NOFO Issue Date: July 12, 2021

Deadline for Submission of Questions:
Closing Date: July 22, 2021
Closing Time: 16:30 Pakistan Standard Time

Deadline for Submission of Applications:
Closing Date: ~~August 23, 2021~~
August 30, 2021
Closing Time: 16:30 Pakistan Standard Time

Subject: Notice of Funding Opportunity (NOFO) Number: 72039121RFA00002

Program Title: Economic Recovery and Development Activity (ERDA)

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Potential Applicants:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified entities to implement the Economic Recovery and Development Activity (ERDA). This funding opportunity is open to all entities and USAID expects unrestricted competition resulting in the award of the Cooperative Agreement.

USAID intends to make an award to the applicant that 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 NOFO 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 processes. 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 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,

Robert Parnell
Supervisory Agreement Officer
USAID/Pakistan's Office of Acquisition and Assistance

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SECTION A: PROGRAM DESCRIPTION

Introduction:

USAID's Economic Recovery and Development Activity (ERDA) is a $24 million, five-year (2021-2026) activity designed to expand environmentally sustainable, socially equitable and climate resilient economic opportunities in the Newly Merged Districts (NMDs) of the Khyber Pakhtunkhwa (KP) province by strengthening and modernizing the agriculture sector and promoting on and off farm Micro ~~and~~ Small and Medium Enterprises (MSMEs). ERDA supports USAID/Pakistan's Country Development and Cooperation Strategy (CDCS) (2018-2023) Development Objective 1 (DO 1), "Expanded Writ of Government Along AF/PAK Border", through Intermediate Result (IR) 1.3, "Economic Opportunities Expanded". ERDA is directly linked and will contribute to Development Objective (DO) 3, "Increased Private Sector-Led Inclusive Economic Growth".

The activity will promote sustainable economic growth by improving agriculture sector capacity and supporting allied MSMEs in the non-agriculture sectors. Additionally, the activity will leverage planned public sector development initiatives and will support policy reforms to create an enabling environment for private sector investments in high economic-growth potential sectors, like mines, trade, transport, health and education. The ERDA will directly contribute to and complement the Government of Khyber Pakhtunkhwa's (GoKP) planned economic growth investments under the Tribal Decade Strategy (TDS)[1] Pillar III "Expanding Economic Infrastructure and Pillar IV "Enhancing Economic Opportunities". The activity will provide targeted technical assistance to the GoKP to maximize the impact of planned public sector economic growth initiatives in the NMDs and, in doing so, build a foundation for sustainable economic growth in the region.

Background and Problem Statement

The NMDs are one of the most remote, least integrated and most socio-economically underdeveloped regions of Pakistan. The NMD's economy is mostly informal with most of the population engaged in subsistence agriculture, livestock rearing or micro- to small business enterprises. Decades of neglect and lack of investment deprived people of meaningful economic opportunities. As a result, over 70 percent of the population lives in multidimensional poverty,[2] double than the national average. Per capita income in the NMDs is believed to be as little as half of the national per capita income.[3] Business support entities (i.e., development agencies, financial institutions, and regulatory authorities) have not been active in the region due to the tenuous security situation and the absence of a legal framework. On top of these challenges, over a decade of militancy and military operations in the area exacerbated economic conditions of the local population, significantly damaging the fragile economic infrastructure and causing displacement of more than three of the five million residents in the region. Displacement and marginalization resulted in capital flight and significantly disrupted livelihoods.

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[1] https://pndkp.gov.pk/download/tribal-decade-strategy-2020-2030/

[2] UNDP 2016 Poverty Index Report and Economic Survey of Pakistan 2015-16

[3] Global Security report at https://www.globalsecurity.org/military/world/pakistan/fata.htm#:~:text=The%20FATA's%20per%20capita%20inc Areasome,third%20of%20the%20national%20average.

The challenges to business activities and private sector investments are formidable. Before the merger of the erstwhile Federally Administered Tribal Areas (FATA, now NMDs) into the KP province in May 2018, the constitution of Pakistan was not applicable in FATA and there was no legal and regulatory framework for private businesses. There was no legal cover for basic economic transactions, such as land ownership, contract enforcement, or business finance.[4] In addition, inadequate infrastructure, insufficient electricity, gas, and water and sanitation services, mobile connectivity, and weak road networks limit economic development. These handicaps make doing business uncompetitive compared to other, more developed, parts of the country.

