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Issuance Date: **April 19, 2021**
Deadline for Questions: **April 25, 2021** by 12:00 NN Manila Local Time
Closing Date and Time: **May 11, 2021** by 12:00 NN Manila Local Time

Subject: **NOTICE OF FUNDING OPPORTUNITY (NOFO)**
Number: **72049221RFA00005**
Program Title: Pacific Regional Initiative and Support for More Effective Counter-Trafficking in Persons (RISE-CTIP)

Federal Assistance Listing Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) Mission to the Philippines, Pacific Islands, and Mongolia is seeking applications for a Cooperative Agreement from qualified U.S. and Non-U.S. non-profit or for-profit Non-Governmental Organizations (NGOs), and other qualified non-U.S. organizations to implement a project entitled "Pacific Regional Initiative and Support for More Effective Counter-Trafficking in Persons (RISE-CTIP)." Eligibility for this award is not restricted.

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

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

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

Please send any questions to the point(s) of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

Issuance of this notice of funding opportunity (NOFO) does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Beatrice Conde Digitally signed by Beatrice Conde
Date: 2021.04.18 22:52:19 -04'00'

Béatrice M. Condé
Supervisory Agreement Officer
Regional Office of Acquisition and Assistance

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SECTION A: PROGRAM DESCRIPTION

A.1 AUTHORITY

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200, 2 CFR 700, OMB Circulars, and USAID Standard Provisions for U.S. Nongovernmental recipients. For non-U.S. nongovernmental recipients, the Standard Provisions for Non-U.S., Nongovernmental Organizations and the applicable cost principles (OMB Circular A-122 for non-profit organizations and OMB Circular A-21 for universities) will apply. The OMB circulars are available in the following link: https://www.whitehouse.gov/omb/information-for-agencies/circulars/.

For both U.S. and non-U.S. for-profit organizations Federal Acquisition Regulation (FAR) Part 31 will apply. While 2 CFR and 2 CFR 700 do not apply directly to non-U.S. Applicants, the Agreement Officer (AO) will use the standards of 2 CFR 200 and 2 CFR 700 in the administration of the award. Further information including the referenced documents may be obtained via our agency website http://www.usaid.gov directly or via links in USAID Automated Directive System (ADS) Chapter 303:
https://www.usaid.gov/sites/default/files/documents/1868/303.pdf.

A.1.a TITLE

The activity is entitled, "The Pacific Regional Initiative and Support for More Effective Counter Trafficking in Persons (Pacific RISE-CTIP)", described below.

A.2 OBJECTIVE

The Pacific Regional Initiative and Support for More Effective Counter Trafficking in Persons (Pacific RISE-CTIP) focuses on domestic and regional trafficking in persons issues in Pacific Island countries. The objective of Pacific RISE-CTIP is to combat trafficking in persons in the Pacific Island countries through reduction in the incidence and vulnerability to trafficking, enhanced mechanisms and strategies to prevent trafficking, improved protection services to victims, and increased access to legal services and remedies. The activity will achieve this objective by applying a holistic and multi-sectoral approach taking into consideration the priorities across the four pillars of the USG counter-trafficking strategy – prevention, protection, prosecution and partnerships, the USAID Trafficking in Persons Policy and the recommendations for the Pacific Island countries as stated in the U.S. Department of State Trafficking in Persons

Reports. The comprehensive counter trafficking in persons interventions in specific Pacific Island countries (PICs) will be complemented by regional initiatives that build on lessons learned from USAID, US DOS and other donors' CTIP projects and strengthen coordination among countries. Pacific RISE-CTIP will seek to develop high level advocacy and engagement with governments of PICs to address trafficking in persons issues and strengthen coordination with other agencies and donors on CTIP priorities in the region.

A. 3 PROGRAM OVERVIEW

Pacific RISE-CTIP is primarily informed and guided by the USAID Trafficking in Persons Policy, the trafficking in persons country profiles and the recommendations of the U.S. Department of State Trafficking in Persons Reports.[1] In addition, the activity design is guided by the principles for assistance as stated in the Pacific Islands Resilience Project Appraisal Document (PI Resilience PAD). The activity design is also informed by reports of other U.S., U.N. agencies and international institutions, and programs of other donors working on the issue.

Pacific RISE-CTIP supports the seven basic principles laid out in the USAID Trafficking in Persons Policy[2] namely:

- Employ USAID's comparative advantage: Pacific RISE-CTIP will focus on the 4 Ps- prevention, protection, prosecution, and partnership. It will ensure close coordination of efforts with the U.S. State Department and other U.S. government agencies on prosecution. Initiatives will apply an integrated approach to prevention and protection and will target populations vulnerable to trafficking such as women and children.

- Measure impact and bringing to scale: Pacific RISE-CTIP will support evidence-based programming particularly initiatives to collect data, develop metrics and methodologies, and conduct evaluations to help establish best practices and share lessons learned with other donors and partners to leverage impact. Pacific RISE-CTIP will integrate elements and principles of Collaborating, Learning and Adapting (CLA) in activity design and implementation.

- Apply selectivity and focus: Pacific RISE-CTIP will apply selectivity and focus by identifying geographic focus areas based on available TIP metrics and tier ranking in the U.S. Department of State TIP report. Interventions will focus on critical TIP challenged countries that have long standing poor tier placement in the annual TIP report. In the initial phase, Pacific RISE-CTIP will prioritize Papua New Guinea (Tier 3), Fiji (Tier 2 Watch List), and Marshall Islands (Tier 2 Watch List).

- Develop regional approaches: Pacific RISE-CTIP's work in one country will involve engagement of source, destination and other countries in the region to address possible cross-

[1] See Annexes 1 and 2 for the summary of trafficking in persons country profiles of Pacific Island countries and the recommendations of the U.S. DOS TIP Report.
[2] USAID Counter Trafficking in Persons Policy, February 2012, Washington D.C.

border and other related trafficking dynamics. Regional approaches will be applied for a more coordinated response to the issue. The regional approach will involve the active engagement and capacity development of regional bodies and organizations on various aspects of CTIP.

- Promote partnerships: As a cross-cutting approach that will be applied to the 3Ps (prevention, protection and prosecution), Pacific RISE-CTIP will promote and strengthen partnerships with the host government, the private sector and local civil society organizations. Pacific RISE-CTIP's activities will align with the Pacific Island countries' national objectives to ensure strong buy-in. Support to local civil society organizations engaged in CTIP will bolster sustainability of interventions and is in line with the principles of the Journey to Self-Reliance (J2SR). Pacific RISE-CTIP will strengthen collaboration and engagement with the private sector on TIP issues and will encourage private firms to move beyond the corporate social responsibility towards applying ethnical labor arrangements and standards and eliminating human trafficking in the product supply chains. To promote development co-benefits, Pacific RISE-CTIP's activities will also be integrated with other sectors (e.g. tourism, fisheries, forestry, agriculture, health, and urban infrastructure) to reduce vulnerabilities to natural disasters, support economic growth, and reduce poverty.

- Invest in innovation and technology: Pacific RISE-CTIP will promote the use of technology and innovative approaches and partnerships to prevent trafficking and provide services to victims and survivors. Development innovations that can be scaled-up and replicated will be prioritized.

- Promote high ethical standards: Pacific RISE-CTIP will ensure that all project staff, grantees, and local partner organizations are aware and well trained on the USAID CTIP Code of Conduct.

The overall, long-term goal of U.S. development assistance in the Pacific region is to promote a free and open Pacific region. The United States is a Pacific nation and has a deep and longstanding commitment to the future security, prosperity, and well-being of the people within the Pacific. The USG has emphasized the importance of the Pacific Islands as a key part of its Indo-Pacific Vision, and through the Asia Reassurance Initiative Act (ARIA) of 2018, the U.S. Congress has likewise recognized the need for the United States to deepen cooperation with the Pacific Islands in areas of mutual interest.

To advance the Indo Pacific Vision, USAID's strategic approach includes the objectives of strengthening democratic systems, fostering private sector economic growth and improving the management of natural resources.[3] Pacific RISE-CTIP will support the U.S. Indo-Pacific vision and the ARIA, particularly the objectives of promoting democracy and strengthening civil society, human rights, rule of law, transparency and accountability in the Indo-Pacific region.

[3] https://www.usaid.gov/sites/default/files/documents/1861/Strategic-Approach-Indo-Pacific-Vision_Feb2020.pdf

Pacific RISE-CTIP will also support USAID's overall goal and the Journey to Self-Reliance (J2SR) as interventions are envisioned to strengthen institutions, local communities and multi-sectoral partnerships that include government both at the national and local levels, CSOs, business sector, academe, and the community to address human trafficking. Pacific RISE-CTIP will work on the premise that the human trafficking situation and victimization start within the community. Local communities are the most affected by human trafficking and are also the first line of defense against traffickers. Solutions to this problem should therefore start with the community. Pacific RISE-CTIP will support innovative local CTIP mechanisms and approaches that are sustainable and scalable.

Pacific RISE-CTIP will also support the Sustainable Development Goals (SDGs) aimed at ending human trafficking by 2030. The issue of human trafficking is addressed in the targets of three goals namely: SGD 5- Achieve gender equality and empower all women and girls; SDG 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; and SDG 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.[4] Target for SGD 5.2 specifically calls for countries to eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation. Target SGD 8.7 calls for nations to take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms. The target for SGD 16.2 calls for the nations to **end abuse, exploitation, trafficking and all forms of violence against and torture of children.**

Pacific RISE-CTIP will be implemented at the national, sub-national and local levels. At the national level, USAID will work with key ministries/departments of the host governments, provincial, district and sub-national governments. Sub-national and local level activities will be implemented in collaboration with local governments, the private sector and CSOs, which may include advocacy groups, umbrella organizations that represent multiple CSO members, academic institutions, and faith-based organizations. Proposed interventions should also take into consideration assistance of other donor agencies and organizations and complement, leverage and build on existing efforts. Engagement with the private sector will be a key strategy in delivering interventions. Pacific RISE-CTIP's activities will include designing and implementing new models for private sector participation such as market-driven solutions to development issues. Applicants are encouraged to propose innovative approaches that will build local ownership and solutions and will promote partnership with the private sector.

Applicants should identify the target vulnerable population and geographical location, and provide justification for the selection. *Subject to availability of funds, USAID funding for Pacific RISE-CTIP will not exceed $10 million to be implemented over a five-year period (2021-2026).*

[4] UNICEF USA, The Sustainable Development Goals that Aim to End Human Trafficking, 29 January 2016.

1. BACKGROUND AND CONTEXT

Trafficking in persons is a global problem that affects millions of people, particularly the most vulnerable population. Forty (40) million people are estimated to be victims of trafficking in persons for forced labor, sexual exploitation and forced marriage worldwide.[5] The estimate is more likely to be below the actual number because human trafficking is an inherently underground global criminal activity along with illegal drugs and arms trafficking. Exploitation is driven by poverty, corruption, gender discrimination, harmful traditional and cultural practices, internal conflict, natural disasters, and lack of government capacity and political will to counter it. Two-thirds of the total global trafficking victims were identified to be in Asia and the Pacific.[6] Annually, 1.2 million children are trafficked worldwide for sexual exploitation and forced labor[7].

The 2018 United Nations Office on Drugs and Crime (UNODC) Global Report on Trafficking in Persons[8] reports that large numbers of victims who were trafficked for sexual exploitation as well as for forced labor were detected in countries located in East Asia and the Pacific. Global estimates of modern slavery by Walk Free Foundation, ILO and IOM show that of the 40.3 million people living in modern slavery in 2016, 24.9 million or 62% are men, women and children living in modern slavery in Asia and the Pacific.[9]

The UNODC Global Report on Trafficking in Persons 2018 provides a comprehensive update on the global and regional trends in trafficking. The following global and regional trends were reported:

- Globally, countries are detecting and reporting more victims, and are convicting more traffickers. This can be the result of increased capacity to identify victims and/or an increased number of trafficked victims. The increases in the numbers of detected victims have been more pronounced in the Americas and in Asia.

- While most countries have had comprehensive trafficking in persons legislation in place for some years, the number of convictions has only recently started to grow. Pronounced increasing trends in the numbers of trafficking in persons convictions were recorded in Asia, the Americas, and Africa and the Middle East. Many countries in Africa and Asia continue to have very low detection and convictions for trafficking in persons. This does not necessarily mean that human traffickers are not operating in these countries. This implies that human trafficking networks operate with a high degree of impunity in these

[5] International Labor Organization (ILO) and Walk Free Foundation (2017), Global estimates of modern slavery: forced labor and forced marriage.
[6] Walk Free Foundation, Global Slavery Index 2016.
[7] UNICEF
[8] United Nations Office on Drugs and Crime (UNODC) Global Report on Trafficking in Persons 2018
[9] Walk Free Foundation (2018). The Global Slavery Index 2018: Asia and the Pacific Report, Perth, Australia.

countries. This impunity serves as an incentive to carry out more human trafficking activities.

- There is more human trafficking of victims domestically while the high income countries are destinations for international trafficking.

