changes);
- Financial and human resource constraints; and
- Emerging evidence that interventions are not working or could work better if adapted.

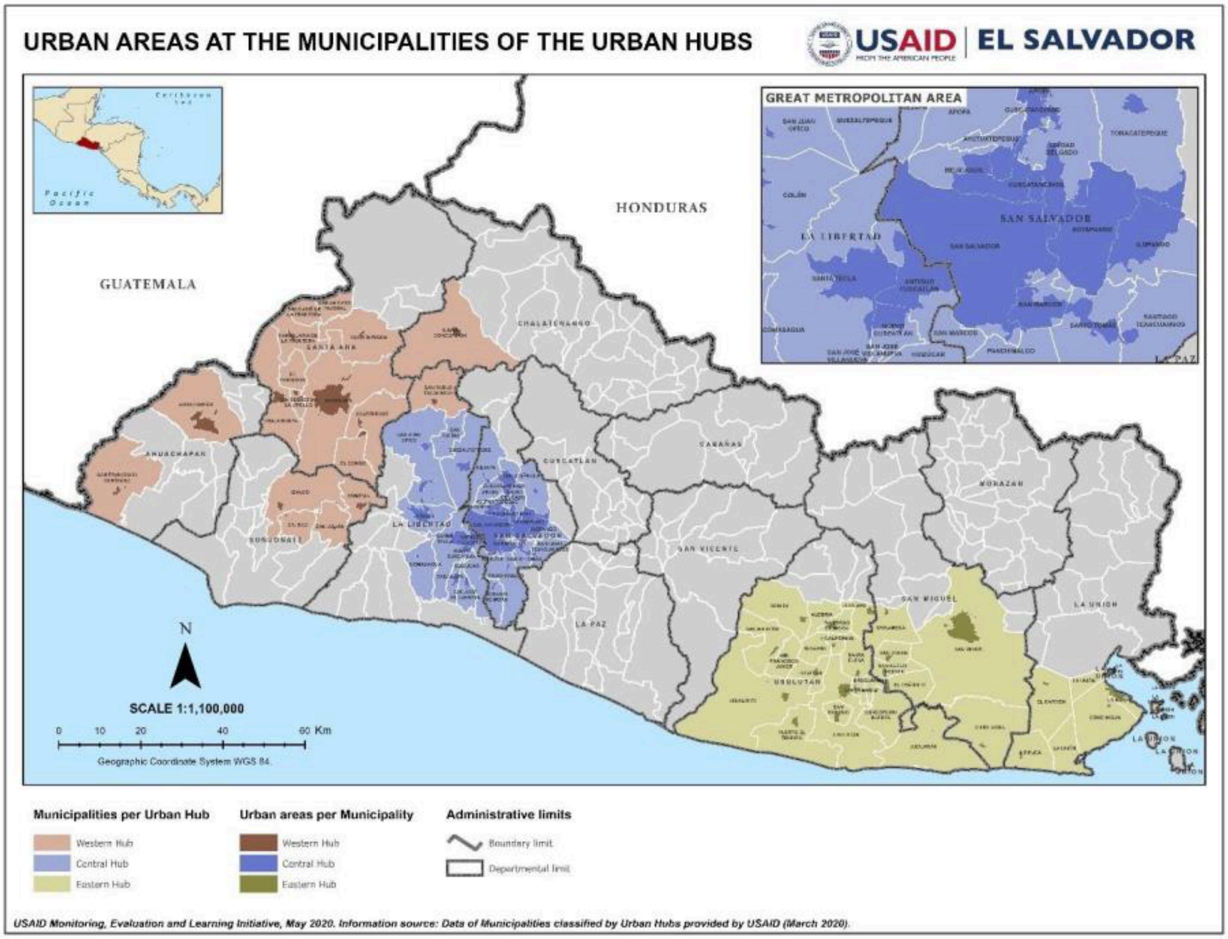
E. Communication Strategy

Communications and public perception are critical to the achievement of USAID/El Salvador's development objectives to improve security, increase prosperity and strengthen democratic governance. Together with our partners, local stakeholders, and the communities in which we work, USAID promotes an increased level of hope for Salvadorans living a good life at home, measured by improvements in educational and economic opportunities, security, and government. Each activity will contribute to this shared objective and will provide a communications plan demonstrating how the partner and the activity will utilize communications to achieve results and how the activity contributes to higher level objectives of increased hope and improved public perceptions. USAID/El Salvador's Development Outreach Communications Office will coordinate with communications leads of all partners regularly to align efforts, refine messaging and national campaigns, and encourage partners' continued understanding and development of communications products that prioritize USAID communication goals. For activities to be implemented outside of El Salvador, the successful applicant will coordinate with the designated Agreement Officer Representative.

F. Geographic Focus of Potential Interventions

Potential future addenda may focus on El Salvador. Where appropriate, addenda issued under the APS may request concepts for bilateral or regional programming in countries to include one or more of the following: Guatemala, Honduras, Mexico, and Nicaragua as well as the USAID non-presence countries of Belize, Costa Rica, and Panama to support the achievement of RCS, CMMS or RDCS objectives.

El Salvador: Migration Hubs definition (labeled as "urban hubs" in the USAID/El Salvador CDCS): USAID/El Salvador is focused geographically on El Salvador's three migration hubs where most people live and work, and from which the majority of people attempting to irregularly migrate to the United States originate. The Mission has analyzed data from U.S. Customs and Border Protection and the International Organization for Migration to understand migration outflows and returns, and mapped those data points to target the areas in need of assistance. USAID has also examined areas with the greatest economic potential, and coordinated with colleagues from the Bureau of International Narcotics and Law Enforcement, the Justice Department, and local stakeholders to identify areas targeted for crime reduction. This analysis resulted in the geographic focus on the migration hubs of San Salvador, San Miguel, and Santa Ana (see the map below). Although most USAID programming will target these areas, making these hubs safer and more prosperous will have positive impacts far beyond their limited geographic area, and some activities will expand beyond these boundaries. High impact approaches proposed in response to addenda that target geographies outside of the described migration hubs will also be considered as long as the proposed activity responds to the technical requirements of the addenda.



On June 22, 2023, the promulgation of the Ley Especial para la Reestructuración Municipal required the consolidation of El Salvador 's 262 existing municipalities into 44 new municipalities. The consolidation will go into effect when the 44 newly-elected mayors begin their tenure in May 2024.

The following is the list of districts where interventions are to be focused in El Salvador:

1. Migration Hub: Western (18 districts): Ahuachapán (in the municipality of Ahuachapán Centro); San Francisco Menéndez (in the municipality of Ahuachapán Sur); San Antonio Pajonal, Santiago de la Frontera, Candelaria de la Frontera, El Porvenir, Chalchuapa, San Sebastián Salitrillo (in the municipality of Santa Ana Oeste); Texistepeque (in the municipality of Santa Ana Norte); El Congo, Coatepeque (in the municipality of Santa Ana Este); Santa Ana (in the municipality of Santa Ana Centro); Armenia,

Caluco, Izalco, San Julián (in the municipality of Sonsonate Este); Nueva Concepción, San Pablo Tacachico (in the municipality of La Libertad Norte).

2. Migration Hub: Central (27 districts): San Matías, Quezaltepeque (in the municipality of La Libertad Norte); San Juan Opico (in the municipality of La Libertad Centro); Colón (in the municipality of La Libertad Oeste); Antiguo Cuscatlán, Zaragoza, San José Villanueva, Huizúcar, Nuevo Cuscatlán (in the municipality of La Libertad Este); Comasagua, Santa Tecla (in the municipality of La Libertad Sur); La Libertad (in the municipality of La Libertad Costa); Nejapa, Apopa (in the municipality of San Salvador Oeste); Tonacatepeque, Soyapango, Ilopango (in the municipality of San Salvador Este); Cuscatancingo, Ayutuxtepeque, Ciudad Delgado, San Salvador, Mejicanos (in the municipality of San Salvador Centro); San Marcos, Santo Tomás, Santiago Texacuangos, Panchimalco, Rosario de Mora (in the municipality of San Salvador Sur).

3. Migration Hub: Eastern (28 districts) Berlín, Alegría, Santiago de María, Jucuapa (in the municipality of Usulután Norte); San Agustín, San Francisco Javier, Jiquilisco, Puerto El Triunfo (in the municipality of Usulután Oeste); Tecapán, Ozatlán, Usulután, San Dionisio, Santa Elena, California, Jucuarán, Concepción Batres, Santa María, Ereguayquín (in the municipality of Usulután Este); Chirilagua, San Miguel (in the municipality of San Miguel Centro); Chinameca, San Jorge, San Rafael Oriente, El Tránsito (in the municipality of San Miguel Oeste); , El Carmen (in the municipality of Cuscatlán Sur); La Unión, Conchagua, Intipucá (in the municipality of La Unión Sur).