The economy of erstwhile FATA historically has revolved significantly around the Pakistan-Afghanistan transit trade. The NMDs and erstwhile FATA comprise over 2,500 km border with Afghanistan with 260 formal and informal trade routes established along the border. Due to limited economic opportunities, a significant portion of youth from the NMDs migrate to the Middle East and other parts of the country, particularly Karachi, in the search for employment mostly in the trade sector or as unskilled laborers.

Over 80 percent of the NMD population live in rural areas, predominantly dependent on subsistence farming for their livelihoods, primarily concentrated in fertile valleys where irrigation water is available. Owing to the lack of cultivable land and water resources, agricultural productivity in the region is less than half of the national average.[5] Moreover, nearly half of the available cultivable land, which constitutes only 9% of the total NMD area, is wasteland with the potential to be restored and developed. Water is the most limited resource for agriculture development along with land in NMDs. Only around 39% of the currently total cultivated area is irrigated, mostly via tube wells. Where irrigation exists, rates of irrigation efficiency are low. The demand for water in this water scarce region is such that groundwater extraction is many times higher than groundwater recharge which has led to ground water running deep resulting in loss of orchards in Wanna plains and migration of communities in Mohmand as examples. The FATA Development Authority (FDA) has constructed several small dams which lack either water conveyance infrastructure or a command area is not developed.

The majority of women, girls, and youth in the NMDs remain unemployed and lack opportunities for meaningful economic empowerment and education, which contributes to the low economic output of the region. Due to cultural limitations and the lack of educational facilities in the area, women's contribution in NMDs is mainly limited to agriculture and daily household chores. Moreover, the literacy ratio for women is disproportionately lower than their male counterparts at 12% and 33%, respectively.[6] However, the displacement of over 3 million people from their areas of origin into settled areas of KP resulted in mass awareness for girls education and need for women economic empowerment after exposure to big cities of the province.

While merger of the esrtwhile FATA region into Khyber Pakhtunkhwa (KP) province through 25th constitutional amendment in May 2018 is a major step forward and provides an opportunity

[4] SMEA-Rapid Assessment and Opportunity Identification in Merged Areas

[5] FATA Agriculture Statistics 2016

[6] FATA Secretariat and the Bureau of Statistics 2015 ,https://tribune.com.pk/story/1017862/worrying-statistics-emerge-in-fata-survey-peshawar-city

to promote formal economic activity in the region, sustained efforts are needed to capitalize on the initiative. The Government of Pakistan faces severe institutional and financial capacity constraints and development partners' continued support, and engagement with the Government of Pakistan will be critical to mainstream the region and build the foundation for sustainable economic development.

Purpose and Scope of ERDA

Goal: *Economic Opportunities increased in the Af-Pak border areas of Khyber Pakhtunkhwa*

Objective: Expanded economic opportunities in the NMDs by strengthening and modernizing the agriculture sector and promoting micro and small enterprises. (Economic opportunities increased IR 1.3)

Sub-Objective ~~Purpose~~ 1: Agriculture sector capacity enhanced and modernized through strengthening of agriculture production resources

Sub-Objective ~~Purpose~~ 2: Micro- and small businesses promoted by strengthening MSMEs in both farm and non-farm sectors

Sub-Objective ~~Purpose~~ 3: Improved business enabling environment through policy reforms and technical assistance to the GoKP