- Human traffickers are mainly targeting women and girls. Majority of the detected victims of trafficking for sexual exploitation are females, and 35 percent of the victims trafficked for forced labor are also females.

- Countries in East Asia and the Pacific detect large numbers of victims who were trafficked for sexual exploitation as well as for forced labor.

- Trafficking for sexual exploitation continues to be the most detected form.

- Armed conflicts can increase the vulnerabilities to trafficking in persons particularly in areas with weak rule of law and poverty.

The following trafficking in persons issues for Pacific Island countries were identified in various reports.

- The Pacific Island region is a source, transit point and destination for human trafficking for purposes of sexual exploitation and forced labor particularly in local extractive industries such as fishing, logging and mining.[10]

- Governments of Pacific Island countries do not fully meet the minimum standards for the elimination of trafficking.[11] The annual U.S. Department of State trafficking in persons report looks at the government actions to counter trafficking in persons relative to the minimum standards set in the Trafficking Victim Protection Act (TVPA). Based on the government actions presented in the specific country profiles in the US DOS TIP report, the USAID Pacific islands DRG desk study (2020)[12] summarized the characteristics of Pacific Island countries as having weak legislative frameworks, lack of resources, and weak prosecutorial regimes and capacity that make it difficult for most of them to properly investigate and prosecute human trafficking cases. The PNG government is reported to be not making significant efforts to meet the minimum standards for the elimination of human trafficking and is placed on Tier 3 for three consecutive years (2018, 2019 and 2020). The Governments of Fiji and Marshall Islands were reported to be not fully meeting the minimum standards for the elimination of trafficking but are making significant efforts to do so. Fiji remained on Tier 2 Watch List for the third consecutive year (2018, 2019 and 2020). Marshall Islands remained in Tier 2 Watch List in 2020. The Governments of the Federated States of Micronesia (FSM), Palau, Solomon

[10] U.S. Department of State Trafficking in Persons Report
[11] U.S. Department of State Trafficking in Persons Report
[12] USAID (2020). Democracy, Human Rights and Governance in 12 Pacific Islands Countries (Draft)

Islands, Tonga and Vanuatu do not fully meet the minimum standards for the elimination of trafficking but are making significant efforts to do so. In 2020, the governments of these Pacific Island countries were reported to have demonstrated overall increasing efforts to prosecute and convict more traffickers compared to the previous reporting periods.

Specific actions have been taken by Pacific Island countries to respond to human trafficking such as the provision of victim support services, enactment of trafficking legislation, and establishment of national coordination mechanisms.[13] The Solomon Islands has an advisory committee composed of both government and NGOs implementing the 2015-2020 National Action Plan on Anti-Human Trafficking. In Fiji, the Criminal Procedure Code provides compensation for human trafficking victims. In Palau, an anti-human trafficking office was established within the Ministry of Justice to implement the National Anti-Human Trafficking Action Plan and coordinate national efforts against human trafficking.[14] PNG's Department of Justice and Attorney General are responsible for leading the National Anti-Human Trafficking Committee (NAHTC) and coordinating the implementation of the PNG Counter Trafficking in Persons National Action Plan 2015-2020.

- <u>There is a considerable lack of available data and information on TIP in the region.</u> The USAID Democracy, Human Rights and Governance in 12 Pacific Island Countries desk study pointed out the lack of clear and consistent data on human trafficking from the countries and the region. The annual U.S. State Department and UNODC Global trafficking in persons reports include reference to a few Pacific Island countries. Reports would include reference to a few countries such as PNG, Fiji, Solomon Islands, Marshall Islands, Palau and Vanuatu. The UNODC's *Global Report on Trafficking in Persons (2014)* also highlighted the considerable lack of available data on such crime in the region, with only Samoa representing the Pacific Islands Countries and Territories in the publication.

- <u>Key vulnerability factors</u>: The report published by the Australia Institute of Criminology in 2011 identified the key vulnerability factors of the Pacific Island countries to trafficking in persons as follows:[15] existing patterns of people movement; weak border and immigration controls; states affected by poor governance; failing rule of law and corruption; impact of cultural practices to poverty; and limited capacity to respond to natural disasters and intertribal conflict. Specific features of Pacific Island countries such as geographical spread, low rates of adult literacy, civil conflict, poverty and gender inequality significantly contribute to the vulnerability to human trafficking and the difficulty in monitoring and combating trafficking in the region.

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[13] Walk Free Foundation (2018). The Global Slavery Index 2018: Asia and the Pacific Report, Perth, Australia.
[14] USAID (2020). The Democracy, Human Rights and Governance in 12 Pacific Island countries (Draft).
[15] J. Lindley and L. Beacroft (2011). "Vulnerabilities to trafficking in person in the pacific islands" No. 428, November 2011, Trends and Issues in Crimes and Criminal Justice Australia Institute of Criminology

- Human traffickers exploit domestic and foreign victims in most of the Pacific Island countries such as PNG, Fiji, Marshall Islands, Federated States of Micronesia, Palau, Solomon Islands and Tonga. Human traffickers also subject victims from these Pacific Island countries to trafficking abroad. There are reports that trafficking in persons for sexual exploitation occurs significantly in parts of the Pacific region, including in Australia, Fiji, the Federated States of Micronesia, the Republic of the Marshall Islands, Tonga, Palau and the Solomon Islands.[16] Such activities reportedly have close links to local and regional commercial and extractive industries, including fishing, logging and mining. In Australia, migrant workers from the Pacific Islands trafficked for forced labor have been identified in the agricultural industry.[17]

- Trafficking of children: The trafficking of children is linked to a range of factors and vulnerabilities. A child's vulnerability to trafficking is influenced by individual, familial and socioeconomic factors. According to UNICEF, the child's individual circumstances, such as experiences of violence or abuse, lack of education and life skills, lack of citizenship and/ or personal documentation and a desire for adventure can increase vulnerability to trafficking and sexual exploitation. The vulnerability to commercial sexual exploitation of children in the Pacific Island countries are generally driven by poverty and traditional views of women and girls. The qualitative assessment of modern slavery in the Pacific report[18] cited that some cultural norms being practiced in Pacific Island countries provide permissive environment and situations for discrimination and violence against women and children. Cultural norms and practices such as payments for bride and informal child adoption lead to the abuse and increase in the vulnerability of women and children to human trafficking. In Solomon Islands, the practice of facilitating transactional sexual relationships between young girls and male migrants working in logging camps known as *"solair"* is quite common. This practice often involves young male relatives being approached by migrant workers offering cash, cigarettes, or beer in payment for their role as intermediary. The arrangement often leads to abuse and exploitation.

  Among the Pacific Island nations, cases of commercial sexual exploitation of children are associated with travel and tourism and have been linked with migrant and transient workers, particularly in mining, logging, and fishing.[19] Reports indicate that the risk of commercial exploitation of children in the travel and tourism sector is associated with the contribution of tourism to the country's national income and the accessibility of the area to the perpetrators. The Pacific Island countries are vulnerable to perpetrators of child

[16] PTCN (2015). "Transnational Crime Assessment for 2014.

[17] Doherty, B. (2017). 'Modern-day slavery in focus: Hungry, poor, exploited: alarm over Australia's import of farm workers', The Guardian, 3 August. Available from: https://www.theguardian.com/global-development/2017/aug/03/hungry-poor-exploited-alarm-over-australias-import-of-farmworkers.)

[18] Walk Free Minderoo Foundation (2020). Murky Waters: A Qualitative Assessment of Modern Slavery in the Pacific Region

[19] Pesquer C 2016, Global study on sexual exploitation of children in travel and tourism, Regional report: Pacific, ECPAT International & Defence for Children. Available from: http://www.ecpat.org/wp-content/uploads/2016/10/SECTT_Region-PACIFIC.pdf

sexual exploitation mainly from Australia and New Zealand. In Fiji, reports cited young girls being sexually exploited in the country's main tourism hotspots, with the taxi drivers usually acting as pimps or middlemen. Cases of commercial sexual exploitation of children are also often linked with mobility and implicated parents and family members as perpetrators.[20] In the Solomon Islands, the commercial sexual exploitation of children in the logging sector are reported to be facilitated by male relatives from the immediate or extended family. In the Tongan fishing sector, mothers facilitated the trafficking of children for sex.

- <u>Forced labor and trafficking for labor exploitation</u>: Forced labor and trafficking for labor exploitation in the Pacific Island countries particularly in the fishing and construction sectors are increasingly being recognized and reported.[21] Across the Pacific region, forced labor occurs in high risk sectors with low-skilled work and high proportion of migrant workers such as hospitality and tourism, logging, construction, fishing, horticulture, and domestic work. The qualitative assessment by Walk Free Foundation reported that the vulnerability of migrant workers to labor trafficking is significantly driven by factors such as disconnection from social and formal support systems, low visibility and transparency resulting from physical isolation and highly monitored and restricted movements, limited understanding of local contexts, and language barriers between workers and locals.

  Walk Free Foundation's report also points to the higher risk of labor trafficking in construction, logging and fishing sectors as a result of increasing migration from China and elsewhere in Asia following investment flows into the Pacific Island countries. Qualitative reports indicate that male migrant workers in the construction sector in Fiji were restricted from leaving the construction sites and their passports were confiscated. Labor standards are not enforced, and workers are subjected to greater exploitation for fear of impacting on the much-needed foreign investment.

  Forced labor and trafficking situations have been reported in Pacific tuna supply lines onboard fishing vessels operated by fleets from the Philippines and South Korea in the waters of PNG and fleets from Taiwan in the waters of the Solomon islands.[22] The study conducted by the Business and Human Rights Centre confirmed the prevalence of human trafficking and human rights abuses in Pacific tuna fish supply chains. [23] The report cited that the vulnerabilities in the seafood workforce are further exacerbated by diminishing productivity and profit margins and heavy reliance on migrant workers. The migrant

[20] Walk Free Minderoo Foundation (2020). Murky Waters: A Qualitative Assessment of Modern Slavery in the Pacific Region.
[21] Walk Free Minderoo Foundation (2020). Murky Waters: A Qualitative Assessment of Modern Slavery in the Pacific Region
[22] Nakamura, K. et al (2018). Seeing Slavery in Seafood Supply Chains. Research Article. Science Advances, American Association for the Advancement of Science.
[23] Business and Human Rights Resource Centre (2019). Out of Sight: Modern Slavery in Pacific Supply Chains of Canned Tuna – A Survey and Analysis of Company Actions. June.

workers are highly exposed to risk and abuse due to their illegal status, extended periods of isolation at sea, lack of bargaining power and language barriers.

- Increasing effects of climate change: The risk of climate change, sudden onset of disasters and slow-onset events place restraints on livelihoods, promote the presence of illegal recruitment agencies and exacerbate poverty. These in turn make communities more vulnerable to trafficking and other forms of exploitation. Increases in the frequency and intensity of climate-induced weather events – particularly in a region already prone to natural disasters – are likely to result in further displacement. The IOM report[24] reveals that criminal groups target disaster-prone communities by luring men, women and children into forced labor and commercial sexual exploitation. Communities that will host those displaced by climate change will also face higher risk due to increased competition for land and conflict between existing and relocated communities for better economic opportunities.

- Corruption and weak rule of law facilitate trafficking and restrict the prosecution of high-level traffickers.

- Low awareness and understanding of human trafficking: The case of Solomon Islands demonstrates low awareness and limited understanding of human trafficking. A survey on the knowledge, attitudes and perceptions[25] on human trafficking indicated that there is an overall low awareness of trafficking in Solomons Islands with majority of the people unfamiliar with the term human trafficking. 77% of the survey respondents indicated they knew personally of at least one case of trafficking (e.g., forced labour, forced marriage for money, forced commercial sex) and there is a high recognition (86%) that these forms of trafficking are crimes. The survey also showed that one in four respondents did not know where to go for help if they were a victim of trafficking.

- Impact of the Corona virus 2019 (COVID-19): The COVID-19 pandemic poses a significant challenge to Pacific Island countries. Most of the Pacific Island countries are heavily dependent on tourism as a source of employment and income. With the lockdown and travel restrictions, hotels and resorts have closed down and tourism related workers lost their jobs. The economic shock of the pandemic leading to high unemployment, fall in incomes and living standards will increase vulnerabilities that make people highly susceptible to exploitative conditions and trafficking situations. An article on COVID-19 in the Pacific points out that the impacts of COVID-19 are not gender-neutral.[26] Measures that governments implement to prevent the spread of COVID-19 such as lockdowns are not safe for everyone. According to Gurney (2020), women and girls in the Pacific Island countries face even higher rates of violence and sexual abuse, undertake more unpaid domestic work, access fewer essential health

[24] IOM (2016). The Climate Change- Human Trafficking Nexus.

[25] ABA-ROLI (2014). "Human Trafficking in Solomon Islands: Knowledge, Attitudes and Perception Report."