Regional activities: Addenda issued under the APS may request concepts for regional programming in El Salvador, Guatemala, Honduras, Mexico, and Nicaragua as well as the USAID non-presence countries of Belize, Costa Rica, and Panama to achieve the strategic objectives outlined in the RCS. The nature and scope of regional activities to be authorized under this APS will be defined in the corresponding addenda.

G. Gender and Inclusive Development Considerations

Per ADS 205, USAID strives to deliberately promote Gender Equality and Women's Empowerment, in which women, girls, men, and boys, and gender-diverse individuals, have equal opportunity to benefit from and contribute to economic, social, cultural, and political development; and are equally empowered to secure better lives for themselves, their households, their communities, and their countries.

Therefore, all activities must integrate gender considerations to contribute to the achievement of any of the four strategic objectives of the 2023 USAID Gender Equality and Women's Empowerment Policy:

- Reduce gender disparities in who accesses, controls, and benefits from economic, social, political, legal, educational, health, and cultural resources, as well as wealth, opportunities, and services;
- Strive to eliminate gender-based violence and mitigate its harmful effects on individuals and communities, so all people can live free from violence;
- Increase the capability of women and girls to fully exercise their rights, determine their life outcomes, assume leadership roles, and influence decision-making in households, communities, and societies;

- Advance structural changes that address the root causes of gender inequality and promote equitable gender norms.

In El Salvador, analyzing the current situation and the needs presented by vulnerable populations such as women, youth, people with disabilities, indigenous peoples, and members of the lesbian, gay, bisexual, transgender, queer, and intersex (LGBTQI+) community, USAID research and studies have found that these vulnerable groups have continued to experience discrimination in all areas, but mainly in the fulfillment of social, economic, and employment rights. As a result, it is very important to become aware of the needs and priorities of these vulnerable populations in Salvadoran society or in other countries in the region. Therefore, the USAID's inclusive development policies need to be taken into account from the design and implementation of USAID programming to advocate for, and outreach to, people from vulnerable populations, and the activity should integrate these guidelines throughout, including in its implementation, monitoring, and evaluation.

More information can be found at 2023 USAID Gender Equality and Women's Empowerment Policy and the ADS 201 Additional Help on Inclusive Development.

H. Do No Harm

USAID abides by a foundational principle of "do no harm." "Do no harm" means that the Mission takes measures to ensure that the development assistance efforts do not put vulnerable groups such as women, LGBTQI+ individuals, people with disabilities, and indigenous persons, among others, at increased risk of harm or raise their public profiles in such a way that could lead to a backlash. Therefore, concepts should ensure that proposed interventions do not produce physical, financial, or other harm to women, men, or the vulnerable groups mentioned above as a result of the interventions.

I. Diversity, Equity, Inclusion and Accessibility (DEIA)

As a whole, DEIA is a set of values that USAID aspires to promote and integrate across our people, programs, partnerships, policies, and processes. Here are the definitions of each aspect of DEIA:

Diversity is the variety of similarities and differences within the workforce that extend across a wide range of identities and intersectionalities. These include, but are not limited to: race, color, ethnicity, sex, sexual orientation, gender, gender identity, gender expression, sex characteristics, disability, native or indigenous origin, age, generation, culture, religion, belief system, marital status, parental status, socio-economic status, appearance, language and accent, education, geography, nationality, lived experience, job function, personality type, and thinking style.

Equity is the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment. Equity is distinct from equality. While the two terms are often used interchangeably, equality just means having equal access to resources or opportunities, while equity recognizes that people come from different starting points and therefore may need different resources or opportunities in order to achieve the same outcomes.

Inclusion is a dynamic state in which diversity is leveraged to create a fair, healthy, and high-performing organization or community. An inclusive environment is safe, respectful, engaging, celebratory, and motivating and values the unique contributions of each member of our workforce as we strive to fulfill USAID's mission.

Accessibility means that we must be intentional in the design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people can fully and independently use them. Accessibility includes the provision of workplace accommodations and modifications to ensure equal access to employment and full participation in activities for persons with disabilities.

Applicants should take into account these values and integrate them, to the maximum extent possible, into the proposed interventions.

5. Cross-Cutting Agency Management Requirements

A. Environmental Considerations and Compliance and Climate Risk Screening
Environmental sustainability is integral to USAID's overall goal, and therefore must be incorporated into all activities to achieve optimal results, to avoid inadvertent harm to people and the environment, and to ensure efficient use of taxpayer dollars. To meet this goal, USAID/ES-CAM will incorporate environmental considerations into results-based planning, achieving, and assessing and learning as part of this APS. If it is anticipated that proposed activities will have environmental impacts, applicant(s) must state clearly how environmental considerations will be addressed during program implementation and incorporate them as a component of any resulting award's annual work plan. For further information and guidance, consult USAID's Environmental Compliance Hub website: https://www.usaid.gov/environmental-procedures, specifically the section titled Safeguarding the Environment over the Program Cycle.

For further information on managing climate risk under USAID programming, please consult USAID's Environmental Compliance Hub https://www.usaid.gov/environmental-procedures, specifically the section titled Environmental Compliance and Climate Risk Management (CRM). A critical component of the CRM process is conducting a climate risk and opportunity screening or assessment. USAID provides Climate Risk Screening and Management Tools that elaborate the CRM screening process and support the systematic identification, assessment, and management of climate risks at the strategy, project, and activity levels. Results from a CRM screening are captured in a CRM summary table and narrative that are part of the Initial Environmental Examination (IEE) template.

- **Environmental Compliance:**

USAID Environmental Procedures (22 CFR Reg. 216), including appropriate environmental mitigation and monitoring measures is an integral and ***REQUIRED*** part of all activity development and implementation and should be budgeted appropriately. Through the development of an IEE, 22 CFR 216 ensures that any unintended environmental and social impacts related to USAID-funded activities, along with the identification of any climate risks to USAID-funded activities, are identified and mitigation measures proposed at the design stage. Subsequently, over the life of the program, these

environmental mitigation measures and conditions are expected to be a standard component of program management. The Applicant must also comply with host country environmental regulations. In case of conflict between host country and USAID regulations, the latter shall govern. No activity funded under this Annual Program Statement can be implemented unless the requirements of 22 CFR 216 have been met for that activity or a sub-component of that activity. The Mission Environmental Officer for the USAID management unit managing the activity should be contacted for further information. For a listing of USAID Environmental Officers and background information on this requirement please refer to the USAID Environment Website:
https://www.usaid.gov/environmental-procedures/environmental-compliance-officers

- **Climate Risk Screening:**

Extreme weather and climate impacts can undermine development gains and future development progress. USAID's CRM process addresses these impacts and improves the effectiveness and sustainability of USAID's efforts. In addition, CRM plays an important role in meeting and contributing to the Agency's Climate Strategy, which calls for all missions and activities to incorporate climate action into ALL new activities, whenever possible. The CRM evaluation process is documented in the environmental compliance process. CRM results are typically integrated in the following documents:

- Request for Categorical Exclusion (RCE): In cases where an RCE is appropriate, the CRM summary table and narrative must be included with the RCE. Climate Risk must be addressed in the narrative.
- Initial Environmental Examination (IEE): For projects/activities that require an IEE, the CRM summary table and narrative must be included with the project or activity-level IEE. Climate conditions and risks should also be discussed in the "Baseline Environmental Information" and "Analysis of Potential Environmental Risk" sections. It may also be appropriate to include conditions to ensure climate risks are adequately addressed.
- Environmental Mitigation & Monitoring Plan (EMMP): When appropriate, particularly for moderate or high climate risks, CRM measures can be included in an EMMP.

Activities that receive a Categorical Exclusion are not exempted from CRM and are not automatically low climate risk. Similarly, CRM results and risk ratings do not necessarily impact the 22 CFR 216 environmental determination.

Respondents to prospective addenda to this APS should include, as part of their full technical application, a clear statement (no greater than one paragraph) of their approach, experience, and/or expertise for managing environmental compliance and climate risk, protection and management over the life of the proposed program. All activities that include a construction component to the activity must comply with USAID's construction policy, See ADS 201 MAW Construction Risk Management, https://www.usaid.gov/sites/default/files/2022-05/201maw.pdf, for more details. All activity budgets should also reflect the level of effort necessary to realistically manage the environmental, climate, and/or construction compliance components of activity implementation.