Description: The ERDA will expand economic opportunities in the NMDs by strengthening and modernizing the agriculture sector and promoting MSMEs in both on- and off-farm sectors.[7] The activity aims to take a comprehensive approach to promote environmentally sustainable, socially equitable, and climate-resilient economic activity in both agriculture and non-agriculture sectors. Building on the merger initiative and the TDS, the ERDA will seek to stimulate private sector-led economic activity in the NMDs. The activity will leverage planned TDS public sector development initiatives (i.e. Pillar III “Expanding Economic Infrastructure and Pillar IV “Enhancing Economic Opportunities) prioritized under the Accelerated Implementation Plan (AIP), and will support policy reforms to create an enabling environment for private sector investments in high potential sectors. The activity will work with the government of KP to improve the investment climate and encourage the private sector to increase capital flows into the NMDs. The activity will introduce private sector-led models (inputs franchises, processing units, subsidiaries of hospitals, schools, etc.) to promote economic activity in the NMDs. In addition, ERDA will provide targeted technical assistance to the GoKP to integrate successful approaches in public sector development programming. Together, these interventions will expand economic opportunities and will promote private sector-led economic growth in the NMDs.

ERDA will build on the USAID ongoing recovery and rehabilitation interventions in economic growth and agriculture in the NMDs and facilitate a transition to more sustainable economic development. ERDA will strengthen and modernize the agriculture sector by fortifying natural resources bases (i.e., mainly land and water resources for food security), improve agriculture sector productivity and facilitate farmers' access to high-quality inputs and markets. The activity

[7] Mutually supporting and complementing

will improve businesses access to productive resources and will strengthen high potential value chains to support establishment and expansion of MSMEs including those in support of the agriculture sector. Interventions will aim to complement and further the Government of Pakistan development strategies and private sector-led approaches to bring the NMDs at par with other parts of Khyber Pakhtunkhwa.

Technical Component of ERDA

Component 1: To achieve Sub-**Objective** **~~Purpose~~** 1, the ERDA will enhance agriculture sector capacity by strengthening agriculture production resources, and modernize the sector by improving the productivity of market-oriented and nutrient rich crops and livestock. The interventions under the component will seek to improve the resilience of the local population by strengthening the natural resource base, mainly land and water, to expand capacity for higher production in the focused areas. The interventions will promote high efficiency irrigation for high value cropping in focused areas by providing technical and material assistance to farmers and awareness raising with regard to efficient utilization of available land and water resources. The component will increase productivity of crops and livestock products with high domestic and export market demand through technical and material assistance. The activity will increase productivity of major crops by improving access to quality inputs and information, including use of digital platforms. The ERDA will introduce high-value fruits and vegetables production technologies as well as nutrient-dense food crops, along with a focus on livestock productivity enhancement for improved income, greater food security, and better nutrition of local households in the NMDs.

Farmers' access to high-quality agriculture and livestock inputs will be facilitated through establishment of agribusinesses and strengthening of value chain linkages under micro, small and enterprises components of the activity. The activity will promote contract farming in close partnership with the private sector players. The ERDA will complement material assistance with outreach services through capacity building of farmers in improved crops and livestock management, reduction of post harvest losses and promotion of high-value crops. ERDA will use the GoKP Tele Farming platform for farmers' awareness on modern agricultural practices as well as better food security and nutrition. The interventions will also weave in technical assistance to the GoKP in implementation and design of agriculture development interventions under the TDS.

Expected Result Component 1:

- Cultivable land increased for cropping
- Small dams command area developed and production nitches established, watersheds improved
- Irrigation efficiency improved through integrated water management techniques
- Farmers’ capacity in agribusinesses and modern farming developed
- High-value horticultural and nutritious crops promoted
- Farmers sensitized on diverse high-yielding and nutrient-dense food crops, including staple crops
- Productivity of livestock including small ruminants and poultry increased
- Post-harvest losses of crops reduced through improved packing, grading, and marketing
- Contract farming facilitated and promoted

Results will be disaggregated by geographic area, number of enterprises, number of hectares and number of individuals disaggregated by sex who have used improved technologies or management practices.

Component 2: To achieve Sub-**Objective ~~Purpose~~** 2, ERDA will strengthen MSMEs in both farm and non-farm sectors through a holistic set of interventions. The activity will leverage ongoing and planned public sector interventions under the GoKP Accelerated Implementation Plan (AIP) to enhance businesses access to productive resources and support establishment of MSMEs in potential sectors, including agribusinesses, mining, trade, and processing. Interventions under Component 2 will directly support and complement agriculture development interventions under Component I by promoting establishment and expansion of agribusinesses. The activity will facilitate private sector investments in the processing of agricultural produce to reduce post-harvest losses and increase farmers' incomes by facilitating marketing outside the NMDs. The activity will also support the establishment of enterprises in packaging, collection and logistics to facilitate trade, especially exports to neighboring Afghanistan markets.