[26] Gurney, Isabelle (2020). "Women are key to an effective COVID-19 Pacific response." Devpolicy Blog, May 20. https://devpolicy.org/tag/covid-19-and-the-pacific/

services, and are more vulnerable to economic hardship due to lockdown. Once the lockdown measures are lifted, women and girls face higher risks of exploitative employment and trafficking.

- Very few Pacific Island countries are signatories to United Nations conventions such as:
  - United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime
  - Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime (Appendices VII and VIII).

  Some Pacific Island countries are in different stages of committing to and implementing anti-trafficking protocols, treaties and measures. By adopting the UN Protocol, member countries agree to implement domestic anti-trafficking legislation and national measures to prevent the occurrence of trafficking, to protect victims and to prosecute offenders.

  Pacific Island countries that are not States Parties to the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime are Marshall Islands, Papua New Guinea, Solomon Islands, and Tonga.

  In 2019, Marshall Islands acceded to Optional Protocol to the Convention on the Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography. It is scheduled to enforce the ILO Convention 182, Elimination of Worst Forms of Child Labor in March 2020.

- Pacific Island countries have the lowest rate of ratification of international human rights treaties. The Pacific does not have a regional human rights mechanism and only two Pacific Island countries have National Human Rights Institution (NHRI). Violence against women in the Pacific Island countries is among the highest in the world.

2. THEORY OF CHANGE:

The objective of Pacific RISE-CTIP is to combat trafficking in persons in the Pacific Island countries. The theory of change is that if systems and mechanisms to prevent and respond to trafficking in persons are strengthened at the local or community level, then the vulnerability to trafficking and trafficking in persons will be reduced.

The objective will be achieved through interventions under the four pillars of USG counter-trafficking strategy, including:

Prevention:	Enhanced local and community-based mechanisms and strategies to prevent trafficking in persons.
Protection:	Strengthened protection and reintegration services to victims of trafficking.
Prosecution:	Increased access to legal services by trafficking victims.
Partnership:	Strengthened partnerships at the community and institutional levels will improve protection, prevention and prosecution. (Cross-cutting theme)

3. OBJECTIVES AND ANTICIPATED RESULTS

The objective of Pacific RISE-CTIP is to combat trafficking in persons in the Pacific Island countries by strengthening local systems, mechanisms and partnerships to prevent and respond to trafficking in persons. The activity will achieve this objective by applying a holistic and multi-sectoral approach taking into consideration the priorities across the four pillars of the USG counter-trafficking strategy – prosecution, prevention, protection and partnerships and the recommendations for the Pacific Island countries particularly those that are placed in Tier 3 and Tier 2 Watch List in the U.S. Department of State Trafficking in Persons Report.

The activities provided below under each intermediate result are illustrative purposes only. The proposed interventions should be anchored on the following themes: 1) building capacity of frontline service providers on victim-centered tools and techniques to increase the success rate in prosecution and minimize the re-traumatization of victims; 2) increasing support to community-based interventions to improve detection, rescue, reintegration and prevention of trafficking of children for forced labor, online sexual exploitation, combat and non combat purposes; and, 3) providing assistance to bolster detection, protection and prevention programs directed at domestic and cross-border trafficking for forced labor and debt bondage particularly in high-risk industries such as fishing, construction, and mining.

While the following intermediate results are distinct and suggest activities and results that relate to specific sectors, they are interlinked. Partnership is a cross cutting theme and should be considered in the activities under each intermediate result. Responding to human trafficking requires various stakeholders which include national and local government agencies, local government units, donors, NGOs and CSOs, media, private sector, academe, and the community. The proposed interventions may include awarding of sub-grants to local organizations to support local efforts to address the issues discussed above.

GOAL: To combat trafficking in persons in Pacific Island countries by strengthening prevention, protection and prosecution mechanisms and strategies.

Intermediate Result 1: Improved prevention through enhanced local and community-based mechanisms and strategies to prevent trafficking in persons

Illustrative interventions:

- Empower at-risk communities and individuals to make them less vulnerable to the lure of traffickers.
- Support the establishment and capacity building of human trafficking taskforces in communities.

- Prevent human trafficking through behavioral change communication targeted to at-risk populations (e.g., to promote safe migration).
- Engage the business community and relevant industry bodies, particularly in high-risk areas such as fishing, construction, mining and tourism, to build their capacity in reporting cases of trafficking and eliminating human trafficking from supply chains.
- Conduct research, develop standard reporting formats for trafficking cases and build a database on trafficking.
- Support media in their efforts to uncover trafficking stories and communicate them to the public in order to raise awareness and promote and foster dialogue around this issue.

Anticipated Results:

- At risk communities are identified and made less vulnerable to trafficking through sustainable livelihood support.
- Community-based taskforces established and effective community-based mechanisms to prevent human trafficking are institutionalized and sustained.
- At-risk population have improved understanding of human trafficking issues and made informed decisions on employment and migration.
- Business community is engaged, has reported suspected incidences of trafficking and eliminated human trafficking from supply chains.
- Availability of data and information on trafficking enhanced to pave the way for more data driven decision making on TIP programs and policies
- Media has covered trafficking stories that raise awareness and promote and foster dialogue around the issue.

Intermediate Result 2: Strengthened protection and sustainable durable solutions[27] and services for trafficking in persons victims.

Illustrative interventions:

- Empower at-risk communities through capacity building on victim identification, detection, handling and referral to organizations that provide protective and 3Rs (return, rehabilitation, reintegration) and legal services.
- Support the establishment and strengthening of a comprehensive victim-sensitive protection system which provides for both interagency and multidisciplinary co-ordination in the provision of services to victims. Comprehensive and sustainable protection services and solutions include safe shelter, legal services, medical and psychosocial services, life skills and job training, and reintegration services.
- Capacity building of frontline service providers on tools necessary to detect and identify human trafficking victims.

[27] The Bali Process (2015). "Policy Guide on Protecting Victims of Trafficking", page 14: Sustainable protection solutions may include measures that ensure victims have access to long-term opportunities to overcome the situations that initially made them vulnerable to trafficking. For example, services such as access to education, training, livelihood, and employment opportunities address vulnerability and support the social and economic reintegration of victims.

- Assistance to establish partnership among LGUs, private sector, and civil society to support trafficked persons, provide community-based care, and reintegration services.

Anticipated Results:

- Increased capacity of community-based task forces to identify trafficking in persons victims and refer them to proper organizations for protective and legal services.
- Increase in the number of trafficking victims identified.
- Increase in the number of human trafficking victims provided with comprehensive and durable victim-sensitive protection services.
- Increased understanding and use of tools necessary to detect and identify human trafficking victims by frontline service providers.
- Partnership established and strengthened among LGUs, private sector, and civil society to support trafficked persons, provide community-based care, and reintegration services

Intermediate Result 3: Improved capacities to prosecute traffickers and increased access to legal services by trafficking in persons victims.

Illustrative interventions:

- Legal services are provided to trafficking in persons victims on a sustainable basis.
- Trafficking victims have information on where to access legal services.
- Capacity building of frontline service providers on victim-centered tools and techniques.
- Capacity building of civil society organizations to assist trafficked victims to access legal services.

Anticipated Results:

- Increase in the number of human trafficking victims provided with legal services.
- Improved capacity of frontline service providers on the use of victim-centered tools and techniques to increase the success rate in prosecution and minimize the re-traumatization of victims.
- Increased capacity of civil society organizations to assist trafficked victims to access legal services.

A.4 COORDINATION WITH OTHER USAID PROGRAMS AND SECTORS

Pacific RISE-CTIP will coordinate with other USAID activities in the Pacific Island countries particularly those related to CTIP and vulnerability to CTIP to identify areas for coordination, collaboration and learning opportunities.

The recipient will be expected to proactively reach out to other USAID implementing partners to ensure strategic and sustained coordination and collaboration, where appropriate. Other existing and planned new USAID activities in the Pacific include:

4.1 ***Strengthening Democratic Governance in the Pacific Islands***: The activity advances citizen-responsive democratic governance in Pacific Island countries by empowering traditionally marginalized stakeholders, promoting transparency and accountability in elections and government, and, where appropriate, promoting regional cooperation and strengthening regional networks to share best practices across the region. The activity focuses on four key areas:

a) Promote meaningful participation of all citizens in their political systems, including women, youth, and other traditionally marginalized groups;
b) Harness the comparative advantages of media and technology to promote citizen understanding and engagement and transparent political competition;
c) Promote the integrity of elections as a sustainable vehicle for peacefully and democratically choosing leaders; and
d) Facilitate the ability of elected political actors to fulfill their responsibilities to citizens through better governance practices

4.2 ***Lukautim Graun "Look After the Environment":*** This activity seeks to reduce threats to Papua New Guinea's rich biodiversity, which is among the most threatened in the world. At the national level, it will help promote transparent policies, including environmental safeguards, for effective stewardship of natural resources. At the site level, it will preserve biodiversity in priority places by supporting local governments, civil society, and communities to reduce key threats.

The activity is also a recipient of the Women's Global Development Prosperity Initiative (W-GDP). This component, in conjunction with the Women's Business Resource Center run by The Center for International Private Enterprise, will equip women entrepreneurs with the skills to run businesses, particularly in natural resource-based industries. It will employ a whole family-based approach that creates support for women's business initiatives among men in their communities.

4.3 ***Pacific-American Partnership Fund:*** This activity will be a multi-sectoral, grant-making facility to build self-reliant Pacific Island partners. The goal of the activity is to improve the quality of life of Pacific Islanders by reducing long-term vulnerabilities associated with

climate change and disasters, achieving sustainable market-driven economic growth, and advancing democratic governance.

4.4 ***Pacific Fisheries activity:*** The activity will support Pacific Island Countries and communities to mitigate Illegal Unreported and Unregulated Fishing. Key investment areas include sustainable management of coastal fisheries, monitoring, control, surveillance and enforcement in coastal waters and private sector engagement to promote sustainable supply chains.

4.5 ***Papua New Guinea and Solomon Islands Forest Governance Program:*** The five-year regional sustainable landscapes program for Papua New Guinea and the Solomon Islands will address the drivers of deforestation and forest degradation, unsustainable forest and land management, the lack of data to inform forest and land management decisions, and the lack of participatory land use planning and livelihood opportunities for forest-dependent communities.

A.5 COORDINATION WITH ACTIVITIES AND INITIATIVES OF OTHER DONORS AND ORGANIZATIONS

USAID envisions a program that will closely coordinate with other donors and organizations working on counter-trafficking in persons. The following are the current donor assistance activities and initiatives on CTIP in the Pacific region:

5.1 **U.S. Department of State J/TIP Pacific Island Funded Project: Strengthening TIP Data Collection in the Pacific Islands (Jan. 2020 – Dec. 2022; Funded by U.S. DOS J/TIP and Implemented by UNODC)[28]:** This project aims to assist the countries of the Federated States of Micronesia, Fiji, the Marshall Islands, Palau, the Solomon Islands, and Tonga with measuring and monitoring trafficking in persons within their national borders. UNODC will work closely with the governments of these countries, both at the national and local levels, to accurately estimate the prevalence of human trafficking by using advanced statistical techniques. UNODC aims to create a baseline for further research and foreign assistance in these countries, to establish an effective data and storage system accessible to researchers, and to conduct various training sessions with local researchers to facilitate future research. This project will culminate with a comprehensive regional report on the prevalence of trafficking in persons in the Pacific Islands.

5.2 **U.S. Department of State J/TIP Funded Project: Solomon Islands: Technical Assistance to Accede to UN Convention on Transnational Organized Crime and Protocol to Prevent, Suppress, and Punish Trafficking in Persons, especially women and children (International Organization for Migration -IOM)**: The training and

technical assistance support to Solomon Islands aims to strengthen the country's position against trafficking in persons. The project implements a multi-faceted approach to engage relevant stakeholders working on trafficking in persons issues in Solomon Islands. It provides assistance to the process of acceding to the UN Convention against Transnational Organized Crime (UNCTOC) and the UN Trafficking in Persons Protocol. The project will support the legislative review of relevant national laws and the drafting of the National Action Plan (NAP) against trafficking in persons.

5.3 **Expert Support in Counter Trafficking in Persons in PNG (International Organization for Migration (IOM) and Department of Justice and Attorney General and People Smuggling, Prime Minister's Office):** Under this technical assistance activity, training will be developed and provided to different law enforcement agencies in PNG, as to enhance their capacity in handling trafficking in persons cases. Activities include: 1)

[28] Federal Assistance Award Grant document SSJTIP 20GR0001

Assessment of training needs on trafficking in persons investigation and prosecution; 2) Designing training modules on trafficking in persons investigation and prosecution for law enforcement officers; 3) Delivering training sessions on trafficking in persons investigation and prosecution for law enforcement officers. The expected results are: 1) Enhanced national system of countering trafficking in persons and an increased understanding in dealing with human trafficking cases from the investigation stage to the prosecution stage; 2) Assistance in the prosecution (law enforcement) component of the PNG's Human Trafficking National Action Plan.

