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ANNUAL PROGRAM STATEMENT (APS)

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Deadline for Questions: May 3, 2021
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Subject: Annual Program Statement No. 72051921APS00001

Program Title: El Salvador Country Development Cooperation Strategy (CDCS) 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) El Salvador 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 El Salvador.

Concrete activities, Open Innovation competitions, or Private Sector Engagements (PSE) under which interested applicants may submit concept papers will be published via addenda during the life of this APS. To be clear, this APS does not provide opportunities to receive funding from USAID El/Salvador (so please do NOT submit concept papers to it). The forthcoming addenda issued following the guidelines contained in this APS will provide opportunities to work with USAID/El Salvador.

This APS disseminates information to prospective Applicants so they may have general information about the goals and objectives of USAID/El Salvador's CDCS and have a good understanding of the potential areas that USAID/El Salvador envisions to support through addenda for specific activities or development challenges, referred as "Open Innovation" throughout this APS. Therefore, this APS is a catalyst that 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 addendum at this point in time;
- Potential available funding, application process, and requirements for submitting Concept Notes;
- The critical selection factors for a Concept Paper; and
- Relevant documentation and resources.

The total anticipated level of funding available under this APS and resulting addenda is \$200,000,000.

The resulting awards under the addenda may include a variety of assistance instruments outlined in 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 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 notes 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 Note in response to a specific addendum. USAID reserves the right to fund any or none of the concept notes 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, and may be amended as necessary. Potential applicants should regularly check the website 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 in its entirety 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. All preparation and submission costs are at the applicant's expense and will not be reimbursed by USAID.

USAID/El Salvador will host a virtual session (webinar) in Spanish to discuss this APS on May 6, 2021, at 10:00 am El Salvador time. To register for the webinar please do so at the following link:

<https://usaid.webex.com/usaid/onstage/g.php?MTID=e07e1bd347de8aa66e1344087666d7dee>

Thank you for your interest in USAID/El Salvador projects.

Sincerely,

Craig Riegler
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.

1. Overview of Funding Opportunity

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 most likely to irregularly migrate to the United States from El Salvador's main urban 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 urban hubs safer and more prosperous USAID/El Salvador's efforts will have positive impacts far beyond the stated demographic and geographic scope.

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 CDCS 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
- Reduce gender-based violence, extortion and transportation crime rates
- Improve citizen perception

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 in alignment with GOES priorities. 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 CDCS 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 school system operate effectively during the COVID pandemic and then recover from it

- 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, reduce corruption, and ultimately improve the citizens' confidence in their government. 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. 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 CDCS 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

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 support regional activities. Any forthcoming Addendum will provide the specific development objective and results that USAID/El Salvador is seeking to address at the country or regional level.

As of the issuance date of this APS, USAID/El Salvador does not anticipate regional activities as part of the APS, rather the APS is concentrated on bilateral activities. However, should future regional activities be included in any prospective addenda, the regional coverage **may include** the following countries: Belize, Costa Rica, Guatemala, Honduras, Panama, Mexico, Dominican Republic, and Nicaragua.

2. Potential Addenda to this APS

USAID/El Salvador anticipates the issuance of the following potential addenda during the validity period of this APS:

1. Crime and Violence Prevention

The addendum will seek innovative approaches to crime and violence prevention in El Salvador. Specifically, the addendum will consider requesting activities that expand solutions in primary prevention, including interventions to support and stabilize communities; secondary prevention targeting those individuals at highest risk for perpetrating or being victimized by violence; and tertiary prevention that aims to treat and rehabilitate perpetrators of violence. Evidence-based solutions will be sought, so they can be tested and then scaled up in targeted locations in partnership with civil society, the private sector, and/or the host government.

2. Countering Gender-Based Violence (GBV)

The addendum will aim to promote improvements in prevention of GBV, victims' assistance, and judicial accountability for perpetrators. Desired programming will focus in three programmatic areas. First, programming will address prevention of gender-based violence from occurring in the first place, by working with local organizations, civil society, and key stakeholders, including men and boys to develop and implement social behavior change strategies. Second, programming will expand protection of survivors of GBV, by identifying and providing evidence-based services to survivors, preventing the recurrence of violence and supporting livelihoods for victims to live free from violence and their perpetrators. Third, programming must improve accountability of perpetrators of GBV, to ensure that perpetrators are prosecuted, and to reduce impunity by strengthening legal and judicial systems.