ERDA will take advantage of the merger initiative and extension of the legal and regulatory framework to improve MSMEs access to finance. The interventions will build on the FATA Economic Revitalization Program and facilitate banking institutions expansion to the NMDs. ERDA will provide technical assistance to banks to develop customized financial products for high potential sectors and MSMEs clusters in the NMDs. The interventions will also provide technical assistance to businesses and enterprises clusters to help them comply with formal banking system regulatory requirements and will facilitate potential investors' access to finance.

ERDA will support a technology upgrade and business processes improvement through provision of technical assistance to businesses to enhance productivity and profitability. The interventions will promote value addition and processing of produce to minimize wastage in sectors where opportunity for processing and value addition exists. Special emphasis will be placed on establishing enterprises that provide critical support to the agriculture sector, i.e. input suppliers, packaging, and logistics services. The interventions will facilitate private sector investments to establish Common Facility Centres (Processing Units, Storages, warehousing, packaging etc.) to promote value addition and processing of agriculture and livestock produce. This will be achieved through provision of technical assistance and, where needed, providing challenge grants to potential investors.

ERDA will organize MSMEs including agribusinesses in clusters to help businesses achieve economies of scale. The activity will carry out targeted assessments and will identify opportunities for upstream and downstream linkages between businesses in the NMDs and other parts of the country. The interventions will facilitate small producers access to high end markets by forging partnerships with demand aggregators and online market platforms.

ERDA will also provide targeted support to skilled youth for job placement or establishing their own enterprise. The intervention will develop a central repository of youth who have received skills/technical training through various government programs as well as donor funded initiatives in the recent past. ERDA will work with potential private sector employers to facilitate placement of trained youth in viable job opportunities particularly with contractors implementing government as well as donor funded development initiatives in the region. Where needed, the activity will implement accelerated skills programs to cover skills gaps. In addition, informal internship/on-the-job training opportunities will be provided to skilled youth, in partnership with the private sector, to give youth exposure to the practical environment and enhance their employability.

Expected Results Component 2

- MSMEs access to finance improved through expansion of banking services in the NMDs
- Banking institutions offer market needs based products to MSMEs
- MSMEs competitiveness improved through value chain development in high potential sectors;
- Private sector franchises in support of farm and off farms sectors supported
- MSE clusters developed and market linkages strengthened
- Skilled youth linkages with potential employers established
- Skills-based enterprises established

Component 3: To achieve Sub-**Objective ~~Purpose~~** 3, ERDA will engage with private sector entities and partner with the GoKP to remove barriers to private sector investments. ERDA will focus on activities that promote private sector investments in the region. ERDA will build on the USAID FATA Economic Revitalization and Small Medium Enterprise Activity (SMEA) interventions and will promote public-private dialogue to improve the business enabling environment in the region. The activity will bring private sector perspective to policy making to enhance the investment climate in the region. SMEA is providing policy level support to the GoKP in priority sectors including Tourism and Minerals. ERDA will work with key GoKP entities to operationalize the policy framework being developed by SMEA and promote a business-enabling environment in the region.

ERDA will also provide technical support to the GoKP in program design (PC-1) to maximize impact of economic growth interventions under the TDS. The activity will help in prioritization and targeting of economic growth interventions in light of real time data and private sector feedback to help build a strong foundation for private sector-led economic activity.
(Please see Annex 13 for a list of SMEA policy level interventions in KP province.)

Expected Results Component 3

- Policy framework improved to promote private sector investments in priority sectors
- Increased public-private collaboration leading to improved economic growth programming under the TDS
- Increased public-private partnership in potential sectors

Expected Reporting Indicators

1. Number of individuals in the agri-food system who have applied improvement management practices or technologies with USG assistance (1.3.2b.).
2. Number of individuals participating in USG food security programs (PPR EG.3-2.)
3. Yield of targeted agricultural commodities among program participants with USG assistance per hectare

4. Number of hectares under improved technologies or management practices as a result of USG assistance
5. Change in the value of annual sales of targeted MSMEs receiving USG assistance (Custom indicator)
6. Number of micro, small or medium enterprises (MSMEs) supported by USG assistance (1.3.1a.)
7. Number of economic growth policies advanced as a result of USG assistance (3.1.1a.)
8. Percentage of micro, small or medium enterprises (MSMEs) reporting improved business conditions as a result of USG assistance (3.1a.)