5.4 The **Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime** is a regional forum for policy dialogue, information sharing and practical cooperation to help the region address the challenges related to combating trafficking in persons and migrant smuggling. The Bali Process Strategy for Cooperation contains a programme of activities, guiding the work of the Bali Process in implementing priorities directed by Ministers. Co-chaired by Indonesia and Australia, it has more than 48 members, including States receiving the Action's support on these issues in the Pacific: Vanuatu, Papua New Guinea, Samoa and Solomon Islands. Its membership also includes UNHCR, IOM and UNODC, as well as a number of observer countries and international agencies. A Regional Support Office (RSO) was established to support and strengthen practical cooperation on refugee protection and international migration, including trafficking in persons and migrant smuggling, and other components of migration management in the region. At the Sixth Bali Process Ministerial Conference in 2016, Ministers confirmed the core objectives and priorities of the Bali Process by endorsing the Bali Process Declaration on People Smuggling, Trafficking in Persons and Related Transnational Crime. The Declaration acknowledges the growing scale and complexity of irregular migration challenges both within and outside the Asia Pacific region and supports measures that would contribute to comprehensive, long-term strategies addressing these crimes by expanding safe, legal and affordable migration pathways.

5.5 The **African Caribbean Pacific -EU Migration Action** is an initiative of the African Caribbean and Pacific Group of States Secretariat and the European Union (EU), implemented by the International Organization for Migration (IOM), with the aim to support the ACP-EU Dialogue on Migration and Development (Dialogue). The Action provides demand-driven technical assistance to support the recommendations issued by the Dialogue, including on: visas and remittances, trafficking in persons and migrant smuggling. The Action works in 80 countries across three continents.

5.6 **The Pacific Transnational Crime Network (PTCN)** provides proactive operational criminal intelligence and investigative capability to combat transnational crime in the Pacific through a multi-agency and regional approach, involving police, customs, immigration, and links to other agencies. The network is composed of 18 Transnational Crime Units (TCUs) in 13 Pacific countries, including two in Vanuatu and one in Solomon Islands. The PTCN involves additional relevant agencies, including: the Pacific Islands Forum for Regional Security Committee, Oceania Customs Organization, Pacific Immigration Directors Conference, Pacific Islands Forum Fisheries Agency, Joint

InterAgency Task Force-West, Pacific Patrol Boat Program and Financial Intelligence Units. The Pacific Transnational Crime Coordination Centre (PTCCC), based in Apia, Samoa, supports the operational activities of the TCUs and contributes to the identification of current and emerging risks in the region. TCUs are responsible for: undertaking intelligence-led investigations and proactive issue-specific development projects relating to transnational crime, producing high quality tactical law enforcement intelligence; analysing information pertaining to transnational crime, and implementing a comprehensive training plan for the TCU, among other duties. They are also responsible for information exchange between each country and the PTCCC, and thus have the potential to become national information hubs on transnational trafficking in human beings and migrant smuggling and an important link to regional capacity-building opportunities.

5.7 **Inter-Agency Coordination Group against Trafficking in Persons (ICAT)** is a policy forum mandated by the UN General Assembly to improve coordination among UN agencies and other relevant international organizations to facilitate a holistic and comprehensive approach to preventing and combating trafficking in human beings. ICAT was formally established in March 2007, pursuant to the United Nations General Assembly Resolution 61/180. ICAT consists of 16 UN members and two Partner organizations, ICMPD and the OSCE. The members of the ICAT Working Group are ILO, IOM, OHCHR, UNICEF, UNHCR, and UNODC. The Working Group, currently chaired by OHCHR, engages in coordination and develops papers and briefs on specific issues, such as: evaluating anti-trafficking responses, access to remedies for victims, addressing demand and counter-trafficking in crisis situations, among other topics. The ICAT platform has fostered trust building, and the development of ties and synergies between UN entities.

5.8 The **Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants (GLO.ACT)** is a four-year joint initiative by the EU and the UNODC, implemented in partnership with IOM and UNICEF. The programme forms part of a joint response to trafficking in persons and migrant smuggling and is expected to be delivered in up to 13 strategically selected countries across Africa, Asia, Eastern Europe and Latin America. The programme aims to assist the selected countries in developing and implementing comprehensive national counter trafficking and counter-smuggling responses within a dual prevention and protection approach, focusing on providing assistance to governmental authorities, civil society organizations and victims of trafficking and smuggled migrants.

A.6. GEOGRAPHIC SCOPE

Pacific RISE-CTIP will be implemented in **four selected** Pacific Island countries, particularly those where the human trafficking problem is more prominent and critical. Regional initiatives will complement specific country interventions to strengthen coordination efforts to counter trafficking in persons.

A.7. CROSS-CUTTING THEMES

In addition to partnership as a cross-cutting theme, the applications should address the following.

Innovations and evidence-based implementation: Social and behavior change is a relatively new approach when applied to counter-trafficking in persons work. The approach should be targeted to specific at-risk populations in the Pacific Island countries. Social and behavior change interventions will need to be evidence-based and flow from the formative work that informs them.

Capacity-building: Applications should clearly identify what capacities the implementer and its partners will build, why these are critical to promote self-reliance, and which organizations and/or institutions are targeted.

Sustainability: Applications need to identify how proposed interventions will be sustainable and/or lead to sustainable outcomes. Proposed initiatives show the potential for sustained impact after the life of the project.

Private sector engagement and partnership: Engagement and partnership with the private sector is highly encouraged. The activity should leverage existing technical resources, know-how, activities, networks, tools and organizations, before creating new ones.

Partnering with local organizations and non-traditional partners: Proposed approaches require significant emphasis on reinforcing local actors and institutions.

Gender integration: The proposed activities should demonstrate adherence to the policy of gender inclusion. Activities should demonstrate through gender integration the following goals: 1) Reduce gender and social disparities in access to, control over and benefit from resources, wealth, opportunities, and services; and 2) Reduce gender-based violence and mitigate its harmful effects on individuals and communities.

Learning: The program should utilize learning by doing approach and should incorporate collaboration, learning and adapting (CLA) in the activities.

A.8 KEY PERSONNEL REQUIREMENTS

Collectively, proposed Key Personnel should present a team that possesses the following skills, knowledge and experience, in addition to the individual minimum requirements set forth below:

- Knowledge of the trafficking in persons context in the Pacific region.
- Experience in implementing similar activities/projects focused on counter-trafficking in persons and working with specific target groups such as youth, women and girls.
- Previous experience of working in a development country context, preferably in Asia or the Pacific.

- Demonstrated capability to oversee sub-grant management.
- Demonstrated ability of liaising with government and non-government counterparts.
- Experience in M&E, in order to provide adequate oversight for implementation of the Monitoring, Evaluation and Learning Plan.
- Demonstrated ability to manage and work within multi-disciplinary teams of professionals in international environments.

Two personnel are key to the successful implementation of this activity.

8.1 Chief of Party: The Chief of Party must provide overall technical and administrative leadership and expertise and serves as the primary liaison with USAID on management and technical matters. S/he will be responsible for administering and managing the implementation of the activity and has the overall responsibility for assuring that all assistance provided is technically sound and appropriate to meet activity objectives. S/he must be responsible for all aspects of coordination and communication, including with the Pacific Island countries' governments, other donors, civil society, private sector, and other potential implementing partners. S/he will supervise the work of all organizations (sub-grantees) and individuals engaged under the activity.

Requirements:

- Graduate degree in the social sciences, international relations, law or other related field.
- At least 7 years of relevant experience managing and implementing human rights and similar or related development projects, preferably in the area of counter-trafficking in persons.
- Demonstrated success in designing, managing, and implementing technical assistance projects.
- Demonstrated ability to coordinate and partner with government counterparts, private sector entities, local community organizations, other donors and stakeholders.

8.2 Deputy Chief of Party (DCOP): The COP will be assisted by an able Deputy Chief of Party (DCOP) who will be responsible for providing day-to-day project leadership in the management of operational staff and oversight of monitoring, evaluation, and grants under the agreement. S/he will assist the COP in management and decision-making and ensuring that project activities are meeting client and stakeholder expectations. S/he will be responsible for the oversight of the project's operations reporting functions for ensuring compliance with the terms of the agreement, including oversight of the grants program. S/he will supervise the project's administration staff, providing oversight to the overall project management and human resources functions. S/he will ensure adherence to USAID administration policies and procedures and ensure that all documentation is complete and compliant with the terms of the reference in the agreement.

Requirements:

- Graduate degree in the social sciences, international relations or other related field.
- At least 5 years relevant experience in managing and implementing human rights and

similar or related development projects, preferably in the area of counter-trafficking in persons.

- Demonstrated success in designing, managing, and implementing technical assistance projects.
- Relevant experience in project operations and grants management.

A.9. ADAPTIVE MANAGEMENT

The implementer is expected to practice adaptive management and identify high impact but unexpected opportunities for intervention related to one or a combination of this activity's objectives during the course of implementation. It will also be expected to provide technical assistance, upon written request from USAID, on short notice. Additional support may be required in any of the subject areas covered by this activity and may include discrete analysis of specific issues, advice upon request to government counterparts, specific assessments or action research, or organizational support to a significant event.

SECTION B: FEDERAL AWARD INFORMATION

B.1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide not more than $10 million in total USAID funding over a five (5) year period.

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

The following are the illustrative standard counter trafficking in persons indicators. The recipient shall track and report on the progress of the activities through:

- Number of service providers that receive training, technical assistance, or capacity building in victim-centered and trauma-informed services (PS.5.1-24)
- Number of victims receiving services (medical, repatriation, legal, transportation, etc.) (PS.5.1-25)
- Number of victim identification and referral procedures (such as Standard Operating Procedures and/or a National or local Referral Mechanism) updated or finalized through foreign assistance funds to ensure all relevant service providers) and identification stakeholders are included. (PS.5.1-26)
- Number of survivors of trafficking who have gained sustainable livelihoods through USG foreign assistance. (PS.5.1-27)
- Number of prosecutors, judges and law enforcers trained on the investigation and prosecution of trafficking cases (PS.5.2-22)
- Number of final anti-TIP policies, laws, or international agreements passed, enacted, or amended (PS.5.2-23)
- Number of people trained in prevention (PS.5.3-15)
- Number of unique awareness materials designed or adapted through foreign assistance (PS.5.3-16)
- Number of first responders trained on victim identification (USAID new #1)
- Number of TIP victims referred for protection services (USAID new #2)

The recipient may include custom indicators to track progress and performance. Indicators' baselines and targets as well as data collection procedures will be included in the MEL plan.

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

The anticipated period of performance is five (5) years. The estimated start date will be upon issuance of the final award.

B.4. Substantial Involvement

USAID anticipates award of an associate cooperative agreement. A cooperative agreement implies a level of "substantial involvement" by USAID in certain programmatic aspects of the award. This substantial involvement will be through the Agreement Officer (AO), except to the extent that s/he delegates authority to the Agreement Officer's Representative (AOR) in writing.

The anticipated substantial involvement elements for this award are as follows:

a. Approval of the Recipient's Implementation Plan

Implementation plans include, but are not limited to, annual work plans, including planned activities for the following year and any subsequent revisions, international travel plans, planned expenditures, and event planning/management.

USAID requires the approval of implementation plans annually to ensure alignment with stated goals, milestones, and outputs. The implementation plan communicates how and when the Recipient will complete project activities and is drafted annually to describe new activities. This plan will be developed in partnership between the Recipient and the AOR. The annual implementation plans, and subsequent revisions thereto, are subject to prior written approval by USAID's AOR.

b. Approval of Key Personnel

USAID may designate as key personnel only those positions that are essential to the successful implementation of the recipient's program. For this activity, USAID requires not more than five (5) key personnel.

c. Agency and Recipient Collaboration or Joint Participation

1. <u>Concurrence on the substantive provisions of sub-awards, including the selection of sub-grantees, pass-through entities and approval of sub-grants or contracts.</u>

   2CFR 200.308 already requires the recipient to obtain the AO's prior approval for the sub-award, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement.

   Concurrence from the USAID Agreement Officer's Representative (AOR), <u>in writing</u>, is required on the selection of all sub-grants and pass-through by the Non-Federal Pass-through Entities.

   Under this award, USAID/Philippines requires the Non-Federal Entity to coordinate and collaborate with the USAID Mission staff, Mission Technical offices, and with all implementing partners on the ground to ensure USG funded programming is having the maximum impact possible. This collaboration can take the form of (but is not limited to) openly sharing of programmatic information through regular, timely and documented meetings, collaborating on activities that will create a multiplying effect without duplication, establishing referrals systems for beneficiaries across programs etc.

2. <u>Review of public outreach and coordination events.</u> As part of the activity monitoring effort for the AOR and Embassy Public Affairs, the Recipient shall collaborate with the AOR in a timely manner for all public outreach, coordination meetings, and other open events. Routine tasks that make up the activities such as training, business development, and community engagement must be included in

annual work plans.

3. Review and approval of quarterly and annual reports.

d. Construction

The performance of construction under Agreements requires enhanced Agency involvement to manage risks and ensure safety and quality.

Construction Activities Limitation.