B. Geographical information system (GIS)

USAID Operating Units (OUs) will collect activity location data at the most detailed geographic level appropriate for each activity they implement using one of the four levels of geographic detail (see section IV below) defined in ADS 579saa, USAID Geographic Data Collection and Submission Standards (https://www.usaid.gov/sites/default/files/2022-05/579saa.pdf). USAID OUs will: 1. At a minimum, collect activity location data at the following level of geographic detail: a. sub-national activities: Administrative Unit 1 level, e.g., region, province, department; and b. regional, i.e., activities implemented across multiple countries, and national level activities: Administrative Unit 0 level (i.e., country) and represented by the latitude/longitude coordinate location of the capital city. 2. Ensure that activity location data is collected and submitted according to ADS 579saa, in accordance with roles, responsibilities, and required procedures defined in ADS 579 that govern the collection, management, and submission of all USAID development data. This must include verifying activity location data quality (see ADS 578, Information Quality Guidelines).

C. USAID Data Collection
Starting in fiscal year 2021, implementing partners have been required to establish effective procedures for collecting and responding to feedback from beneficiaries, and to report to USAID a summary of beneficiary feedback and how the implementing partner and the Mission addressed it or agreed to adjust activities. A summary of beneficiary feedback received and actions taken in response to beneficiary feedback by an implementing partner should be described in the implementing partner's progress reports. As with any data regarding beneficiaries, implementing partners should ensure that beneficiary feedback is collected and used responsibly to ensure the safety and protection of beneficiaries.

USAID OUs are required to collect activity location data depicting the geographic location where an activity is implemented. In some cases, an activity's "Location of Implementation" may be different from its "Location of Intended Beneficiaries" and therefore it may be useful to collect geographic data depicting both types of locations. To collect data that depicts an activity's Location of Intended Beneficiaries, the same methods and standards used to collect the Location of Implementation would be applied.

The implementing partner must submit to the Development Data Library, at https://data.usaid.gov, in a machine-readable, non-proprietary format, a copy of any dataset created or obtained with USAID funds, including datasets produced by a sub-awardee at any tier. The submission must include supporting documentation describing the dataset, such as code books, data dictionaries, data gathering tools, notes on data quality, and explanations of redactions.

D. Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment.
In accordance with the cost principles in 2 CFR § 200.471, obligating or expending costs for covered telecommunications and video surveillance services or equipment or services as described in 2 CFR § 200.216 are unallowable. Recipients and subrecipients are prohibited from using award funds, including direct and indirect costs, cost share, and program income, for such covered telecommunications and video surveillance services or equipment subject to the exception described below.

Temporary waivers have been granted to USAID under Section 889(d)(2) that allow the recipient to use award funds for costs for covered telecommunications and video surveillance services or equipment incurred on or after October 1, 2022, through September 30, 2028, only if the recipient has determined that there is no available alternate eligible source for the covered telecommunications and video surveillance services or equipment.

The following mandatory provisions are relevant to this requirement: for U.S. organizations, the mandatory standard provision "Prohibition on Certain Telecommunication and Video Surveillance Services of Equipment (December 2022) and for non-US organizations, the mandatory standard provision "Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (July 2022).

E. Branding and Marking Plan
Information on how to adhere to branding policies and marking requirements for grants and cooperative agreements are found in ADS 320. This includes visibly displaying the USAID Standard Graphic Identity that clearly communicates assistance is "from the American people" on all programs, projects, activities, publications, public communications, and commodities provided or supported through USAID assistance awards. ADS 320 requires that, after the evaluation of the applications, the USAID Agreement Officer will request the Apparently Successful Applicants to submit a Branding and Marking Plan that describes how the program, project, or activity is named and positioned, how it is promoted and communicated to beneficiaries and cooperating country citizens, and identifies all donors and explains how they will be acknowledged. ADS 320 may be found at the following website: https://www.usaid.gov/sites/default/files/2024-01/320_012624.pdf. USAID's Graphic Standards Manual and Partner Co-Branding Guide can be found at the following link: https://www.usaid.gov/sites/default/files/2022-05/USAID_GSM-02_04_2020.pdf.

F. Key Initiatives
USAID and the USG have global and regional policy priorities and initiatives. Please note that initiatives may change or new initiatives may supersede or pivot from initiatives in place at the time of this Amendment. As such, the APS will be updated to reflect those changes in policy and priorities. Additionally, when and where possible, the Mission may also look to complement or leverage GOES investments and strategies, and addenda will reference any applicable GOES investment or strategy that should be considered by applicants.

The following links provide resourceful information that applicants need to be familiar with in order to propose innovative solutions.

Links:

- USAID Country Development Cooperation Strategy for El Salvador
- USAID Regional Development Cooperation Strategy for Central America and Mexico
- U.S. Strategy for Addressing the Root Causes of Migration in Central America
- Collaborative Migration Management Strategy
- Private Sector Engagement
- New Partnerships Initiative

- US Strategy to Prevent Conflict and Promote Stability
- USAID's Climate Strategy
- USAID Environmental Compliance Procedures
- USAID Climate Risk Management Procedures
- USAID's Digital Strategy
- USAID Economic Growth Policy
- USAID Anti-Corruption Policy
- 2023 USAID Gender Equality and Women's Empowerment Policy
- USAID Positive Youth Development
- USAID Equity Action Plan
- ADS 201 Additional Help on Inclusive Development
- USAID LGBTQI+ Inclusive Development Policy

G. Controlling Language

It is USAID policy that English is the official language of all award documents because a translation may not convey the full meaning of the original. Therefore, any resulting awards under this Notice of Funding Opportunity (NOFO) will be in English only, however, USAID may determine, on a case-by-case basis, that provision of a courtesy Spanish or dialect translation of the award, may be appropriate.

END OF SECTION A

SECTION B: FEDERAL AWARD INFORMATION

Issuance of this APS and/or related addenda under this APS do not constitute an award commitment on the part of the U.S. government, nor do they commit the U.S. government to pay for any costs incurred in the preparation or submission of questions, comments, suggestions, Concept Papers, and/or Full Applications. Please note that this APS will not accept the submission of Concept Papers/Applications. If applicants submit Concept Papers to this APS, they do so at their own risk, and all preparation and submission costs are at their expense.

1. Estimate of Funds Available and Number of Awards Contemplated

USAID anticipates awarding multiple awards over the lifetime of this APS. Subject to funding availability, and at the discretion of the Agency, USAID intends to provide up to $715 million in total USAID funding for awards over the life of the APS. Individual awards will range in value and have a period of performance from one year up to five years. Actual funding amounts and the number of awards under each addendum are subject to the availability of funds, award type, and activity proposed.

Awards pursuant to this notice of funding opportunity and forthcoming addenda may result in a variety of assistance instruments outlined in ADS 303.3.24 and ADS 303.3.25 such as:

a) Grants and Cooperative Agreements, including renewal awards;

b) Simplified grants for small awards on a cost reimbursement basis; and

c) Fixed Amount Awards.

2. Award Discretion

USAID reserves the right to make, or not to make, awards through any Addenda issued under this APS. The actual number of assistance awards, if any, under any Addenda to this APS is subject to the availability of funds, the interests and requirements of USAID, and the viability of applications received. There is no predefined minimum or maximum number of partners or partnerships USAID will support through this APS and any Addenda. However, USAID will not provide funds under this APS for products and services that it would otherwise purchase through a contract or that otherwise do not represent the best strategic approach and/or investment for the USG.

3. Evergreening

If USAID identifies opportunities to strengthen or fund a concept note or application by connecting it with other USAID mechanisms, to include other addenda, other potential funders, and/or partners, USAID may make that concept note or application available internally for appropriate consideration. Concept notes or applications that are “evergreened” will remain available for potential consideration for a period of up to one year after the closing date of the specific addendum. Therefore, applicants should be willing to:

a. Co-create the activity by sharing their proposed approach with other organizations;
b. Consider sub-award arrangements; and

c. Combine the technical and administrative contributions of another organization, as may be necessary.

Evergreening may result in an award in any of the following scenarios:

- The evergreened concept is further developed for potential award at a later date under the initial funding opportunity.
- The applicant is encouraged to resubmit the concept under a separate funding opportunity, or separate addenda.
- Evergreened concepts are made available to other Operating Units within the USAID/ES-CAM Mission for potential development and award.
- The applicant is notified that its concept note is no longer considered by the USAID Mission.

Each of these possible award scenarios is likely to include a process of co-creation to further develop the concept. It is important to note that co-creation may or may not lead to an award. USAID can remove any co-creation participant from award consideration should the parties fail to reach agreement on activity concept, design, award terms, conditions, cost/price, or time frame; or if the participant fails to provide requested additional information in a timely manner; or if the U.S. government believes that removal is in its best interest.

Any subsequent USAID award must comply with USG and Agency competition requirements for the resulting mechanism type, potentially including the ADS 303 requirements for restricted eligibility for programmatic rationale.