3. Workforce Development and Job Placement

The addendum will seek to economically stabilize vulnerable Salvadorans to take advantage of economic opportunities, jobs, and increase their income potential through four interrelated objectives. First, programming will advance private sector engagement to improve the enabling environment for employment. Second, programming will increase relevance and quality of curricula for Salvadoran migrants, returnees, and vulnerable populations to achieve employment or complete their primary and secondary education. Third, programming will improve the institutional capacity of education service providers and civil society for job placement, including wraparound support, for Salvadoran migrants, returnees, and vulnerable populations. And lastly, programming will provide targeted training and job placement to ensure the economic stabilization of returnees and likely migrants.

4. Basic Education Retention and Psychosocial Support

The addendum will seek to reduce irregular migration by increasing individual and family sense of rootedness through increased access to safe, inclusive, quality education and more effectively preparing children and youth to be economically productive citizens.

Programming will increase the number of years that students complete school and increase the number of students who reach graduation expanding support from outside the school, and expanding safe spaces within the school. Specifically, programming that will strengthen institutional capacity to provide and sustain education services, and improve age appropriate life skills and vocational training for students and/or their parents. Programming that will increase support from outside the school may aim to link parents and students to programs that may help address economic, vocational training, and flexible basic education (flexible modalities) needs. Programming that will expand safe spaces in schools may seek to improve psychosocial support, establish or update codes of conduct, improve capacities to resolve conflicts nonviolently, and support efforts to establish and/or improve school-related referral systems.

5. Private Sector Engagement (cross-cutting)

This addendum to catalyze public sector opportunities will address development challenges in El Salvador in tandem with private sector actors. Specifically, the addendum will present a narrow set of development challenges for the Mission to leverage private sector expertise or capabilities. As such, USAID/El Salvador will pursue and support alliances with the private sector as a means to increase the sustainable impact of our development assistance programs and more effectively address critical development challenges in El Salvador. Therefore, alliances developed under this APS must support one or more of USAID's core development initiatives and advance the development objectives and priorities articulated in the CDCS.

6. Open Innovation (cross-cutting)

USAID has a growing track record of using open innovation competitions to stimulate engagement with a wide range of non-traditional partners around some of its most critical development challenges. USAID/El Salvador will use the best practices of this procurement approach and issue this Open Innovation addendum with the goal of supporting breakthrough solutions to El Salvador's development challenges.

Through this addendum, USAID/El Salvador will identify well-defined El Salvador development challenges, and promote innovative approaches, processes, and solutions outside of traditional funding and programming models to solve them. Instead of prescribing answers to implementers, the Mission will identify a development challenge and then ask how it should be solved, and as a result, solicit the most promising solutions. This addendum will attempt to incentivize entrepreneurs, start-ups, academics, civil society, faith based

organizations, and other passionate problem solvers to address a well-defined problem, to inspire something different, and to encourage them to scale it up.

USAID/El Salvador intends to partner with, discover, test, and accelerate innovative solutions to sticky development challenges; we will shepherd solutions along their growth path, accelerating and validating those that are proven to have the greatest impact and have the potential to reach those most in need.

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/El Salvador and the Applicant from design to implementation. USAID/El Salvador 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 those problems and achieve the greatest degree of measurable, sustainable impact. USAID will assess risks and responsibilities with the Applicant, and both work together to mobilize leverage, 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/El Salvador 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. New Partnerships Initiative (NPI)

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 (PSE) component and will expect applicants to identify opportunities that it will actively pursue and realize throughout implementation.

The overarching goal of the NPI is to empower new and underutilized partners, many of which are local and locally established organizations, to solve problems not adequately addressed by other USAID investments and that directly respond to the development objectives of the USAID Mission. NPI will increase USAID's programmatic impact, based on more collaborative and adaptive partnerships, and improve measurable outcomes at the country level through the following:

1. Leveraging private development assistance to respond to the Administration's priorities and strengthen the long-term, sustainable development of partners;
2. Equipping and empowering new and underutilized development partners to maximize the impact of American tax dollars;
3. Supporting solutions to near- and long-term U.S. government priorities that will advance the strategic USG objectives and foreign assistance aims;
4. Identifying development solutions that will be country- and partner-driven for maximum long-term impact; and
5. Creating incentives for expanding and diversifying USAID's partner base so that we help to equip and fund more local and locally established partners to support country-level progress.