The following guidance applies for any construction activities:

a) The estimated cost of construction activities at a single project site should be less than $500,000.
b) Construction activities must be explicitly stated in the budget.
c) Engineering design must be completed by a licensed engineering firm. The approach for design review, certification, and construction must conform to local legal requirements and/or standard professional practice.
d) The Agreement Officer's Representative (AOR) will have the right to halt construction under Substantial Involvement.
e) USAID Owner's Engineer (OE) will provide construction oversight and quality assurance.

Substantial involvement, as defined by ADS 303.3.11, includes authorities delegated to the AOR to approve implementation plans and key personnel, and collaborate with the recipient. The following are adaptations to substantial involvement under this award:

- Approval of the implementation plan specific to construction, including: procurement plan, health and safety plan, environmental mitigation and monitoring plan, quality management (or control and assurance), schedule, organization chart or staffing plan.
- Technical Approval of key personnel.
- Collaboration or participation by USAID in technical evaluation of architecture and engineering designs and evaluation of sub-contract procurement.
- Agency authority to immediately halt a construction activity.

    - The AO may immediately halt a construction activity if identified specifications are not met. For these circumstances, the AOR and/or USAID Engineer (architect or engineer) must make a recommendation to halt construction activities to the AO.

    - The AO may delegate the authority to immediately halt construction to the AOR and/or USAID Engineer in cases of non-compliance with health, safety or environmental regulations.

For purposes of this activity, "construction" means: construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration and refurbishment. The team includes, without limitation, roads, power plants, buildings, bridges, water treatment facilities, and vertical structures. See link: https://www.usaid.gov/sites/default/files/documents/1868/303maw.pdf.

NO CONSTRUCTION IS ANTICIPATED UNDER THIS AWARD.

B.5. Title to Property

Property title under the resultant agreement shall vest with the Recipient in accordance with the requirements of 2 CFR 200.

B.6. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is Geographic Code 937 (the United States, the Recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source) is the authorized USAID Principal Geographic Code for the procurement of commodities and services by Recipients under grants and cooperative agreements to non-governmental organizations when the award budget contains more than $250,000 worth of goods and services to be procured by the Recipient; and by subcontractors and subrecipients of awards.

USAID's rules for the source of goods other than "restricted goods," are described in ADS 312 (https://www.usaid.gov/sites/default/files/documents/1876/312.pdf).

These rules do not apply to procurement by the Recipient with cost-sharing or program income funds.

For an accurate identification of developing countries, advanced developing countries, and prohibited sources, please refer to the Automated Directive System (ADS) 310 entitled "Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID" (https://www.usaid.gov/sites/default/files/documents/1876310.pdf).

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

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Pacific Regional Initiative and Support for More Effective Counter-Trafficking in Persons (RISE-CTIP) 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.

B.7. Selection of Instrument

1) The market survey was done through: 1) desk review of available reports, publications and databases; and 2) Request for Information (RFI). The desk-based research looked at the

organizations and their published reports and materials available on the internet and produced during the last 10 years. The RFI was posted in GRANTS.GOV, USAID Philippines website and Facebook page on July 8, 2020. The RFI closed on July 22, 2020. Fifteen organizations responded to the RFI. The market research shows that counter trafficking in persons (CTIP) is a public purpose and the provision of Federal financial assistance to a recipient for its purpose will support the Agency's development objectives

2) Based solely on application of the criteria specified in Section 6305 of the FGCAA (31 USC 6305 – Using cooperative agreements) and the supporting information provided in this memorandum, the Planner recommends to the AO that the Agency use a cooperative agreement as the legal instrument reflecting a grantor-grantee relationship between the Agency and the recipient, for the Activity, rather than a buyer-seller relationship for the purchase of property or services, as the principal purpose of the Agency's intended relationship with the recipient is to transfer Federal financial assistance to the recipient in accordance with the criteria stated in FGCAA Section 6305 for use of a cooperative agreement. Substantial involvement is expected between the Agency and the recipient when carrying out the activity contemplated in the cooperative agreement.

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SECTION C: ELIGIBILITY INFORMATION

C.1. Eligible Applicants

The United States Agency for International Development (USAID) Mission to the Philippines, Pacific Islands, and Mongolia is seeking applications for a Cooperative Agreement from qualified U.S. and Non-U.S. non-profit or for-profit Non-Governmental Organizations (NGOs), and other qualified non-U.S. organizations to implement a project entitled "Pacific Regional Initiative and Support for More Effective Counter-Trafficking in Persons (RISE-CTIP)." USAID welcomes applications from organizations that have not previously received financial assistance from USAID.

Eligibility for this NOFO not restricted.

C.2. Cost Sharing or Matching

Cost share as defined in ADS 303.3.10 is "the resources a recipient contributes to the total cost of an agreement." Cost sharing is an important element of the USAID-Recipient relationship. Cost sharing may consist of cash or in-kind contributions but, by definition, may not include USG funds or USG-funded in-kind contributions. Cost share becomes a condition of an award when it is part of the approved award budget and must be used for the accomplishment of program objectives. Information regarding the proposed cost share, if any, should be included in the budget. A cost share equivalent to at least 10% of the total federal share of the award is required for an Applicant to be eligible. Applications that do not meet the cost share requirement will not be considered.

For guidance on cost share, please see ADS 303.3.10 (https://www.usaid.gov/sites/default/files/documents/1868/303.pdf). Specific for U.S. NGOs, 2 CFR 200.306 (https://www.govinfo.gov/app/details/CFR-2014-title2-vol1/CFR-2014-title2-vol1-sec200-306). For non-U.S. NGOs, all cost sharing will be subject to the Required as Applicable Standard Provision "Cost Share" in ADS 303mab (https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf).

C.3. Other

The prime applicant may submit only one (1) application.

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

D.1. Agency Point of Contact

Name: Ms. Béatrice M. Condé
Title: Supervisory Agreement Officer
Address: Regional Office of Acquisition and Assistance (ROAA)
3/F Annex 2 Building, U.S. Embassy Compound,
1201 Roxas Boulevard, Ermita
Manila, Philippines 1000

Email: manila-roaa-rfa@usaid.gov

D.2. Questions and Answers

All questions regarding this NOFO should be submitted in writing to Ms. Conde to the email address above with a copy to Ms. Haidee Juanillo (hjuanillo@usaid.gov).

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

D.3. Application Materials and Submission Information

Applicants are expected to review, understand, and comply with all aspects of this NOFO and its amendments (if any), before submitting the documents required. Applicants must ensure the completeness of the application package before submission. Failure to include all information or to organize the application in the manner prescribed may result in the rejection of the application as being unacceptable. USAID will only review applications that are complete and submitted on time.

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: Technical Application and Business (Cost) Application.
This subsection addresses general content requirements applying to the full application. Please see subsections 5 and 6, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

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

a. Name of Organization
b. Business Address
c. Names of Authorized Representative and Alternate with their Titles

d. Phone and fax numbers
e. E-mail addresses
f. Notice of Funding Opportunity number
g. Program Title
h. Date of Submission

i. Names of proposed subrecipients or partnerships (identify if local organization, per USAID's definition of 'local entity' under ADS 303Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address).

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

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

The application should be in English language. English is the official language of all award documents (see ADS 303).

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English. English is the official language of all award documents (see ADS 303).
- Use standard 8 ½" x 11", single sided, single-spaced, 12-point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- 10-point font can be used for graphs and charts. Tables however, must comply with the 12-point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

D.4. Application Submission Procedures

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter. Late applications will not be reviewed nor considered. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time/confirmation from the receiving office/certified mail receipt.

Electronic Submission Procedure:

Applications must be submitted electronically via e-mail to the agency point of contact at manila-roaa-rfa@usaid.gov, with a copy to Ms. Haidee Juanillo at hjuanillo@usaid.gov. The applications must be received by the USAID/Philippines internet server no later than the date and time specified in the cover letter of this NOFO. Electronic transmission and attachments must not exceed 25mb per email. E-mail attachments in *.zip files will not be accepted. The

document must be in Adobe Acrobat portable document format (PDF), Microsoft Word and Excel format as applicable. If multiple emails are needed to submit a complete document, the email subject line must contain the following information:

The applicant must format all submissions as follows:

- Technical Application: PDF format and word.
- Cost/Business Application: Budget – in **U.S. dollars**; **unlocked Microsoft Excel** Format; Budget notes/narrative in PDF format and word
- Spacing: Single-spaced
- Language: English
- Font: Times New Roman, 12-point
- Graphs and Charts: Times New Roman, 10-point *(not included in page limitations)*
- Tables: Times New Roman, 12-point
- Margins: One inch on all sides; left alignment
- Headers and/or footers on each page; pages must be numbered consecutively

1. Technical Application Format and Content

The technical application is the most important factor for consideration in awarding the proposed cooperative agreement. The technical application should be specific, complete and presented concisely. The application should demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and evaluation criteria found in this NOFO.

The technical application must be in English, must be limited to **25** pages and should be organized as follows:

1) Cover Page – See above *(not included in the page limitations)*

2) Table of Contents must include major sections, page numbers, and hyperlinks to easily cross-reference and identify merit review criteria *(not included in the page limitations)*
3) Executive Summary must provide a high-level overview of key elements of the application (*one page, not included in the page limitations*)
4) Technical Understanding, Vision and Approach
5) Implementation Strategy and Activities
6) Management Plan, Capability Statement, and Relevant Experience
7) Annexes (*not included in the page limitations)*:

- Acronym List/Definition
- Results and/or Logical Framework
- Illustrative First Year Implementation Plan
- Organizational Chart/Staffing Plan
- Key Personnel: 1. Resume of Key Personnel and 2. Required information for any additional Key Personnel proposed

Annexes should provide performance information of the past three years of current or recent awards, contracts, grants, and/or cooperative agreements, financed by international development organizations that are similar in nature to the technical description of this NOFO. The information should consist of:

- *U.S. Dollar Value*
- *Period of Performance*
- *Brief description of the work performed*
- *Results of the work performed*
- *References (Point of contact with telephone number(s) and email address(es))*

Criterion 1: Technical Understanding, Vision and Approach

The applicant must demonstrate a clear understanding of the issues and challenges in countering domestic and regional trafficking in persons in the Pacific island countries and the desired vision linked to strategic development objectives and priorities, with a thorough supporting analysis.

The applicant may develop and present its own theory of change, describe the applicant's interpretation of the development problem and articulate desired outcomes could be achieved, with a Results and/or Logical Framework (may be presented as an Annex to the Application).

The applicant is encouraged to propose creative and innovative approaches designed to reach the desired outcomes/results of the program. The technical approach must also build upon the good practices and lessons learned/developed by the applicant or USAID under similar programs. This section should also highlight how the applicant's proposed approach will build on interventions by USAID and other development partners in the region. The overall strategy should also include the presentation of a sound approach for engaging and getting buy-in from government and other stakeholders on trafficking in persons issues.

Criterion 2: Implementation Strategy and Activities

The applicant must present and describe an implementation strategy that is logical, realistic, and is grounded in the local context, drawing on a strong evidence, experience and research base, with a clear rationale for the proposed activities. Also describe its implementation plan over the life of the activity including main activities of the program that expands on the approaches presented and indicators or measures to achieve the expected program results.

An illustrative first year implementation plan (included as an Annex) should present a feasible plan for on-the-ground implementation and propose an illustrative set of activities in target countries, identifying meaningful milestones, robust metrics and realistic deployment of resources. This section should include a monitoring, evaluation and learning plan and an innovative and sustainable plan for building the capacity of key demand and supply side local actors. This section should also outline a plan to develop value-added collaboration and identify potential partnerships, primarily through subgrants, with nongovernmental partners and/or private sector counterparts.

Criterion 3: Management Plan, Capability and Relevant Experience

The applicant shall propose a management structure to address the breadth, depth, and technical areas required to successfully undertake their proposed approach and methodology, including the justifications for the location of the project office and regional offices, if any. The management plan shall describe how the tasks will be organized and managed to minimize nonproductive costs to the government and how the applicant will utilize the complementary capabilities of any proposed sub-applicants most effectively and efficiently.

The applicant must also clearly present the management and administration structures and functions for managing the Pacific RISE-CTIP project. This includes the use and management of subgrants, its approach to coordinating diverse activities that produce documented, quantifiable effective results, and the general strategy to manage the award in the most efficient and cost-effective manner possible. The applicant must describe relevant experience in implementing similar approaches and/or activities.

The applicant must propose qualified individuals as key personnel and their responsibilities. The applicant's proposed position descriptions shall reflect a clear understanding of technical and management skills necessary to achieve the results. The estimated level of effort that will be provided by the prime applicant and the proposed subawards/and or partners must be provided.

The plan shall describe how lines of authority will be structured and managed within the applicant's own organization and between the prime applicant and any sub-applicants and/or partners. This plan shall describe lines of communication and reporting, and how the Chief of Party (COP) will liaise with the USAID Agreement Officer (AO), Agreement Officer's Representative (AOR), and staff or consultants. The applicant will describe the roles of field office and headquarters office and discuss Home Office support capabilities (where applicable) including experience in timely project start up (systems, procurement, post-award administration, etc.). An organizational chart shall be provided in an Annex to the Technical Application.