Certification Language for Submissions in Concept Papers:
Applicants under each addendum must include the following certification: "I understand that USAID may share this concept paper for appropriate consideration internally as part of the due diligence process, or if USAID identifies opportunities to strengthen or fund an application by connecting with other USAID mechanisms." The submission must be signed by an authorized representative of the organization.

4. Start Date and Period of Performance for Federal Awards

The period of performance of individual awards may vary. The performance period may be between one year and up to five years.

5. Areas of Substantial Involvement

If a Cooperative Agreement is awarded, the intended substantial involvement will be determined based on the programmatic requirements of the award, as further determined in ADS 303.3.11. Some examples of potential areas of substantial involvement during performance of the award may include the following:

a. The Agency's approval of the recipient's implementation plans during performance. USAID generally only requires approval of implementation plans annually; however, where changed contexts or new information require a pivot in the activity, USAID may consider changes to an implementation plan.

b. The Agency's ability to immediately halt an activity if the recipient does not meet detailed performance specifications (for example, construction specifications).

c. The Agency's review and approval of one stage of work, before work can begin on a subsequent stage during the period covered by the cooperative agreement.

d. The Agency's review and approval of substantive provisions of proposed subawards or contracts (see definitions in 2 CFR 200).

e. The Agency's involvement in the selection of key recipient personnel.

f. Agency and recipient collaboration or joint participation, such as when the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, etc.

6. Nature of the Relationship between USAID and the Successful Recipient

The principal purpose of the relationship with the Recipient is to transfer funds to accomplish a public purpose of support or stimulation of the activity which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

7. Authorized Geographic Code for the Procurement of Commodities and Services

The geographic code for activities under the addenda is code 937 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.

8. Cost Share and Leverage

Addenda to this APS will establish the level of cost share and/or leverage required for the activities to be undertaken under the addendum. USAID will look for activities that demonstrate ownership to ensure that the activity will continue after USAID assistance ends, thus demonstrating its firm commitment to contribute to developing the sustainable development of activities and organizations.

Cost Share: refers to the resources a recipient contributes to the total cost of an agreement. Cost share becomes a condition of an award when it is part of the approved award budget. The cost share must be verifiable from the recipient's records; for U.S. organizations it is subject to the requirements of 2 CFR 200.306, and for non-U.S. organizations it is subject to the Standard Provision, "Cost Share"; and can be audited. Costs that are unallowable in accordance with the applicable cost principles must not be proposed as cost share. If the Recipient does not meet its cost share requirement, the AO may apply the difference in actual cost share amount from the agreed upon amount to reduce the amount of USAID funding for the following funding period, require the Recipient to refund the difference to USAID when this award expires or is terminated, or reduce the amount of cost share required under the award.

Leverage: represents all of the non-USAID resources (excluding cost sharing) that are expected to be applied to a program. Leveraged resources may include grants/awards from non-U.S. government organizations and other donor governments, including assets, capabilities, and expertise. In practice, leverage is typically a combination of cash and in-kind contributions. Examples of in-kind contributions that USAID might count toward leverage requirements include: commodities such as foodstuffs, equipment, use of training or other purpose-specific facilities necessary to a program's implementation, value of time donated by technical consultants or staff whose work and expertise are necessary to a project, technology, communications and capital assets, intellectual property rights, licenses, etc.

Forthcoming addenda will specify the leverage requirements based on the programmatic needs of the activity. USAID's expectation is to mobilize leverage of a matching ratio with USG resources of 1:1 or greater. However, USAID reserves the right to pursue awards with less than a 1:1 leverage ratio for exceptional reason that may include (but are not limited to) the economic recovery following environmental/public health/other shocks or crises, the development of partnerships with new, local organization, political factors that might limit leveraged resources, etc. Specific leverage requirements will be documented in applicable addenda and applicants should explain in the concept paper if they propose less than a 1:1 leverage. The applicant should clearly explain what factors prohibit the desired 1:1 match and if the applicant proposes a plan to generate greater leverage over the course of the activity.

END OF SECTION B

SECTION C: ELIGIBILITY INFORMATION

This APS is open to entities that meet the eligibility criteria below or otherwise specified in any forthcoming addendum. All interested organizations are restricted to submitting only one Concept Note as the Prime Applicant. If more than one Concept Note is received with the same Prime Applicant, USAID will seek written clarification from the relevant entity regarding which Concept Note should be considered for review. If clarification is not resolved *within five (5) business days*, all Concept Papers submitted by that Applicant may be deemed ineligible.

1. Eligible Applicants

Applicants who submit concept papers under any forthcoming addendum must meet the following **critical elements** in order to be considered to further participate in the selection process:

1.a. Does the activity address the strategic objectives of the USAID Mission's CDCS, or RDCS, the bilateral USAID strategies in benefitting countries, and/or the RCS and CMMS?

1.b. Does the proposed activity respond to the technical requirements and/or intended results in Section A of the applicable addendum?

1.c. Does the activity demonstrate long-term impact and describe how it will be sustainable?

1.d. Does the activity demonstrate how it expands and diversifies USAID's partner base so that it advances localization and helps to equip and fund more local champions and locally established partners to support country level progress?

Information and instructions for Concept Paper submission will be specified in future addenda and will be posted on www.grants.gov.

2. . Local Capacity Strengthening Policy (i.e. Localization)

USAID/El Salvador highly supports local capacity strengthening and welcomes partners that would comply with USAID's Local Capacity Strengthening Policy e. USAID defines "Implementing Partners" as U.S. and non-U.S. non-governmental organizations that can design and implement assistance activities outside the United States. Further definitions below:

- NEW PARTNER An individual or organization that has not received any funding from USAID as a prime partner over the last five years.
- NONTRADITIONAL PARTNER Organizations that have received less than $25 million in direct or indirect awards from USAID over the past five years. Previously referred to as Underutilized Partners, a term still used in technical documents such as solicitations.
- LOCAL ENTITY An individual or organization that:
    - Is legally organized under the laws of a country that is receiving assistance from USAID;

    - Has its principal place of business or operations in a country receiving assistance from USAID;
    - Is majority-owned by individuals who are citizens or lawful permanent residents of a country receiving assistance from USAID; and
    - Is managed by a governing body, the majority of whom are citizens or lawful permanent residents of the country receiving assistance from USAID.
- LOCALLY ESTABLISHED PARTNER (LEP) A U.S. or international organization that works through locally led operations and programming models. LEPs:
    - Have maintained continuous operations in-country for at least five years and materially demonstrate a long-term presence in a country through adherence or alignment to the following:
        - Local staff comprises at least 50 percent of office personnel;
        - Maintenance of a dedicated local office;
        - Registration with the appropriate local authorities,
        - A local bank account; and
        - A portfolio of locally implemented programs.
    - Have demonstrated links to the local community, including:
        - If the organization has a governing body or board of directors, then it must include a majority of local citizens (in the host country, this is not required);
        - A letter of support from a local organization to attest to its work; and
        - Other criteria that an organization proposes to demonstrate its local roots.

Applicants are eligible to submit a Concept Note, provided they follow the requirements of this APS and the addendum to which they are applying. Each Addendum may further restrict eligibility if the Mission determines it is in USAID's best interest.

To be eligible for evaluation, the applicants must be legally registered entities under applicable law and eligible under the relevant laws to receive funding from a foreign source. Individuals, unregistered, or informal organizations are not eligible to be Implementing Partners.

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

● What is a "New" Partnership?
A "new" or "underutilized" partner is an organization that has received less than $25 million cumulatively in direct or indirect awards from USAID over the past five (5) years.

NPI envisions four specific forms for engagement, each intended to offer different entry points for working directly or indirectly with new, underutilized, or established organizations. **Organizations only need to qualify under one of the four forms of engagement listed below in order to be eligible under this APS:**

a. **Direct awards to new and underutilized organizations that are local entities in the host country or countries for which the Applicant is applying**. New and underutilized partners may apply for direct funding via specific Addenda issued under this APS. Applicants are eligible if they have received less than $25 million cumulatively in direct or indirect awards from USAID over the past five (5) years.

b. **Direct awards to new and underutilized organizations that are locally established partners (LEPs) in the host country or countries for which the Applicant is applying**.
LEPs are organizations that generate significant private development assistance and support effective program models through locally-led operations that strengthen partner country capacity and commitment for sustainable development. U.S.-based or international partners are eligible if they have (1) received less than $25 million cumulatively in USAID funding over the previous five (5) years; and (2) currently have additional, non-U.S. government funding streams that exceed total funding received worldwide from USAID. (*e.g*., if an applicant has implemented $5 million in USAID funding, it must demonstrate at least $5 million in funds worldwide from sources other than the U.S. government).

c. **Sub-awards to new or underutilized partners via prime awardees that serve in a limited mentorship role.** NPI recognizes the important role and capacity that "established partners" (defined as those that already have a financial relationship with USAID above the NPI thresholds established in the APS) bring to local organizations around the world. NPI acknowledges that many local partners lack the capacity, or desire, to comply with the stringent requirements associated with awards from the U.S. Government. This modality will allow established partners to build the capacity of local partners to meet the requirements to become a USAID direct awardee or provide them the support they need to implement programs on behalf of USAID that have measurable impact. Established partners will play a support role to build the capacity of new and underutilized partners (*e.g*., through technical oversight, compliance support, and mentoring). The prime will not directly assist project beneficiaries. NPI envisions two modalities of support under this approach:

○ **Modality 3a: Local Entity Sub-Awardees That Move to Direct Awards**: Prime awardees must pass a minimum of 50 percent of the total funding of their awards to local sub-awardees, with a goal of moving them to qualify for direct awards. In appropriate cases, USAID might pursue prime or mentor awards with a provision for transition awards to some local entities during the life of the award.