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, and to harness our resources to open markets and other opportunities for U.S. businesses. This policy signals an intentional shift to pursue market-based approaches and investment as a means to accelerate countries' progress of 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 in becoming 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 seeks market-based approaches to understand and address barriers to investment in order to achieve more sustainable development outcomes and jointly identify and define the challenges and opportunities.

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 crime and violence prevention, education, workforce development, and

SMEs development among others. In FY 2019, 159 private sector companies contributed more than \$27M to leverage key projects aimed at preventing irregular migration to the US. Most of the private sector companies partnering with USAID were local, fostering in this way sustainability.

For the 2020-2025 period under the current CDCS, USAID/El Salvador will actively seek to strengthen and expand alliances with the private sector that increase security, jobs and income for likely migrants and foster Government accountability and transparency.

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 NGOs, Civil Society, businesses, foundations, faith-based organizations, experts, etc. to the greatest extent possible.

To address the long-term sustainability of programming, USAID/El Salvador 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 as their capacity to weather and recover from natural and manmade events. USAID/El Salvador 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 Salvadoran people, 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/El Salvador 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](#) (SDG) as part of the 2030 Agenda for Sustainable Development. USAID is committed to supporting SDG, including SDG 8 Promote inclusive and sustainable economic growth, 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/El Salvador's commitment to a multifaceted collaborating, learning and adapting (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 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, 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 urban 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 (ROAA) 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, work collaboratively to overcome implementation obstacles, and address changing conditions. Results should be used to inform upcoming year 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.