The applicant shall propose at least the following two key personnel: Chief of Party and Deputy Chief of Party, to lead the successful implementation of this activity. Applicants must provide description of the minimum qualifications and responsibilities of the Key Personnel in relation to the requirements of the PD.

Applicants may propose additional key personnel positions as long as the quantity of the key personnel positions does not exceed five. If additional key personnel positions are proposed, justification should be provided and must be supplemented with the respective position description, responsibilities, and minimum qualification requirements. Curriculum vitae for each Key Personnel candidates must be provided. The applicants should provide the information for each proposed key personnel in the Annex. Key Personnel are expected to have the ability to manage teams of professionals to produce key results and outcomes.

At a minimum, the proposed key personnel should have the following qualifications and experience:

1) *Chief of Party:* The Chief of Party must provide overall technical and administrative leadership and expertise and serves as the primary liaison with USAID on management and technical matters. S/he will be responsible for administering and managing the implementation of the activity and has the overall responsibility for assuring that all assistance provided is technically sound and appropriate to meet activity objectives. S/he must be responsible for all aspects of coordination and communication, including with the Pacific Island countries' governments, other donors, civil society, private sector, and other potential implementing partners. S/he will supervise the work of all organizations (sub-grantees) and individuals engaged under the activity.

Requirements:

- Graduate degree in the social sciences, international relations, law or other related field.
- At least 7 years of relevant experience managing and implementing human rights and
- similar or related development projects, preferably in the area of counter-trafficking in persons.
- Demonstrated success in designing, managing, and implementing technical assistance projects.
- Demonstrated ability to coordinate and partner with government counterparts, private sector entities, local community organizations, other donors and stakeholders.

2) *Deputy Chief of Party:* The COP will be assisted by an able Deputy Chief of Party who willbe responsible for providing day-to-day project leadership in the management of operational staff and oversight of monitoring, evaluation, and grants under the agreement. S/he will assist the COP in management and decision-making and ensuring that project activities are meeting client

and stakeholder expectations. S/he will be responsible for the oversight of the project's operations reporting functions for ensuring compliance with the terms of the agreement, including oversight of the grants program. S/he will supervise the project's administration staff, providing oversight to the overall project management and human resources functions. S/he will ensure adherence to USAID administration policies and procedures and ensure that all documentation is complete and compliant with the terms of the reference in the agreement.

Requirements:

- Graduate degree in the social sciences, international relations or other related field.
- At least 5 years relevant experience in managing and implementing human rights and similar or related development projects, preferably in the area of counter-trafficking in persons.
- Demonstrated success in designing, managing, and implementing technical assistance projects.
- Relevant experience in project operations and grants management.

2. Cost/Business Application Format and Content

The cost/business application must be submitted separately from the technical application. The applicant must follow the prescribed content and format in Sections D.3 and D.4.2. Budget spreadsheets must be in U.S. Dollars, in unlocked Microsoft Excel format, pages with signatures in PDF format.

The Cost Application must cover the full period of performance. The budget should be expressed in U.S. Dollars and must reflect the exchange rate(s) used.

A summary of the budget must be submitted using the Standard Form 424, 424A and 424B. Instructions on how to complete the forms are found here: https://www.grants.gov/forms/sf-424-family.html. The summary budget should have the budget categories as shown in SF424A, with costs broken down by year; detailed/itemized budget; budget narrative explaining costs to be incurred; and other administrative documentation, as necessary. **The forms when submitted, must be signed by an authorized representative of the Applicant's organization.**

The following sections describe the documentation that applicants for an Assistance award must submit to USAID prior to award. While there is no page limit for the cost application, applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following:

- **Detailed Budget** (no page limit), which provides a breakdown by elements of cost (e.g. personnel, fringe benefits, travel, equipment, supplies, contractual, construction, other direct costs, indirect costs, cost sharing (if any) for the total estimated amount of implementation of the project according to your organization's approach. The budget shall include costs associated with all programmatic activities during the project implementation.

- **Budget Narrative**, which provides detailed budget explanations and supporting justification of each proposed budget line item. It must briefly describe programmatic relevance and clearly identify the basis of estimate (i.e. how the budget number was determined fair and reasonable) for each cost element, such as market surveys, price quotations, current salaries, historical experience, etc. The budget narrative should demonstrate how the budget supports and allocates sufficient and appropriate funding for all elements of the program activities described in Section A, Program Description of this NOFO.

The cost application should contain the budget categories as shown on the SF-424A:

- ***Personnel/Labor:*** Direct salaries and wages should be proposed in accordance with the organization's personnel policies. Details on the basis of estimate for each proposed salary should be sufficiently addressed in the budget narratives for all positions [key personnel, consultants, short-term technical assistance and non-key personnel]. Any proposed salary increase must be sufficiently justified and supported with the organization's personnel policies (to be provided as an annex to the cost application).

  Note: **Annual salary increase** and/or promotional increase may be granted in accordance with the applicant's established policies.

- ***Fringe Benefits:*** If accounted for as a separate item of cost, fringe benefits should be accounted in accordance with local labor law.

- ***Travel and Per Diem:*** The application budget and narrative should indicate the purpose of trip(s), number of trips, domestic and international, and the estimated unit of cost of each. Specify the origin and destination for each proposed trip, duration of travel and number of individuals traveling. Proposed per diem rates must be in accordance with the applicant's established policies and practices that are uniformly applied to federally financed and other activities of the applicant.

- ***Equipment:*** The application should specify the procurement of any tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds the lesser of the capitalization level established by the non-Federal entity for financial statement purposes, or $5,000. The application should indicate the quantity of the equipment to be purchased, the unit cost and the total price.

- ***Supplies:*** The application should specify the procurement of all tangible personal property other than those described in Equipment. A computing device is a supply if the acquisition cost is less than the lesser of the capitalization level established by the non-Federal entity for financial statement purposes or $5,000, regardless of the length of its useful life. The application should indicate the quantity of the equipment to be purchased, the unit cost and the total price.

- ***Contractual:*** The application should include, if any, subaward(s). Applicants who intend to utilize other partnering organization(s) should indicate the extent intended and a complete cost breakdown, as well as all the information required herein for the applicant. **Major partnering organization(s) the same cost format as submitted by the applicant.**

- ***Construction:*** Construction will not be funded by USAID under this program.

- ***Other Direct Costs (ODC):*** could include costs related to program activities described in the PD; communications, office rental, utilities, report preparation costs, other office operation costs, branding/marking costs, supplies, etc. The narrative should provide a complete breakdown and support for each item of other direct costs.

- ***Cost share****:* ADS 303.3.10 Cost Share defines cost share as “the resources a recipient contributes to the total cost of an agreement. It is the portion of project or program costs not borne by the Federal Government.” Cost share is required under this NOFO.The application should include cost share of 10% or more of the total project cost.

The Applicants should estimate the amount of cost-sharing resources to be mobilized over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting Cooperative Agreement.

The following information should be taken into consideration when developing the budget:

(1) Salaries and wages must be reflective of the “market value” for each position. Salaries and wages may not exceed the applicant’s established written personnel policy and practice, including the applicant’s established pay scale for equivalent classifications of employees, which shall be certified by the Applicant.

Salaries for locally employed staff should correspond to the local market averages for similar positions. Applicants are expected to conduct their own market research for determining the salary scale for locally hired positions in Belarus or rely on their previous work experience and other implementing partners’ experience in the region.

(2) This USAID-funded activity implemented under the anticipated cooperative agreement will be for an estimated period of performance of five (5) years; also referred to as the award period. Unless the applicant/Recipient demonstrates

otherwise to the USAID Agreement Officer's satisfaction, Cooperating Country Nationals (CCNs) employed by the applicant/Recipient solely to work under the USAID-funded project under this agreement are considered by USAID as employed by the applicant/Recipient for a specified period not to exceed the agreement period.

(3) If the Applicant or its proposed sub-awardee does not have a negotiated indirect cost rate agreement (NICRA) from any U.S. government audit agency, the applicant must provide information regarding how the fringe benefit rates are applied for each category of employees and an explanation of the benefits included in the rate.

(4) Applicants should include any estimated USAID branding and marking costs in their budget. It is the applicant's responsibility to ensure that all costs related to the implementation of the MEL Plan are included in the cost application. Applicants need to account for resources required for implementing and monitoring the environmental compliance activities in the technical application and in the budget and describe associated costs in detail to the degree possible in the budget narrative.

(5) Details regarding the level of cost share the applicant is proposing for this activity.

D.5. Prior Approvals in accordance with 2 CFR 200.407

Inclusion of an item of cost in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the applicants must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

D.6. Approval of Subawards

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

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

- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

D.7 Risk Assessment

In order for an award to be made, the USAID Agreement Officer must evaluate the risks posed by applicants as outlined in 2 CFR 200.205 (https://www.ecfr.gov/cgi-bin/retrieveECFR?gp=&SID=&mc=true&r=SUBPART&n=sp2.1.200.c#se2.1.200_1205) and ADS 303.3.9 https://www.usaid.gov/sites/default/files/documents/303.pdf

This means that the applicant must possess, or must have the ability to obtain the necessary management and technical competence to conduct the proposed program, and must agree to practice mutually agreed-upon methods of accountability for funds and other assets provided or funded by USAID.

- Financial stability.
- Quality of management systems and ability to meet the management standards prescribed in this part.
- History of performance: The applicant's record in managing Federal awards, if it is a prior Recipient of Federal awards, including timelines of compliance with applicable reporting requirements, conformance to the terms and conditions of previous Federal awards, and if applicable, the extent to which any previously awarded amounts will be expended prior to future awards. Please refer to Section D for the submission of relevant past performance information.
- Reports and findings of any other available audits.
- The applicant's ability to effectively implement statutory, regulatory, or other requirements imposed on non-Federal entities; and
- Whether the applicant is otherwise qualified to receive an award under applicable laws and regulations (e.g., Nondiscrimination, Lobbying, Debarment/Suspension, Terrorist Financing, etc.).

In the absence of a positive risk assessment, an award can ordinarily not be made. Awards to potential new Recipients may be significantly delayed if USAID must undertake necessary pre-award surveys of these organizations to make an adequate risk assessment. These organizations should take this into account and plan their implementation dates and activities accordingly.

D.8. Indirect Cost Rate Agreement

The applicant must submit a Negotiated Indirect Cost Rate Agreement NICRA if the organization has such an agreement with an agency or department of the U.S. Government. If no NICRA the applicant should submit the following:

- *Reviewed Financial Statements Report:* A report issued by a Certified Public Account (CPA) documenting the review of the financial statements was performed in accordance with Statements on Standards for Accounting and Review Services; that management is responsible for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework and for designing, implementing and maintaining internal control relevant to the preparation. The account must also state the he or she is not aware of any material modifications that should be made to the financial statements; or

- *Audited Financial Statements Report:* An auditor issues a report documenting the audit was conducted in accordance with Generally Accepted Auditing Standards (GAAS), the financial statements are the responsibility of management, provides an opinion that the financial statements present fairly in all material respects the financial position of the company and the results of operations are in conformity with the applicable financial reporting framework (or issues a qualified opinion if the financial statements are not in conformity with the applicable financial reporting framework.

The Applicant and/or Major Sub-Applicant should also provide the organization's negotiated indirect cost agreement if it has one. If not the AO will ask for the following reports as a substitute for the NICRA:

- Reviewed financial statements that provide the user with comfort that, based on the accountant's review, the accountant is not aware of any material modifications that should be made to the financial statements for the statements to be in conformity with the applicable financial reporting framework. During a review engagement, the Accountant obtains limited assurance that there are no material modifications that should be made to the financial statements. Therefore, the objective of a review of the financial statements is to obtain limited assurance that there are no material modifications that should be made to the financial statements. A review does not contemplate obtaining an understanding of the entity's internal control; assessing fraud risk; testing accounting records; or other procedures ordinarily performed in an audit. The CPA issues a report stating the review was performed in accordance with Statements on Standards for Accounting and Review Services; that management is responsible for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework and for designing, implementing and maintaining internal control relevant to the preparation.

- Audited financial statements that provide the user with the auditor's opinion that the financial statements are presented fairly, in all material respects, in conformity with the applicable financial reporting framework. In an audit, the auditor is required by auditing standards generally accepted in the United States of America (GAAS) to obtain an understanding of the entity's internal control and assess fraud risk. The auditor also corroborates the amounts and disclosures included in the financial statements by obtaining audit evidence through inquiry, physical inspection, observation, third-party confirmations, examination, analytical procedures and other procedures. The auditor issues a report that states that the audit was conducted in accordance with GAAS, the financial statements are the responsibility of management, provides an opinion that the financial statements present fairly in all material respects the financial position of the company and the results of operations are in conformity with the applicable financial reporting framework (or issues a qualified opinion if the financial statements are not in conformity with the applicable financial reporting framework. The auditor may also issue a disclaimer of opinion or an adverse opinion if appropriate).