○ **Modality 3b: Local and Locally Established Partner Sub-Awardees**: Prime Awardees must pass a minimum percentage of the total funding to local partners or LEPs, as determined by USAID is possible for each activity and required under each Addendum.

d. Direct Awards to Partners to Leverage Private/Non-U.S. government Funding: NPI also seeks to support partnerships with organizations that can leverage their own private (or non-U.S. government) funding, in recognition of the important dual-role that many established partners have as both implementers and fundraisers. Organizations of all types (non-profit, private-sector, host governments, *etc*.) can apply. Awardees must propose additional leveraged funds worth a minimum of 50 percent of the total value of the award they seek from USAID; this cannot include in-kind contributions but can include non-Federal grants and external awards.

Definition of a Transition Awards: A transition award is an assistance award to a local entity or locally established partner (collectively referred to as local subrecipients) that is or has been a subrecipient under a USAID assistance award. A transition award can only be made when the following conditions have been met: a) The recipient of the transition award is a local subrecipient that has not previously received a direct award from USAID; b) The initial award required the recipient to develop the capacity of the local subrecipient(s) to become more capable of receiving a direct award from USAID or other donors; and c) The initial award recipient recommended the local subrecipient for a potential transition award based on explicit criteria contained in the initial award. (Chapter 303)

Applicants must comply with applicable local laws, including on taxation. USAID advises prospective Applicants to consult local counsel on these issues in the Concept Paper phase.

Concept Papers submitted under Addenda issued under this APS must follow all instructions in this Program Statement, and should address the Merit Review criteria in each Addendum.

Responsibility Determination:
The successful applicant(s) will be subject to a responsibility determination assessment (Pre-award Survey) by the Agreement Officer (AO). In order to obtain an award, the Recipient must be determined a “responsible entity”. The AO may determine the best approach to conduct the pre-award survey in order to assess whether the prospective recipient has the necessary organizational structure, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award.

Participation Of Faith-Based And Community Organizations
In accordance with **Executive Order 13279, Equal Protection for the Laws for Faith-Based and Community Organizations**, and **22 CFR 205, Participation by Religious Organizations in USAID Programs**, are eligible to participate in USAID programs as long as they carry out eligible activities in accordance with all program requirements and other applicable requirements governing the conduct of USAID-funded activities, including those prohibiting the use of direct financial assistance from USAID to engage in inherently religious activities (see **22 CFR 205.1(f)**).

USAID is looking to enhance collaboration with faith-based and community organizations. Faith-based organizations and community organizations serve some of the most vulnerable populations in the world. These long standing, resilient organizations are often the first place community members turn to, and are uniquely qualified to identify and meet local needs.

Concept Papers/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 Concept Note/Application includes data that must not be disclosed, duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this concept note. 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 concept note/application."

How to Work with USAID

USAID/El Salvador has recorded four webinars in **Spanish** containing information on the following topics:

1. USAID/El Salvador CDCS, the current APS opportunity, and how to prepare for the upcoming addenda.
2. How to register and do business with USAID,
3. What USAID/El Salvador is looking for in terms of organizational and technical capacity,
4. What USAID expects from local organizations' past performance,
5. How to address the specific requirements in the APS and addenda,
6. How to write a competitive concept paper in response to the addenda, and
7. Expectations of those organizations invited to engage in co-creation.

In addition, USAID encourages potential partners to sign up for the WorkwithUSAID.gov website, which is a free, USAID-funded resource hub that empowers partners with the knowledge and networks to navigate how to work with USAID. The five main components of the site are: 1) the Partner Directory, 2) the Pre-Engagement Assessment, 3) the library, 4) the News & Insights Blog, and 5) frequently asked questions. Many of these resources are available without logging in. But a more personalized experience is available after creating an account - which is free. Registration on this website opens access to a variety of innovative services and resources designated to improve organizational readiness, connect partners to peers and experts, and prepare them to seek USAID funding.

The Partner Directory on WorkwithUSAID.gov is a searchable database of global organizations, where partners can boost their organization's visibility and network across the development community.

Also, please review the Training Series on "How to Work with USAID" for detailed information, including Training Module 5, Preparing Budgets for Assistance Application. Please note that some of the training modules are also available in Spanish. The link is the following: https://www.usaid.gov/work-usaid/get-grant-or-contract/trainings-how-work-usaid

More information on how to work with USAID may be found at https://www.usaid.gov/work-usaid/get-grant-or-contract/trainings-how-work-usaid. Please note that some of the training modules are available in Spanish.

END OF SECTION C

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Points of Contact for this APS

USAID/El Salvador
Ms. Blanca Ibarra
Ms. Alejandra Quinonez
Acquisition and Assistance Specialists

Emails: bibarra@usaid.gov
aquinonez@usaid.gov

All questions regarding this NOFO should be submitted in writing to Ms. Blanca Ibarra and Ms. Alejandra Quinonez to the email addresses above no later than the date and time specified on the front page of the APS in order to provide sufficient time to address the questions and incorporate the questions and answers as an amendment to this APS. Any information given to a prospective Applicant concerning this APS will be furnished promptly to all other prospective Applicants as an amendment to this APS, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

1. What is the APS Process to Apply, Evaluate, and Award?

A. Submission of a Concept Paper. Applicants will submit a short document, approximately three (3) pages and not to exceed five (5) pages, in which the Applicant provides an overview of its idea. The concept paper may be submitted in English or Spanish or any dialect a regional Mission may determine appropriate. In order to provide a general idea of the content and format of a Concept Paper, a sample template entitled “Format of Concept Paper” is included at the end of this Section. However, each addendum will provide the specific format for concept paper submission. **Please note that Concept Papers in response to this APS will not be accepted. Concept papers will be accepted only through any forthcoming Addenda to this APS.**

The following phased-review process **is an example** of how a concept paper received under any forthcoming addenda may be evaluated. **The process may vary** depending on the activity and the needs of the Mission:

Phased Review Process
Phase 1: Submission of Concept Papers and First Eligibility Screening
USAID will acknowledge the submission of Concept Papers within three (3) business days. USAID will review compliance with the four critical elements stated in Section C.1 for a “yes” or “no” compliance. Those concept papers that meet all the critical elements will move to a secondary review as follows:

Phase 2: Concept Merit Review. A selection committee team will evaluate the concept paper according to the review criteria stated in the addendum. Normally, it will be a review of several “yes” or “no” questions to determine if the concept responds to the specific addendum requirements.

Upon completion of the technical merit review of the concept papers, USAID will provide individual notifications to each applicant within 20 work days following the receipt of the results of the concept paper merit review process. USAID may notify potential Applicants of significant changes to the requirements or in the review-process timeline, etc. through a written amendment to the relevant Addendum.

USAID anticipates the following possible results from the Concept Paper technical-review process in Phase 2:

The applicant(s) is/are invited to participate in any of the following potential scenarios, ***IF*** the Concept Paper generally meets the objectives of the relevant Addendum:

Invitation to engage in discussions aimed to clarify any aspect of the concept paper. If the applicant satisfactorily addressed the concerns or questions raised during these discussions, it may be invited to: (a) co-creation; (b) evergreened; (c) oral presentations; (d) submit a full application (phase 3); or (e) excluded from further consideration.

(a) Co-creation may take the form of any of the following scenarios:

1. **Co-Creation with Multiple Applicants**. If USAID identifies opportunities to strengthen a concept paper by connecting it with others, USAID may invite applicants to co-create. In the co-creation phase, USAID will facilitate a meeting to challenge assumptions about proposed development interventions and to think creatively about solutions to accelerate the Addendum's development outcomes. Although the participants will represent different organizations, the goal is to use the group's collective expertise to identify and refine the best ideas, and to kick-start new partnerships and collaborations that will lead to a successful technical approach(es) that address and possibly exceed the Addendum requirements. After the co-creation, applicants will be requested to quickly work to refine and submit final concept papers for evaluation in accordance with the addendum's technical review criteria. The apparent successful applicant(s) will be requested to submit a full technical and cost application.