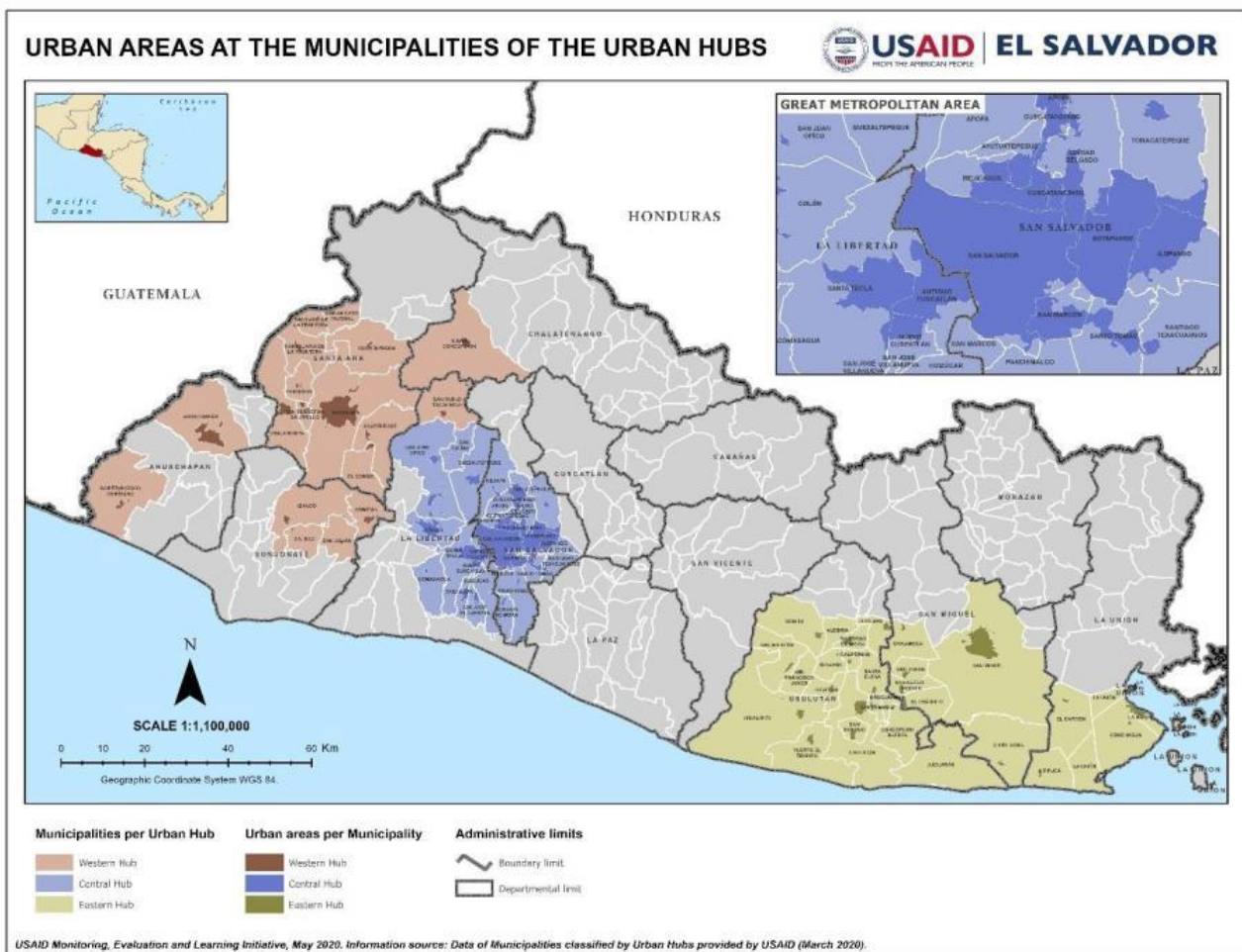
E. Communication Strategy

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, GOES 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. Each activity will provide a communications strategy demonstrating how the partner and 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 Development Outreach Coordinator office will coordinate with communications leads of all partners regularly to align efforts, refine local hub messaging and national campaigns, and encourage partners' continued understanding and development of communications products that prioritize CDCS communication goals.

F. Geographic Focus of Potential Interventions

El Salvador: Urban Hubs definition: USAID/El Salvador is focused geographically on El Salvador's three urban 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 (CBP) and the International Organization for Migration (IOM) 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 INL, the Justice Department, and GOES to identify areas targeted for crime reduction. This analysis resulted in the geographic focus on the urban hubs of San Salvador, San Miguel and Santa Ana (see the map below). Although most USAID programming will target these efforts, 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.

The Mission is assessing the needs in each the urban hubs and addenda may further refine the geographic focus as required.



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 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 the Gender topic to contribute to the achievement of any of the five overarching outcomes of the USAID Gender Equality and Women's Empowerment Policy:

- Reduce disparities between women and men in access to, control over, and benefit from economic, social, political, educational, and cultural resources, as well as wealth, opportunities, and services;
- Strive to eliminate gender-based violence (GBV), which affects women's abilities to thrive and succeed, and mitigate its harmful effects on individuals and communities, so all people can live healthy and productive lives;
- Increase the capability of women and girls to exercise their basic and legal rights fully, determine their life outcomes, assume leadership roles, and influence decision-making in households, communities, and societies;

- Support strategies and activities that secure private-property rights and land tenure for women; and
- Improve the access of women and girls to education, including opportunities for higher education and workforce development.

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, and Intersex (LGBTI) 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. Therefore, the USAID's social inclusion 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 [USAID Gender Equality and Women's Empowerment Policy](#)

5. Cross-Cutting Agency Management Requirements

A. Environmental Considerations and Compliance

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/El Salvador 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, therefore Applicant(s) must state clearly how that environmental considerations will be addressed during program implementation and incorporate it as a component of any resulting award's annual work plan. For further information and guidance, consult USAID's Automated Directive System (specifically ADS 204 – Regulation 216 - available at <https://www.usaid.gov/sites/default/files/documents/204.pdf>).

Environmental Compliance:

USAID Environmental Procedures (22 CFR Reg. 216), including appropriate environmental mitigation and monitoring measures, should be considered an integral and **REQUIRED** part of all activity development and implementation and should be budgeted appropriately. Through the development of an "Initial Environmental Examination" or IEE, 22 CFR 216 ensures that any unintended environmental impacts of USAID-funded activities are identified and mitigation measures proposed at the design stage. Subsequently, over the life of the program, these environmental mitigation measures 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. Any Mission Environmental Officer can 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>

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 achieving environmental compliance, protection and management over the life of the proposed program.