D.9. Certifications, Assurances, and other Statements of the Applicant

Pursuant to ADS 303.3.8, the applicant must affirm that the required certifications submitted prior to the execution of the Leader award remain valid. Otherwise, the applicant is required to provide new certifications as described in ADS 303.3.8.

Affirmation of Certifications

The undersigned affirms that the following certifications provided are valid, or any updated information or new certifications are signed and attached:

"Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs"

“Certification Regarding Lobbying."

“Prohibition of Assistance to Drug Traffickers” (ADS 206)

“Certification Regarding Terrorist Financing Implementing Executive Order 13224”

“Key Individual Certification Narcotics Offenses and Drug Trafficking” (as applicable)

“Participant Certification Narcotics Offenses and Drug Trafficking” (as applicable)

By: ___________________________________ Title: _________________________

Typed Name: ___________________________ Date: _________________________

D.10. Additional Information

USAID may not award to an Applicant until the Applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements. The Applicant is required to:

- Be registered in SAM before submitting its full application
- Provide valid unique identifier (DUNS number) in its application; and,
- Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The renewal process may take weeks to complete. Therefore, Applicants are advised to ensure that their SAM registration stays active.

DUNS number: http://fedgov.dnb.com/webform
SAM registration: http://www.sam.gov/

Completion of an early registration renewal does not constitute any commitment on the part of the U.S. Government to make an award.

D.11. Funding Restrictions

Any award will not allow for the reimbursement of pre-award costs.

USAID policy is not to award profit under assistance instruments to the Prime recipient. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principles under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

D.12 Geospatial Reporting Requirements

Activity Location Data: The Recipient must submit Activity Location Data to indicate the geographic location or locations where the activity is implemented according to the following requirements:

I. Level of Geographic Detail

The activity location(s) must be recorded at the National; Sub-national; and Local levels. When collected, latitude and longitude coordinates must be submitted in Decimal Degrees (hddd.dddd) with at least five decimal places using the Geographic Coordinate System World Geodetic System 1984 (GCS WGS 1984) spatial reference.

II. Data Submission Frequency

Activity Location Data must be submitted twice annually as part of the 2nd Quarterly Performance Report and Annual Report. If the Activity Location Data has not changed since the previous data submission, it must be indicated when the data is submitted.

III. Data Submission Method

Activity Location Data shall be compiled in the "General Info & Locations" worksheet in the Geographic Location Report Template (GLR) and submitted electronically. If Activity Location Data exists in a Geographic Information System (GIS) format: 1) it must also be submitted in a Shapefile (.shp) or GeoJSON (.geojsn) file format; 2) use the Geographic Coordinate System World Geodetic System 1984 (GCS WGS 1984) spatial reference; and 3) include metadata ISO 19115 using the ISO 19139 XML implementation schema.

Geospatial Reporting information and Activity Location Data must be submitted as part of the Quarterly Reports.

D.13. Potential Request for Additional Documentation

Upon consideration of award or during the negotiations leading to an award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to make an affirmative determination of responsibility. **Applicants should not submit the information below with their applications.** The information in this section is provided so that applicants may become familiar with additional documentation that may be requested by the Agreement Officer.

The information submitted should substantiate:

(1) Bylaws, constitution, and articles of incorporation, if applicable.

(2) Whether the organizational travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding salary, promotion, leave, differentials, etc., submitted under this section have been reviewed and approved by any agency of the Federal Government, and if so, provide the name, address, and phone number of the cognizant reviewing official. The applicant should provide copies of the same.

D.14. Conflict of Interest Pre-Award Term

CONFLICT OF INTEREST PRE-AWARD TERM (August 2018)

(1) Personal Conflict of Interest: (a) An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in

which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee. (b) The applicant must provide conflict of interest disclosures when it submits an SF-424. 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.

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

END OF SECTION D

SECTION E: APPLICATION REVIEW INFORMATION

E.1 Merit Review Criteria

The merit review criteria prescribed here are tailored to the requirements of this NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the applicants should address in their applications, and (b) set the standard against which all applications will be evaluated. Technical criteria will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be evaluated by a Selection Committee (SC) using the criteria described in this section.

E.2 Review and Selection Process

E.2.a Technical Review

USAID performs a review of the application to determine whether it is compliant to the instructions in the NOFO. Compliant applications will be reviewed and evaluated in accordance with the criteria below:

Merit Review

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the criteria shown below. The criteria are of equal importance.

Criterion 1: Technical Understanding, Vision and Approach
Extent to which the applicant's overall strategy and technical approach reflect a clear understanding of the operational context, opportunities and challenges, key assumptions and risks to achievement of project outcomes and any mitigating factors or strategies and describes a sound and realistic strategic and technical approach to meet or exceed the desired activity results. The overall strategy should include the presentation of a sound approach for engaging and getting buy-in from government and other stakeholders on CTIP issues.

Criterion 2: Implementation Strategy and Activities
Extent to which the Applicant's implementation strategy and plans respond to the stated objectives, and include a comprehensive monitoring, evaluation and learning plan, and an innovative and sustainable plan for building the capacity of key demand and supply side local actors.

Criterion 3: Management Plan, Capability and Relevant Experience
Management Plan: Extent to which the management plan addresses the technical areas required to undertake the proposed approach and methodology.

Key Personnel and Staffing: Extent to which the proposed Key Personnel demonstrate the skills, technical expertise and qualifications outlined in Section D. Extent to which the Applicant presents an appropriate, well-justified and complete staffing plan and organizational chart, which clearly demonstrates roles, responsibilities and lines of authority, proposes staff with appropriate expertise, and promotes gender balance.

Capability: Extent to which the Applicant demonstrates relevant experience in building partnership and local capacity.

E.2.b Business Review

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

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

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

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

E.3 Pre-Award Surveys

Prior to making an award under this competition, the USAID Agreement Officer may perform a pre-award survey of a prospective NGO recipient if he/she determines that any of the following criteria apply, in accordance with USAID ADS Chapter 303.3.9.1:

- USAID is uncertain about the prospective recipient's capacity to perform financially or programmatically.
- The prospective recipient has never had a USAID grant, cooperative agreement, or contract. This requirement does not apply to Fixed Amount Awards.
- The prospective recipient has not received an award from any Federal agency within the last five years. This requirement does not apply to Fixed Amount Awards.
- USAID has knowledge of deficiencies in the applicant's annual audit (Single Audit or equivalent).
- The USAID Agreement Officer determines it to be in the best interest of the U.S. Government.

Accounting systems, audit issues, and management capability questions may be reviewed as part of this process to determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills to achieve the objectives of the program, or whether specific conditions will be needed. If notified by USAID that a pre-award survey is necessary, applicants must prepare in advance the required information and documents. A pre-award survey does not commit USAID to make an award to any organization.

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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

F.1. Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

- A written award mailed or otherwise furnished to the successful applicant within the application's validity time as specified either in the application or in this NOFO (whichever is later) shall result in a binding Cooperative Agreement without further action by either party. Before the application's specified validity expiration time, the Government may accept an application, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received by the applicant before award. Negotiations or discussions conducted after receipt of an application do not constitute a rejection or counteroffer by the Government.

Applicants must set forth full, accurate and complete information as required by this NOFO. The penalty for making false statements to the Government is prescribed in 18 U.S.C. 1001.
- Neither financial data submitted with an application nor representations concerning facilities or financing, will form a part of the resulting Cooperative Agreement unless explicitly stated otherwise in the agreement.
- USAID reserves the right to perform a pre-award survey which may include, but is not limited to: (1) interviews with individuals to establish their ability to perform agreement duties under the project conditions; (2) a review of the prime recipient's financial condition, business and personnel procedures, etc.; and (3) site visits to the prime recipient's institution.

F.2. Administrative & National Policy Requirements

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

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

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

F.3. Reporting Requirements

The Recipient will adhere to all reporting requirements listed below; further, US Nongovernmental organizations need to be in compliance with 2 CFR 200 and 2 CFR 700 (specifically 2 CFR 200.327-329).

The Recipient will submit all reports by the due date for approval from the Agreement Officer's

Representative (AOR). The Recipient will consult with the AOR on the format and content prior to submission. In addition to the reports below, the AOR may request additional information to contribute to the internal USAID project reviews.

(a) Program Reporting

The Recipient must submit a copy of each report required by this Agreement to the Agreement Officer, the AOR, and the Development Experience Clearinghouse (DEC). Submission to the DEC must be through the public-facing and searchable DEC Website (http://dec.usaid.gov).

(1) Annual Implementation Plan

The Recipient must work with USAID to develop annual implementation plans in concert with other key USAID/Philippines partners, and are aligned to each USG fiscal year of the agreement. The applicant will prepare a draft Year 1 implementation plan to be submitted with its application. This draft will be finalized with the AOR within 45 days upon completion of the co-development workshop. Subsequent annual implementation plans will be submitted within 30 days before the start of the succeeding fiscal year. ***The AOR will review and approve the plan within 15 days after receipt of the draft implementation plan.***

The implementation plan must include, at a minimum:

- Proposed accomplishments and expected progress towards achieving program results and performance measures tied to the Monitoring, Evaluation and Learning (MEL) Plan
- Timeline for implementation of the year's proposed interventions, including target completion dates
- Information on how interventions will be put in place
- Gender Action Plan that will define how gender will be integrated in the activity cycle
- Environmental Risk Mitigation Plan which will describe how environmental compliance and climate risk management will be integrated into activity interventions
- Personnel requirements to achieve expected outcomes
- Details of collaboration with other major partners
- Annual budget with estimates of projected monthly expenditures
- Plan for annual three-day pause-and-reflect workshops

(2) Monitoring, Evaluation and Learning (MEL) Plan

The MEL Plan must describe the agreed upon framework of goals, outcomes, and outputs for the program, along with performance indicators, baselines and targets defined for each, and sex-disaggregated where appropriate. The MEL Plan must describe the evaluative work that the implementing partner will conduct for its own management decision-making, institutional learning, and accountability purposes (see ADS 203.3.1, as revised, for more detailed guidance). During the first sixty (60) days after the award is made, the Recipient will work closely with the USAID AOR to finalize its MEL Plan. The plan must identify specific indicators for measuring the following aspects of the recipient's performance:

- Progress toward meeting program objectives and sub-objectives; and

- Time frame for achieving these objectives and sub-objectives.

The Recipient will collaborate with the USAID AOR to review/update its MEL Plan, and to monitor and report to USAID.

Both quantitative and qualitative indicators need to be developed and special attention paid to data sources, collection methods, and data quality assessment.

Program monitoring and evaluation comprises an essential component of this cooperative agreement for the following reasons:

- Informs USAID of progress;
- Enables detailed and on-going design of activities and sub-activities; and
- Builds counterparts' capacity to collect and analyze the data for sound decision-making.

At a minimum, the MEL Plan must include the following:

- Automated and other methods used to gather, store, manipulate, summarize, analyze, and/or report performance data.
- Procedures for regular communication with USAID regarding the status of monitoring activities, including a means for early notification of problems.
- Means of addressing a discovered lack of progress or success. Procedures will focus on learning from mistakes, analyzing them, and ascertaining the reason for missteps.
- A learning and research agenda and how this agenda will help achieve activity level results and contribute to national and international knowledge and learning.
- Information about all activities to be monitored under the MEL Plan. The list of activities must be provided in a logical framework which:
    - Links activities to Agreement results—both those dictated by USAID in the program description and lower level or complementary results contained in the Recipient's approach.
    - Describes assumptions being made about the relationship of the activity to the Agreement result.
    - Identifies the indicators against which progress is to be measured. Includes methods to be used for monitoring.
    - Provides an illustrative schedule for discrete monitoring activities tied to the overall program implementation plan.

<u>Gender Considerations:</u>

To the greatest extent possible, the Recipient should seek to include both men and women in all aspects of this program including participation and leadership in e.g., meetings, training, etc. The Recipient must collect, analyze and submit to USAID sex-disaggregated data and proposed actions that will address any identified genderrelated issues.

In order to ensure that USAID assistance makes the maximum optimal contribution to gender equality, performance management systems and evaluations must include gender-sensitive indicators and sex-disaggregated data when the technical analyses supporting the Agreement demonstrates that:

- The different roles and status of women and men affect the activities to be undertaken; and
- The anticipated results of the work would affect women and men differently.

(3) Sustainability Plan

The Recipient will submit a sustainability plan for the project within the first 60 days of the agreement. This plan should describe specific interventions that are expected to be sustained after the Cooperative Agreement ends. The sustainability plan will be updated annually and progress and updates to the implementation of the plan should be reported on quarterly and annually as part of regular reports.