2. **Co-Creation with a Single Applicant.** The Co-Creation process builds on a Concept Paper that has strength and potential; it is not intended to supplant Applicants' initiative or build new concepts from the ground up. During this phase, the applicant will work with USAID technical teams to address issues such as proposed interventions, limitations, impact indicators,etc. USAID envisages a product of the Co-Creation process is an Applicant's strong draft program description for the full application phase, as well as specific program results with quantitative and/or qualitative indicators or performance milestones. If an Applicant is unable to achieve this during the Co-Creation phase, then it will no longer be considered for an award.

(b) Evergreen. Concept papers that are evergreened will remain available for potential consideration for a period of up to one year after the closing date of the specific addendum. Please refer to section B.3 of this APS for more information on evergreening.

(c) Invitation for Oral Presentation. The applicant(s) is/are invited for an oral presentation (in person or virtually) in order to more **fully describe its technical approach that** responds to the full Program Description in the Addendum. The Merit Review Committee will then evaluate the oral presentation in accordance with the concept review criteria in the relevant Addendum. **USAID will select the apparently successful applicant(s) and request the submission of a technical and cost application based on the oral presentation and feedback received.**

(d) Phase 3: Request for Application (RFA)
USAID will request a full technical and cost application to the apparent successful applicant(s) based on the technical review results. The RFA will provide complete instructions for the submission of technical and cost applications. The application will detail, and expand upon, the concept developed. The application also requires the Applicant to complete specific U.S. government forms, and to provide additional information USAID will need in order to move forward with an appropriate implementing instrument (award) and conditions to qualify for award. There are reasons why an Applicant could be unsuccessful at the full application phase. For example:

- The detailed program does not satisfy the criteria and definitions provided in the Concept Paper;
- A partner that is bringing additional, non-Federal, funds to the project drops out, or does not materialize, and the Applicant no longer meets the partner-eligibility criteria of the APS;
- The Applicant cannot provide evidence that it is a legal entity in the country or countries for which it is submitting a proposal; or
- USAID has other concerns after conducting due diligence or pre-award surveys.

(e) Excluded from further consideration: The Concept Paper does not meet the objectives of the relevant Addendum. USAID rejects the Concept Paper and the process ends for that Applicant(s).

2. Critical Requirements Prior to Award
USAID may not make an award to an Applicant until the Applicant has complied with all applicable SAM registrations and, if an Applicant has not fully complied with the requirements by the time USAID is ready to make an award, USAID may determine that the Applicant is not qualified to receive an award and may use that determination as a basis for making an award to another Applicant. USAID reserves the right to make no award under any Addendum at any stage of the process.

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

b. Construction is limited under assistance awards, therefore, if an applicant proposes ***only*** construction activities, it will not be considered under any forthcoming addenda. According to USAID ADS 303 MAW, "*Construction*" is defined as: *construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration and refurbishment. The term includes, without limitation, roads,* *power plants, buildings, bridges, water treatment facilities, and vertical structures*. Please note that the purchasing of equipment for the purpose of construction, also falls within the definition of construction.

Please note that ***if construction activities are authorized*** **as part of an overall project,** it will be subject to the policies and requirements of USAID. Any construction activity should be detailed in the concept paper. Details should include the following: identification of the proposed type, quantity, scope and location of construction activities including the estimated cost per site, and the contracting modality to acquire the construction services..

All construction related activities must be reviewed through an environmental compliance IEE process, as described in Section A.5.A. above, prior to the disbursement of any USG funds.

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

d. Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under any resulting award must be from the authorized geographic code specified in Section B.7 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

4. Communication Process at Key Decision Points

USAID may provide notifications to the applicants in accordance with the APS process described in Section D. The notifications will be provided in writing via email or letter in accordance with the APS selection process in this APS or the relevant addendum.

5. Late or Incomplete Concept Papers

USAID may review and consider late or incomplete concept notes under this APS if it is considered in the best interest of the USG and the review is made before any agreement/grant is awarded under the specific addenda and the acceptance of the incomplete or late concepts is approved in writing by the Agreement Officer.

6. Large number of Concept papers received under an addendum

USAID may limit the review process to a smaller number of concept papers and may conduct the technical reviews by tranches for purposes of efficiency.

7. Conflict of Interest Pre-Award Term (August 2018)

a. Personal Conflict of Interest

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

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

b. Organizational Conflict of Interest

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

END OF SECTION D

SAMPLE FORMAT OF A
CONCEPT PAPER

A. **General Guidelines**: Applicants should submit only the information and materials requested, and in the format specified in any forthcoming addenda. **Concept Papers may be submitted in English or Spanish or any dialect a particular regional Mission may determine appropriate.**

- Clarity and specificity are important, as is ensuring that the narrative in the Concept Paper addresses the points outlined in this APS and Addendum.
- During the merit-review process, USAID may reject those Concept Papers that are vague or merely restate language found in this APS or any Addendum.
- Applicants must closely follow the instructions provided in the addendum (such as maximum page length and contents) at the risk of its Concept Paper being eliminated from consideration.
- Concept Papers should not disclose any intellectual property that the applicant wishes to protect and should identify any restriction that may apply to the intellectual property.
- Below is a sample Concept Paper format to provide an idea of what an Applicant is expected to prepare. Each Addendum may tailor the format slightly to meet its needs.

B. **Application Overview** – (Applicants should identify the NPI modality offered. The list below provides a summary of the potential scenarios, per Section C.2. of this APS)

- We certify that we meet the criteria at Section C. 2.a. **Direct awards to new and underutilized organizations that are local entities in the host country or countries for which the Applicant is applying**. New and underutilized partners may apply for direct funding via specific Addenda issued under this APS. Applicants are eligible if they have received less than $25 million cumulatively in direct or indirect awards from USAID over the past five (5) years.

- We certify that we meet the criteria at Section C. 2.b. **Direct awards to new and underutilized organizations that are locally established partners (LEPs) in the host country or countries for which the Applicant is applying**.
  LEPs are organizations that generate significant private development assistance and support effective program models through locally-led operations that strengthen partner country capacity and commitment for sustainable development. U.S.-based or international partners are eligible if they have (1) received less than $25 million cumulatively in USAID funding over the previous five (5) years; and (2) currently have additional, non-U.S. government funding streams that exceed total funding received worldwide from USAID. (*e.g*., if an applicant has implemented $5 million in USAID funding, it must demonstrate at least $5 million in funds worldwide from sources other than the U.S. government).

- We certify that we meet the criteria at Section C. 2.c. **Sub-awards to new or underutilized partners via prime awardees that serve in a limited mentorship role.** NPI recognizes the important role and capacity that “established partners” (defined as those that already have a financial relationship with USAID above the NPI thresholds established in the APS) bring to local organizations around the world. NPI acknowledges that many local partners lack the capacity, or desire, to comply with the stringent requirements associated with awards from the U.S. government. This modality will allow established partners to build the capacity of local partners to meet the requirements to become a USAID direct awardee or provide them the support they need to implement programs on behalf of USAID that have measurable impact. Established partners will play a support role to build the capacity of new and underutilized partners (*e.g.*, through technical oversight, compliance support, and mentoring). The prime will not directly assist project beneficiaries. NPI envisions two modalities of support under this approach:

- We certify that we meet the criteria at Section C. 2.○ **Modality 3a: Local Entity Sub-Awardees That Move to Direct Awards**: Prime awardees must pass a minimum of 50 percent of the total funding of their awards to local sub-awardees, with a goal of moving them to qualify for direct awards. In appropriate cases, USAID might pursue prime / mentor awards with a provision for transition awards to some local entities during the life of the award.

- We certify that we meet the criteria at Section C. 2.○ **Modality 3b: Local and Locally Established Partner Sub-Awardees**: Prime awardees must pass a minimum of 75 percent of the total funding of their awards to sub-awardee local partners or LEPs. An award could also have a structure in which the prime partner receives a declining percentage of the value of the award year-on-year (e.g. from 25 percent in Year 1 to 20 percent in Year 5).

- We certify that we meet the criteria at Section C. 2.**d. Direct Awards to Partners to Leverage Private/Non-U.S. government Funding:** NPI also seeks to support partnerships with organizations that can leverage their own private (or non-U.S. government) funding, in recognition of the important dual-role that many established partners have as both implementers and fundraisers. Organizations of all types (non-profit, private-sector, host governments, *etc*.) can apply. Awardees must propose additional leveraged funds worth a minimum of 50 percent of the total value of the award they seek from USAID; this cannot include in-kind contributions but can include non-Federal grants and external awards.