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 Data Collection and Submission Standards. 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 (see Frequently Ask Questions below for administrative unit definition); 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, Geographic Data Collection and Submission Standards, 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

[Mandatory Requirements - A Mandatory Reference for ADS Chapters 201 and 579]

Starting in Fiscal Year 2021, Implementing Partners must establish effective procedures for collecting and responding to feedback from beneficiaries, and reporting to USAID a summary of beneficiary feedback and how the implementing partner and the Mission addressed it. 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 than 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.

D. Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment.

Effective August 13, 2020, 2 CFR 200.216 for U.S. organizations and the mandatory standard provision "Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (AUGUST 2020) for non-U.S. organizations implemented the statutory prohibition under Section 889 of the John S. McCain National Defense Authorization Act for the Fiscal Year 2019 (NDAA). Section 889(b)(1) of the NDAA specifically prohibits the use of award funds, including direct and indirect costs, cost-share and program income, to procure covered telecommunication and video surveillance services or equipment.

E. Branding Strategy 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 Strategy 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: www.usaid.gov/policy/ads/300/320.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 existing ones. 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:

- [Executive Order on Creating a Comprehensive Regional Framework to Address the Causes of Migration, to Manage Migration Throughout North and Central America, and to Provide Safe and Orderly Processing of Asylum Seekers at the United States Border](#)
- [Private Sector Engagement](#)
- [New Partnerships Initiative](#)

- [US Strategy for Central America](#)
- [US Strategy to Prevent Conflict and Promote Stability](#)
- [USAID's Digital Strategy](#)
- [USAID Economic Growth Policy](#)
- [USAID Gender Equality and Women's Empowerment Policy](#)
- [USAID Positive Youth Development \(PYD\)](#)

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 NFO will be in English only. No Spanish translation will be provided.

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 those commit the U.S. Government to pay for any costs incurred in the preparation or submission of questions, comments, suggestions, Concept Notes, and/or Full Application. Please note that this APS will not accept the submission of Concept Notes/Applications and if applicants do so, it will be 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 \$200 million in total USAID funding for awards over the life of the CDCS. 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 this APS and any Addenda 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.

3. Evergreening

If USAID identifies opportunities to strengthen or fund a Concept Note or application by connecting it with other USAID mechanisms, other potential funders, and/or external partners, USAID may make that Concept Note or application available, internally or externally, for appropriate consideration. 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.

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. The 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 leverage required for the activities to be undertaken under the addendum. USAID/El Salvador 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. 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. Significant resources mobilized from non-U.S. Government sources. USAID seeks the mobilization of resources of other actors on a partner to USAID ratio of 1:2 or greater basis (i.e., equal to the proposed USAID award value). USAID will consider a leverage ratio of no less than 1:2 if the applicant proposes a compelling partnership that will appreciably contribute to the CDCS strategy and the lower ratio is due to Covid-19 and the resulting economy. In this case, the applicant will need to propose how it will attempt to increase its leverage amount throughout implementation and as the economy improves. Leveraged resources may include grants/awards from non-U.S. Government organizations and other donor governments. Lower ratios may be considered, depending on the activity type or specific addendum.

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 Notes submitted by that Applicant may be deemed ineligible.

1. Eligible Applicants

Applicants who submit concept notes under any forthcoming addendum must meet the following critical elements:

- 1.a. Does the activity address the objectives and intended results of the USAID/El Salvador CDCS?
- 1.b. Does the activity describe how it will be sustainable, demonstrating a long term impact?
- 1.c. Does the activity demonstrate how it expands and diversifies USAID's partner base so that it helps to equip and fund more local champions and locally established partners to support the country level progress?

Specific information and instructions for Concept Notes submission will appear in future addenda and will be posted on www.grants.gov.

2. The New Partnerships Initiative (NPI)

USAID/El Salvador highly supports NPI and welcomes partners that would comply with this Initiative. NPI defines "Implementing Partners" as U.S. and non-U.S. non-governmental organizations that can design and implement assistance activities outside the United States. 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, **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.** 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 Notes 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). The Recipient must be a responsible entity. The AO may determine a pre-award survey is required to conduct an examination that will determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award.