(4) Semi-annual Performance Reports

The Recipient will submit semi-annual reports that give insight into the progress of planned activities. Such reports follow USAID fiscal year schedule, i.e., first semi-annual report covers October-March; second semi-annual report covers April-September. The quarterly report is due within 30 days after the fiscal quarter's end. The second report will serve as both a semi-annual and annual progress report (see below). During the final year of implementation, the Recipient will continue to submit semi-annual reports except for the last reporting period when, instead of an annual report, the Recipient will be required to submit a Final Report (see below). The narrative report will include qualitative and quantitative information describing activities carried out and specific results achieved during the quarter. In addition, the narrative report will indicate key implementation challenges encountered and how they were, or are planned to be, resolved. To the extent where MEL Plan includes quarterly targets, this should be reflected in the narrative report.

(5) Annual Progress Reports

The Recipient must submit an annual progress report within 30 days after the end of the fiscal year to cover annual performance from the fiscal year. At a minimum, both quarterly and annual progress reports will contain:

- Progress (interventions completed, benchmarks achieved, and performance standards completed) made since the last report by region and province as applicable
- Problems encountered and whether they were solved or are still outstanding
- Proposed solutions to new or ongoing problems
- Success stories
- Security concerns
- Information on new opportunities for program expansion
- Qualitative data on program achievement and results
- Updated MEL Plan, as an attachment
- Documentation of the best practices that can be taken to scale
- Progress to date on sustainability, gender, climate risk management and environmental risk mitigation plans

- Update on monthly expenditures for the quarter vis-à-vis annual budget

(6) Closeout Plan

No later than six (6) months prior to the completion date of the agreement, the Recipient will submit a close-out plan for the Agreement Officer (AO) approval. The close-out plan shall include:

- Draft property disposition plan
- Plan for the phase-out of in-country operations
- Delivery schedule for all reports or other deliverables required under the agreement
- Timetable for completing all required actions in the close-out plan, including submission date of the final property disposition plan to the AO.

(7) Final Report

The Recipient must submit, within ninety (90) days following the expiration of this cooperative agreement, a detailed final report to the AOR, the Agreement Officer and other relevant stakeholders. The final report will cover the entire period of the award and will include, but is not limited to:

- Executive summary;
- Overall description of the activities and methods of assistance used under the Program during the period of this Cooperative Agreement, and the significance of these activities;
- Brief description of the cumulative results towards achieving the program objectives and the performance indicators, as well as an analysis of how the indicators illustrate the program's impact on the accomplishment of the program's overall objectives;
- An assessment of impact of the program in assisting USAID in meeting targets, as well as any unmet targets and the reasons for them;
- Section reporting on gender, sustainability and institutionalization, environmental
- Compliance and climate risk mitigation;
- Success stories;
- Discussion on the issues and problems that emerged during program implementation and how they were overcome;
- Cost-effectiveness;
- Lessons learned; and
- Recommendations for USAID's future interventions.

The final/completion report shall also contain an index of all reports and information products produced under this agreement.

Within ninety (90) days following the estimated completion date of this award, the Recipient will submit one (1) original and two (2) copies of the Final Report to the AOR and one (1) copy to the Agreement Officer. In addition, one (1) copy will be submitted to the Development Experience Clearinghouse:

Electronically:
http://www.usaid.gov/results-and-data/informationresources/development-experienceclearinghouse-dec

By U.S. Postal Service delivery to:

U.S. Agency for International Development
Development Experience Clearinghouse
M/CIO/ITSD/KM
Ronald Reagan Building M. 01-010
Washington, DC 20523-6100

Note: For the Semi-Annual, Annual and Final Reports, the following essential bibliographic information should be included on the cover page:

- Descriptive title;
- Author/s name/s;
- Award number;
- Recipient's name;
- Development Objective; and
- Date of publication or issuance date of the report.

(b) Financial Reporting:

(1) Quarterly Financial Report

The Recipient shall submit quarterly financial reports to USAID no later than ten (10) days prior

the end of each USG fiscal quarter. They should be disaggregated at the program area and contain, at a minimum:

- Total award budget;
- Total award funds obligated to date;
- Total funds previously reported as expended by applicant by main line items;
- Total funds expended in the current quarter by budget line items;
- Total funds expended (actual plus estimated accrued) towards the end of the report period
- Total unliquidated obligations by main line items;
- Unobligated balance of USAID funds;
- Estimated expenditures for remainder of year;
- Estimated expenditures for remainder of project;
- Estimated fund support per province; and
- Total obligated funds expended by main line items to date.

The Recipient must also submit the Federal Financial Form (SF-425) quarterly, no later than 30 days after the end of the quarter, via electronic format to the U.S. Department of Health and Human Services (http://www.dpm.psc.gov). The Recipient must submit a copy of SF-425 at the same time to the Agreement Officer Representative (AOR) and the Controller (aidmnlrfsc@usaid.gov).

Electronic copies of SF-425 and instructions for using it can be found at:

http://www.whitehouse.gov/omb/grants/standard_forms/ff_report.pdf

http://www.forms.gov/bgfPortal/docDetails.do?dId=15149

http://www.whitehouse.gov/omb/grants/standard_forms/ffr_instructions.pdf

(2) Final Financial Report

Within 90 days following the estimated completion date of this award, the Recipient must submit to the: (a) USAID/Washington, M/CFO/CMP-LOC Unit; (b) Agreement Officer (manilaroaa-admin@usaid.gov); (c) Controller (aidmnlrfsc@usaid.gov); and (c) Agreement Officer Representative (AOR), the final Federal Financial Form (SF-425)

(3) Foreign Tax Reports

Reporting of foreign taxes under this agreement shall follow the standard provision entitled "Reporting Host Government Taxes (December 2014)" of this award document.

Host government taxes are not allowable where the Agreement Officer provides the necessary means to the recipient to obtain an exemption or refund of such taxes, and the recipient fails to take reasonable steps to obtain such exemption or refund. Otherwise, taxes are allowable in accordance with the Standard Provision, "Applicability of 2 CFR 200 and 2 CFR 700 (December 2014)," and must be reported as required in this provision. The Recipient must include this reporting requirement in all applicable sub-agreements, including subawards and contracts.

F.4. Program Income

No program income is anticipated under this award. If the successful applicant is a non-profit organization or Public International Organization (PIO), any program income generated under the award will be added to USAID funding (and any cost-sharing that may be provided, if applicable), and used for program purposes. However, pursuant to 2 CFR 200.307 Program Income, if the successful Applicant is a for-profit or commercial organization, any program income generated under the award will be deducted from the U.S. Government share of this award to determine the amount of USAID funding. Program income is subject to 2 CFR 200.307 for U.S. NGOs or the standard provision entitled Program Income for non-U.S. NGOs.

F.5. Environmental Compliance

5.1) The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) ADS 201 and ADS 204, which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Applicant's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

5.2) In addition, the recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

5.3) No activity funded under this award will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as "approved Regulation 216 environmental documentation.")

5.4) The Initial Environmental Examination (IEE) Number ASIA 20-093 (Annex 2 of this NOFO) has been approved for the Activity funding this Cooperative Agreement and defines ce terms and conditions for this award. It will cover program activities during the implementation period. USAID has determined that a **Negative Determination with conditions** applies to one or more of the proposed activities discussed in Program Description. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The Recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this award.

5.5) As part of its initial Implementation Plan, and all Annual Implementation Plans thereafter, the Recipient, in collaboration with the USAID Agreement's Officer's Representative (AOR) and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this award to determine if they are within the scope of the approved Regulation 216 environmental documentation.

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

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

Applicants need to account for resources required for implementing and monitoring the environmental compliance activities in the technical application and in the budget and describe associated costs in detail to the degree possible in the budget narrative.

F.6. Climate Risk Management

To comply with the new Agency guidance on Climate Resilient International Development as defined in ADS 201 mandatory Reference, https://www.usaid.gov/sites/default/files/documents/1876/201mat.pdf, the climate risk-screening tool was used to identify the activities and interventions most at risk from climate change and to propose measures for mitigating those risks as appropriate. The design team also used existing climate change vulnerability assessments and risk analyses, previously conducted by USAID, other donors, the Pacific Islands countries' government, and local institutions. Overall, climate change impacts in the Pacific Islands are expected to cause warmer temperatures in the summer months, reduce rainfall in the dry season, and produce heavier rainfall in the wet season. The Pacific Islands countries are also expected to be subjected to more flooding, droughts, and intense cyclones, as well as sea level rise in coastal areas.

F.7. **Branding Strategy and Marking Plan:**

It is a federal statutory and regulatory requirement (see Section 641, Foreign Assistance Act of 1961, as amended and 2 CFR 700.16) that all USAID programs, projects, activities, public communications, and commodities that USAID partially or fully funds under a USAID grant or cooperative agreement or other assistance award or sub-award must be marked appropriately overseas with the USAID identity. In accordance with ADS 320.3.3 Branding and Marking Requirements for Assistance Awards USAID's policy is that programs, projects, activities, public communications, or commodities implemented or delivered under co-funded instruments – such as grants, cooperative agreements, or other assistance awards that usually require a cost share – generally are "co-branded and co-marked."

The Apparently Successful Applicant will be required to submit a branding strategy and marking plan for the Agreement Officer approval prior to award. The applicant may request a presumptive exemption to marking requirements established in 2 CFR 700.16. More information on Branding strategy and Marking plan are available at

https://www.usaid.gov/branding/assistance-awards.

The branding strategy and marking plan will become a material element of the cooperative agreement. Information on USAID's branding "assistance" applies to this NOFO. ADS Chapter 320 sections concerning "acquisition" do not apply to this NOFO. ADS Chapter 320 can be found on USAID website: http://www.usaid.gov/policy/ads/300/320.pdf .

When requesting a Branding Strategy and Marking Plan, the Agreement Officer will establish a reasonable time frame for submittal, review, and negotiation. If the Apparently Successful Applicant(s) fail(s) to submit or negotiate an acceptable Branding Strategy within the time specified by the Agreement Officer, that/those applicant(s) become(s) ineligible for award. The Agreement Officer will review the proposed Branding Strategy and Marking Plan for adequacy to ensure that it complies with the Agency branding and marking guidance that can be found at http://www.usaid.gov/branding/ and at http://www.usaid.gov/policy/ads/300/320.pdf .

Applicants need to include anticipated costs for branding strategy and marking plan in the budget and describe these costs in detail to the degree possible in the budget narrative. The Agreement Officer will ensure that any estimated costs associated with branding and marking are included in the Total Estimated Amount of the grant or cooperative agreement or other assistance award.

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

G.1. NOFO Points of Contact

Name: Ms. Béatrice M. Condé
Title: Supervisory Agreement Officer
Address: Regional Office of Acquisition and Assistance (ROAA)
3/F Annex 2 Building, U.S. Embassy Compound,
1201 Roxas Boulevard, Ermita
Manila, Philippines 1000
Email: manila-roaa-rfa@usaid.gov

Any prospective Applicant seeking an explanation or interpretation of this NOFO must request it in writing to Ms. Conde to the email address above with a copy to Ms. Haidee Juanillo (hjuanillo@usaid.gov) by the due date and time specified on the cover page of this NOFO in order to allow a reply to reach all prospective Applicants before the submission of their application. Any information given to a prospective Applicant concerning this NOFO will be furnished promptly to all other prospective Applicants as an amendment of this NOFO if that information is necessary in submitting applications or if lack of it would be prejudicial to any other prospective Applicants.

Please note that only the Agreement Officer is authorized to make commitments on behalf of USAID/Philippines.

G.2. Acquisition and Assistance Ombudsman

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

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

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SECTION H: OTHER INFORMATION

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

Applications with Proprietary Data

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

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

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

> *"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."*

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ANNEX 1 - SUMMARY BUDGET TEMPLATE

The cost application should contain the budget categories as shown on the SF-424A.

ANNEX 2 - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at: https://www.usaid.gov/ads/policy/300/303maa and https://www.usaid.gov/ads/policy/300/303mab). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations**.** The award will also contain the following "required as applicable" Standard Provisions:

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

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

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020)
TBD		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020)
TBD		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
TBD		RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)

TBD		RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
TBD		RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
TBD		RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
TBD		RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
TBD		RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
TBD		RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
TBD		RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
TBD		RAA12. INVESTMENT PROMOTION (NOVEMBER 2003)
TBD		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
TBD		RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)

TBD		RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
TBD		RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
TBD		RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
TBD		RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
TBD		RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
TBD		RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
TBD		RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
TBD		RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
TBD		RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
TBD		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)

TBD		RAA25. PATENT REPORTING PROCEDURES (NOVEMBER 2020)
TBD		RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
TBD		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
TBD		RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
TBD		RAA29. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (NOVEMBER 2020)
TBD		RAA30. PROGRAM INCOME (AUGUST 2020)
TBD		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (NOVEMBER 2020)
		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
		RAA8. SUBAWARDS (DECEMBER 2014)

		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
		RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
		RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
		RAA12. PATENT RIGHTS (JUNE 2012)
		RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
		RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)
		RAA 15. COST SHARE (JUNE 2012)
		RAA16. PROGRAM INCOME (AUGUST 2020)
		RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
		RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)

		RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
		RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
		RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
		RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
		RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
		RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
		RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
		RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
		RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
		RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)

		RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
		RAA30. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (NOVEMBER 2020)
		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)