Sample Concept Paper Format (Not to Exceed 5 pages)

1. Proposed Activity Name/Title: ____

2. Certification, with Explanation, of Eligibility Under USAID Priority/ Programmatic Focus Area *(from Section C.1. of the APS)*: ____

3. Proposed Period of Performance *(i.e., start date and end date)*: ____________________

4. Total Program Amount *(in USDs)*: _______________________________________

5. a. Total Amount of Funding Requested from USAID_________________________

5.b. Cost share proposed (if applicable)__________________________

5.c. Proposed leverage (if applicable), including from what source(s):___________________

6. Applicant Organization Name: ____

7. Applicant Contact Person *(name, phone, e-mail):* ______________________________

8. Full Address for Applicant Organization: ________________________________

9. Type of Organization *(e.g., U.S., non-U.S., multilateral, private, for-profit, non-profit) date of incorporation, etc.)*: ____

10. **(If Applicable) Name(s) of Partner(s) Organization(s)** *Applicants that are applying as Mentors will name local Subpartners here:* **____________**

B. Concept Introduction*: Concisely identify the problem you will address, link it to one or more of the focus areas of the Addendum and briefly describe your work for tackling this problem. Describe why there is a need for your concept, how it differs from alternatives, and any relevant partner-specific considerations for the problem or solution. Explain how the program advances the sustainable development for the country.*

C. Beneficiaries*: Clearly and concisely describe the types of benefits your work will produce and the types and range of people who will benefit from this work. Was the concept designed with input from beneficiaries? Has it been, or can it be, adapted to reach target beneficiaries, in accordance with the CDCS geographic focus, i.e migration hubs?*

D. Geographic Location: *In what location(s) are you proposing to operate? Describe key elements of, and actors in, the geographic location(s) in which you propose to work. What are the biggest challenges and opportunities? Please provide a brief description of previous work experience in the migration hubs, per CDCS geographic focus.*

E. Intervention approach: *Describe clearly and concisely how this intervention will produce the desired impact in the focus area(s) identified. Briefly describe critical barrier(s) or problem(s) related to your focus area(s) that your concept addresses. Be sure to include information to describe why the approach is creative or innovative, how it is potentially scalable, and evidence to support it as a tested solution or* *as an intervention likely to have a significant development impact, and how it will be sustained. Include discussion of the resiliency of this idea to conflict, the potential for this idea to create and/or resolve conflicts, and how the idea and partners can adapt to these circumstances.*

E.1 Adaptive and Flexible Technical Approach*: Include discussion of how the proposed activity demonstrates an adaptive and flexible technical approach in a likely evolving country context.*

F. Intervention Results: *As specifically as possible, describe the anticipated results and/or impact of your activity. What are the key, quantifiable metrics related to your project's performance or expected performance? What is the scale needed to achieve results sufficient to address the problem? What are the baselines you will measure before the project begins?*

G. (If applicable) Roles of Partners & Localization efforts: *Describe and define the role of other entities in the partnership, how it plans shifting more leadership, ownership, decision making, and implementation to the local people and institutions. This must include a description of the leveraged funding, if necessary, or sub-partners if submitting a mentorship program proposal. If your organization is not proposing any partners, this section can be empty.*

H. Capacity of the Applicant(s): *Describe your organization's technical, financial, and managerial capacity to carry out the proposed work and that of any partners. Describe if you have previously done similar work, or worked in the same location(s)?*

I. Construction activities, if any.: *Provide the following information: identification of the proposed type of construction work, quantity, scope and location of construction activities, including identification of the sites it expects to implement construction activities, the estimated cost per site, and the contracting modality to acquire the construction services. Briefly describe the experience of your organization managing construction activities.*

[Signature of individual with authority to legally bind the organization]

End of Sample Concept Paper

SECTION E: APPLICATION REVIEW INFORMATION

1. Evaluation of Concept Papers

Evaluation of concept papers will be made using a two step process. First, concept papers will be screened for eligibility against the critical elements described in Section C.1. Second, if concept papers pass the eligibility screening, then concept papers will be reviewed by a Selection Committee to determine if the concept responds to the specific addendum requirements.. The illustrative process for evaluation of concept papers is described in Section D.

2. Other Areas of Consideration Prior to Award

2.a. For any potential award, USAID will also consider: (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; (3) whether any special conditions relating to costs should be included in the award, and (4) that the organization and corporate individuals as well as its partners abide to the highest ethical standards, including but not limited to, respect of human rights, oppose corruption, compliance with local laws, safeguarding against exploitation, sexual abuse, child abuse and child neglect. The potential recipient may be required to have publicly available standards, policies, or procedures to prevent, detect, address, and respond to allegations of exploitation, sexual abuse, child abuse, and child neglect. For awards exceeding $500,000, the recipient will be required to develop, implement, and maintain a compliance plan, either in conjunction with or separate from the Trafficking in Persons Compliance Plan. The recipient will also be required to report misconduct to M/MPBP/RSC at disclosures@usaid.gov, with a copy to the AO and the OIG.

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

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

END OF SECTION E

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. **Federal Award**

The USAID Agreement Officer (AO) is the only individual who may legally commit the U.S, Government to the expenditure of public funds. Applicants are prohibited from charging or incurring costs to the proposed award prior to receipt of either a fully executed award or a specific, written authorization from the AO. USAID will administer awards in accordance with with the following policies and regulations:

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

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

2. Types of Award

USAID has a number of assistance award types to choose when providing funds to successful Applicants. The type of award and terms and conditions depend upon the type of recipient organization, programmatic factors, and other due-diligence matters (including responsibility determinations). The following is a matrix of commonly used awards, their general prescription for use, and key characteristics in accordance with ADS 303.3.24 and 303.3.25.

Award Type:	**Generally Used When:**	**Characterized by:**	**More information:**
Fixed-Amount Award (FAA) Grants or Cooperative Agreements	The project's scope has measurable goals and objectives; and Adequate cost, historical, or unit pricing data are available to establish a fixed-amount award based on a reasonable estimate of actual cost.	The project's scope has measurable goals and objectives; and adequate cost, historical, or unit pricing data are available to establish a fixed-amount award based on a reasonable estimate of actual cost. Focus is on outputs and results; limits risk for both parties. USAID pays the grantee when the Agency concurs the milestone is completed. Minimizes administrative burden on USAID and the grantee, since payment is not cost-reimbursement. May assists in building	https://www.u said.gov/ads/ policy/300/30 3saj **2 CFR 200.45**

		the institutional capacity of new grantees.	
Cooperative Agreement (Cost Type)	Recipient has adequate financial and management capacity to operate on a cost-reimbursement basis with the U.S. government	Recipient is free to pursue its sponsored program, with USAID's Agreement Officer's Representative (AOR) involved in defined technical areas (referred to as "substantial involvement"). Such involvement may include approval of annual work plans, approval of key personnel, authority to halt a construction project, and joint collaboration and participation (defined in the award and specific to the project)	[https://www.u said.gov/ads/ policy/300/30 3](https://www.usaid.gov/ads/policy/300/303)
Renewal Awards (Grant or Cooperative Agreement)	Recipient has adequate financial and management capacity to operate on a cost-reimburseme nt basis with the U.S. government and USAID will engage in and fund multiple years/an expanded program based on the success of the efforts and program during the initial period of the award.	Allows a grant or cooperative agreement to adapt, within the five-year maximum period of performance, to changing contexts, lessons learned during implementation, and performance by related activities within a project that affect the overall effectiveness of the initial award. A renewal award provides a specific level of support for an initial specified period of time or an initial set of programmatic activities and milestones, with a statement of intent in the NOFO of the possibility of a subsequent award to provide additional support for the project for succeeding periods, activities or milestones..	[https://www.usaid.gov/sites/default/file s/documents/303.pdf](https://www.usaid.gov/sites/default/files/documents/303.pdf)

Simplified Grant	Recipient has adequate financial and management capacity to operate on a cost-reimbursement basis with the U.S. government, and USAID will not be "substantially involved" in selected programmatic elements.	A grant is a legal instrument used when the principal purpose is to transfer anything of value (i.e. money, property, or services) to a recipient in order to accomplish a public purpose of support or stimulation authorized by Federal statute. Grants are appropriate when substantial involvement by USAID is not anticipated. Generally does not include all standard provisions used for USAID grants. The grand total does not exceed the simplified acquisition threshold currently $250,000, does not include purchase of any goods or services, except for certain items, etc.	https://www.usaid.gov/sites/default/files/documents/303.pdf

3. Reporting Requirements

Resulting awards under any forthcoming addenda will incorporate specific reporting requirements, including but not limited to quarterly financial, monitoring, sub-awards, performance reports, etc. The required frequency of submissions may vary according to the needs of the project.