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\(f\)](#)).

Concept Notes/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 will be hosting two or three virtual sessions (webinars) in **Spanish**. **The first webinar is scheduled for May 6, 2021, at 10:00 am El Salvador time.**

The following tentative topics may be covered as part of these webinars:

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.

To register for the **first** webinar please do so at the following link:

<https://usaid.webex.com/usaid/onstage/g.php?MTID=e07e1bd347de8aa66e1344087666d7dee>

The subsequent webinars will be announced in the near future through an amendment to this APS.

In addition, USAID encourages potential partners to sign up for the [WorkwithUSAID.org](https://workwithusaid.org) email list which is a free, USAID funded resource hub that empowers partners with the knowledge and networks to navigate how to work with USAID. 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.org is a searchable database of global organizations, where partners can boost their organization's visibility and network across the development community. Check out the [FAQ](#) to learn more.

Furthermore, potential partners should consider joining the **Industry Liaison Team** for the next “**Work with USAID**” webinar on **Tuesday, May 4, at 2:00 p.m. ET** for a free webinar explaining how to work with USAID. You will learn about the Agency's operations, key terms you need to know, tips for submitting proposals and finding funding opportunities, and more! You will also be able to ask questions of USAID staff. Register at the following Link:

<https://usaid.webex.com/usaid/onstage/g.php?MTID=e18b7d2c1d0f145518f215f3360a0875c>

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 also 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 NFO 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.

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

A. Submission of a Concept Paper. Applicants will submit this short document, not to exceed five (5) pages, in which the Applicant provides an overview of its idea. 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. **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-process is an example of how a concept paper received under any forthcoming addendum may be evaluated. The process may vary depending on the activity and the needs of the Mission:

Process One - Normal Process:

Phase 1: Submission of Concept Papers and First Tier Screening

USAID will acknowledge the submission of Concept Papers within three (3) business days. USAID will review compliance with the three critical elements stated in Section C.1 for a “yes” or “no” compliance. Those concept notes that met the critical elements will be evaluated against the merit-review criteria provided in each Addendum.

USAID will provide individual results to each applicant within 20 work days following the meeting of the Selection Committee or Technical Evaluation Committee. 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 two (2) possible results from the Concept Paper merit-review process:

- **Conditional Acceptance** - The applicant(s) is/are invited for Co-Creation: The Concept Papers generally meets the objectives of the relevant Addendum and receives strong ratings against the merit-review criteria in the relevant Addendum. If additional clarity is needed, USAID invites the Applicant(s) to engage in Co-Creation to address the weaknesses identified. If the applicant(s) concludes the Co-Creation process successfully, USAID will request the submission of a full application.

- **Excluded from further consideration:** The Concept Paper does not meet the objectives of the relevant Addendum and receives inadequate ratings against the merit-review criteria in the relevant Addendum. USAID rejects the Concept Paper and the process ends for that Applicant(s).

Phase 2: Co-creation

Applicants whose Concept Papers USAID invites for Co-Creation will engage with the Agency to work through areas of weakness, respond to questions, and clarify aspects of the concept that are not clear. 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, Applicants will work with USAID technical teams, including representatives from the Government of El Salvador, as may be applicable, to address issues such as proposed interventions, limitations, impact indicators, the evaluation of their application, 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.

Phase 3: Full Application

If Applicants successfully complete the Co-Creation phase, USAID will request a full application based on the consensus reached during Phase 2. At this point, USAID will issue a Request for Application (RFA) to the Applicant(s). The RFA will provide complete instructions for the submission of a full application. The full application will detail, and expand upon, the concept developed through co-creation. The full 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.

Process Two - Accelerated Process:

Phase 1: Submission of Concept Papers and First Tier Screening

USAID will acknowledge the submission of Concept Papers within three (3) business days. USAID will review compliance with the three critical elements stated in Section C.1 for a “yes” or “no” compliance. Those concept notes that met the critical elements will be evaluated against the merit-review criteria detailed in the Addendum.