4. Partner Vetting

In accordance with ADS 206 El Salvador is a "Covered Country," therefore, U.S. and Non-U.S. NGOs (including non-profit and for-profit entities) will undergo a review of individuals of non-U.S. NGOs (but not U.S. NGOs) before an award is signed. In addition, key individuals of both U.S. and non-U.S. NGOs must certify that they are not and have not been engaged in drug trafficking. Lastly, implementing clauses will be included in awards with both U.S. and non-U.S. NGOs.

END OF SECTION F

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

(1) Points of contact (POC) for questions while the funding opportunity is open.

USAID/El Salvador
Ms. Blanca Ibarra
Ms. Alejandra Quinonez
Acquisition and Assistance Specialists

Emails: bibarra@usaid.gov
aquinonez@usaid.gov

Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing by the date listed on the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Oral explanations or instructions given before award will not be binding. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment of this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

(2) Acquisition and Assistance (A&A) Ombudsman

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

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

END OF SECTION G

SECTION H: OTHER INFORMATION

1. USAID reserves the right to fund any or none of the concept notes or applications submitted.

2. Some awards may incorporate specific requirements that recipients will need to comply with within a given timeframe. These requirements are normally identified in the award as “specific Federal award conditions”.

3. Compliance with Local Labor Laws and Environmental Regulations. The selected Recipients must comply with all required laws and regulations pertaining to labor and environment or any other law or regulation in El Salvador or the countries where the activity will be implemented.

4. Value Added Tax (VAT). The VAT charged in El Salvador is to be included as part of the cost of the award. Given that VAT is generally not an allowable cost under the award, upon execution of the award, USAID will provide guidance to the successful applicant on how to obtain the VAT exemption OR reimbursement of the VAT. For activities implemented in other countries of the region, the successful applicant must coordinate with each USAID/Mission where activities will be implemented to define the VAT exemption process in each of those countries.

5. Instructions on how to register in SAM (update based on the new Unique Entity Identifier as of April 2022)

A. Unique Entity Identifier (“UEI”) Replacing Vendor DUNS

The System for Award Management (SAM.gov) recently made a significant change to how vendors are identified, switching from the Data Universal Numbering System (DUNS) number to Unique Entity Identifier (“UEI” for short). USAID must comply with a government-wide mandate to transition from the current vendor DUNS to the new Unique Entity Identifier (UEI), therefore, effective April 2022, all entities registered in SAM who conduct business with the federal government must use the new UEI as a unique identifier. For further information, please read Section B. below entitled System for Award Management (SAM).

B. System for Award Management (SAM)

What is SAM? The System for Award Management (SAM) is an official website of the U.S. government. There is no cost to use SAM. You can use this site for FREE to:

- Register to do business with the U.S. government
- Update or renew your entity registration with the new Unique Entity Identifier
- Check status of an entity registration
- Search for entity registration and exclusion records

Register/Update Entity

You can register your Entity (business, individual, or government agency) to do business with the Federal Government. If you are interested in registering or updating your Entity, you must first create a user account. Visit https://www.**sam**.gov/ for registration.

Key Definitions

Agreement Officer	A person with the authority to (1) enter into, administer, terminate, and close out assistance agreements, and (2) make related determinations and findings on behalf of USAID. An Agreement Officer may only act within the scope of a duly authorized warrant or other valid delegation of authority. The term "Agreement Officer" includes persons warranted as "Grant Officers." It also includes certain authorized representatives of the Agreement Officer acting within the limits of their authority as delegated by the Agreement Officer.
Assistance	Financial support to accomplish a public purpose, including grants, cooperative agreements and other agreements in the form of money, or property in lieu of money, by the Federal Government to an eligible recipient. The term does not include technical assistance, the provision of services instead of money; other assistance in the form of loans, loan guarantees, interest subsidies, or insurance; direct payments of any kind to individuals; or, contracts which are required to be entered into and administered under procurement laws and regulations.
Local Entity	An individual, a corporation, a non-profit organization, or another body of persons that: (1) Is legally organized under the laws of; (2) Has as its principal place of business or operations in; (3) Is majority-owned by individuals who are citizens or lawful permanent residents of; and, (4) Is managed by a governing body the majority of who are citizens or lawful permanent residents of the country or countries in which the organization primarily will perform this award. For purposes of this provision, “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.
Award	A form of implementing mechanism through which USAID transfers funds to an implementing partner, generally selected through a competitive process resulting in a contract, grant, or cooperative agreement.
Leverage	Significant resources mobilized from non-U.S. government sources. USAID seeks the mobilization of resources of other actors on a 1:2 or greater basis (i.e., 50 percent of the proposed value of the award). Leveraged resources may include grants/awards from non-U.S. government organizations and other donor governments.

Local entity	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, is titled “Local Competition Authority” and provides as follows: (a) Local Competition - Notwithstanding any other provision of law, the USAID Administrator may, with funds made available in this and prior Acts, award contracts and other acquisition instruments in which competition is limited to local entities if doing so would result in cost savings, develop local capacity, or enable the USAID Administrator to initiate a program or activity in appreciably less time than if competition were not so limited. Provided, That the authority provided in this section may not be used to make awards in excess of $5,000,000 and shall not exceed more than 10 percent of the funds made available to USAID under the Act for assistance programs. Provided further, That such authority shall be available to support a pilot program with such funds: Provided further, That the USAID Administrator shall consult with the Committees on Appropriations and relevant congressional committees on the results of such pilot program. (b) For the purposes of this section, local entity means an individual, a corporation, a nonprofit organization, or another body of persons that— (1) is legally organized under the laws of; (2) has as its principal place of business or operations in; (3) is majority owned by individuals who are citizens or lawful permanent residents of; and (4) managed by a governing body the majority of who are citizens or lawful permanent residents of a country receiving assistance from funds appropriated under title III of this Act. (c) For purposes of this section, “majority-owned’ and “-managed by” include, without limitation, beneficiary interests and the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means.”

Locally Established Partner (LEP)	A U.S. or international organization that works through locally-led operations and programming models. LEPs: ● Have maintained continuous operations in-country for at least five years and materially demonstrate a long-term presence in a country through adherence or alignment to the following: - Local staff should comprise at least 50 percent of office personnel, - Maintenance of a dedicated local office, - Registration with the appropriate local authorities, - A local bank account, and - A portfolio of locally-implemented programs. ● Have demonstrated links to the local community, including: - If the organization has a governing body or board of directors, then it must include a majority of local citizens; - A letter of support from a local organization to attest to its work; and - Other criteria that an organization proposes to demonstrate its local roots.
Non-US Organization	A foreign organization as defined in 2 CFR 200.
Recipient	An organization that receives direct financial assistance (a grant or cooperative agreement) to carry out an assistance program on behalf of USAID, in accordance with the terms and conditions of the award and all applicable laws and regulations.
Transition Award	A transition award is an assistance award to a local entity or locally established partner (collectively referred to as local subrecipients) that is or has been a subrecipient under a USAID assistance award. A transition award can only be made when the following conditions have been met: a)The recipient of the transition award is a local subrecipient that has not previously received a direct award from USAID; b)The initial award required the recipient to develop the capacity of the local subrecipient(s) to become more capable of receiving a direct award from USAID or other donors; and c)The initial award recipient recommended the local subrecipient for a potential transition award based on explicit criteria contained in the initial award.
Underutilized Partner	An organization that has received less than $25 million in direct or indirect awards from USAID over the past five years.

Program	The term “program” as used in 2 CFR 200 and this NOFO is typically considered by USAID to be an Activity supporting one or more Project(s) pursuant to specific Development Objectives. Please see 2 CFR 700 for the USAID specific definitions of the terms “Activity” and “Project” as used in the USAID context for purposes of planning, design, and implementation of USAID development assistance.
Construction	For purposes of USAID policy means: construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration, and refurbishment. The term includes, without limitation, roads, power plants, buildings, bridges, water treatment facilities, and vertical structures.-ADS 303maw
Improvements, renovation, alteration and refurbishment	For purposes of USAID policy it includes any betterment or change to an existing property to allow its continued or more efficient use within its designed purpose (renovation), or for the use of a different purpose or function (alteration). Improvements also include improvements to or upgrading of primary mechanical, electrical, or other building systems. “Improvements, renovation, alteration and refurbishment” does NOT include non-structural, cosmetic work, including painting, floor covering, wall coverings, window replacement that does not include changing the size of the window opening, replacement of plumbing or conduits that does not affect structural elements, and non-load bearing walls or fixtures (e.g., shelves, signs, lighting, etc.).-ADS 303maw

END OF SECTION H