USAID will provide individual results and detailed feedback to the applicant regarding the perceived strengths and weaknesses of the Concept Paper. USAID anticipates two (2) possible results from the Concept Paper merit-review process:

- **Invitation for Oral Presentation** - The applicant(s) is/are invited for an oral presentation (in person or virtually) that more fully describes its technical approach, responds to the full Program Description in the Addendum and addresses the perceived weaknesses of the Concept Paper. The Merit Review Committee will then evaluate the oral presentation in accordance with the merit review criteria in the relevant Addendum. USAID will select the apparent successful applicant(s) and request the submission of a full application based on the oral presentation and feedback received.
- **Excluded from further consideration:** The Oral Presentation does not meet the objectives of the relevant Addendum and receives inadequate ratings against the merit-review criteria in the relevant Addendum. USAID rejects the Concept Paper.

Phase 2: Full Application

USAID will request a full application based on the Merit Review Committee’s consensus reached during Phase 1. USAID will provide complete instructions for the submission of a full application. The full application will detail, and expand upon, the oral presentation and through co-creation. The full application also requires the Applicant to complete specific U.S. Government forms, and to provide some 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, as described in Process 1 above.

3. Critical Requirements Prior to Award

USAID may not make an award to an Applicant until the Applicant has complied with all applicable DUNS and 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.

4. 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 *will not be* authorized under this APS or subsequent addenda.
- 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.

5. 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 **MUST** be written in English.

- 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.
- 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.

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. Total Amount of Funding Requested from USAID and total amount leveraged (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 (approximately ½ page): 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 (approximately ½ page): 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 urban hubs?

D. Geographic Location (approximately ½ page): 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 urban hubs, per CDCS geographic focus.

E. Intervention approach (approximately one [1] page): Describe 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.

F. Intervention Results (approximately one [1] page): *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 (approximately ½ page): *Describe and define the role of other entities in the partnership. 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)(approximately ½ page).: *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)?*

[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 the merit review criteria specified in each forthcoming addendum. However, the first step will be to verify for adherence of the mandatory requirements specified in Section C.1. The illustrative process for evaluation of concept papers is described in Section D.2.

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; and (3) whether any special conditions relating to costs should be included in the award.

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>

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 depends 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 the institutional capacity of new grantees.	https://www.usaid.gov/ads/policy/300/303saj 2 CFR 200.45

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.usaid.gov/ads/policy/300/303
Renewal Awards (Grant or Cooperative Agreement)	Recipient has adequate financial and management capacity to operate on a cost-reimbursement 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/files/document/s/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/document/s/303.pdf

3. Reporting Requirements

Resulting awards under any forthcoming addenda will incorporate specific reporting requirements, including Financial and Performance Reporting, and the frequency required.

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 NFO 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 NFO will be furnished promptly to all other prospective applicants as an amendment of this NFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

(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 applications submitted.
2. Some awards may incorporate specific requirements that recipients will need to comply 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 excluded from the price of the Award and is generally not an allowable cost under the Award. USAID will work with the Awardee and the Government of El Salvador to provide the Awardee the necessary documentation to obtain the VAT tax exemption.
5. Instructions on how to register in DUNS and SAM

A. D-U-N-S Numbers

What is a DUNS Number and why do I need to obtain one?

The Data Universal Number System (DUNS) number is a unique nine-character number that identifies your organization. It is a tool of the federal government to track how federal money is distributed. If your organization does not know its DUNS number or needs to register for one, visit Dun & Bradstreet website: <http://fedgov.dnb.com/webform/displayHomePage.do>

How long should it take?

If requested over the phone, DUNS is provided immediately. Webform requests take 1 to 2 business days.

List of Information you will need to obtain a DUNS number (if your organization does not already have one):

- Name of organization
- Organization address
- Name of the CEO/organization owner
- Legal structure of the organization (corporation, partnership, proprietorship)
- Year the organization started
- Primary type of business
- Total number of employees (full and part time)

If your organization does not have a DUNS number, use the Dun & Bradstreet (D&B) online registration to receive one free of charge.

How do I get my D-U-N-S Number?

Visit [D-U-N-S Request Service](#) to obtain more detailed instructions on applying for your D-U-N-S Number. Also, see the [FAQs](#) for obtaining a D-U-N-S Number and visit [System for Award Management \(SAM\)](#). You may also refer to the attached guide, available in Spanish only.

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
- 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% 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.”
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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% 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.
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END OF SECTION H