Technical Approach:

The activity is expected to consolidate gains and build on USAID ongoing economic growth and agriculture programming in the region. During the last 5 years, USAID economic growth interventions in the merged districts have primarily been focused on restoring militancy affected livelihoods and supporting resettlement of more than 3 million people displaced from their homes due to militancy. In addition, USAID has been implementing several large infrastructure development projects through government-to-government mechanisms to support socioeconomic development of the erstwhile FATA region. The Activity will work synergistically with ongoing USAID programs in NMDs.

The activity will directly contribute and complement the GoKP planned economic growth investments under the TDS. The interventions will promote private sector investments to expand economic opportunities in the merged areas and, in doing so, will contribute to GoKP development objectives. The activity will help the GoKP in adopting a private sector-led approach in economic growth interventions and will provide targeted technical assistance in the design and implementation of interventions.

The activity is expected to adopt out-of-the-box approaches to maximize reach and impact. The Offerors are encouraged to present creative yet practical approaches that help maximize program benefits for the targeted communities and leverage private sector resources. Illustrative approaches would include, but are not limited to:

employing ICT solutions for service delivery and financial transactions to beneficiaries and monitoring of activities, leveraging private sector to improve service delivery and provide support to MSMEs using ICT solutions to promote improved farm practices and provide real time market information to farmers and small and micro enterprises, promoting franchises, contract farming; and promoting electronic payment systems to reduce reliance on physical cash for payments and transfers.

Despite the difficult conditions in the NMDs, sustainability should be a strong focus. USAID staff in the FATA/KP Office will work with the successful Offeror to explore innovative ways to ensure that project-triggered benefit streams continue beyond the life of the project. The implementing partner will pilot innovative approaches to promote economic activity in the NMDs and will provide targeted technical assistance to the GoKP to integrate successful models in government development programs and create a sustainable impact. Finally, project implementation approaches will place the highest priority on reinforcing other USG efforts to extend the writ of

government, encourage the successful resettlement of displaced populations and their blunt susceptibility to extremism, and strengthen the platform upon which peaceful, prosperous merged areas can emerge.

Gender:

Pakistan is rated 153/156 countries for gender equality measures, due to persistent and pervasive restrictions on the agency of women and girls. In Pakistan, women's access to education, health, justice, political participation, and economic opportunities is among the lowest in the region. Patriarchal norms, structural inequalities, and gender based violence restrict women's active and meaningful participation in public and political spheres. Existing inequalities exacerbate sociocultural differences and disparities in access to rights and services, magnifying the gender divide in conflict and crisis scenarios.

Owing to its political history and tribal context, the NMDs lag behind all other regions of Pakistan on basic social indicators and access to services. Women in these areas experience further barriers to accessing services and participating in public life due to the custom of gendered seclusion (purdah) and restrictions on women's movement. For example, women's access to basic education is still a major issue in the NMDs with literacy at 45 percent for men compared to just 7.8 percent for women.

Historically, there has been very little work on women's issues and gender relations in NMDs and the instability over the last two decades have further constrained options for in depth understanding of women issues in the region. Post-conflict programs and policies have tended to reinforce traditional gender roles, rather than reshaping them. Women have little opportunity to pursue non-traditional skills building or careers, particularly in technology. Any new programs for NMDs during the reform phase should introduce innovative approaches to promote diversity and women inclusion.

The FATA merger and implementation of the FATA reforms offer an opportune moment to provide women and other minority groups with a space to voice their needs and demands about citizenry and state services. The women of NMDs have different needs and rights that require deeper research. New intervention should seek to include the voices of women, IDPs, religious minorities, and youth belonging to the NMDs in a manner that is respectful of their individual realities and needs, and in a way that seeks to move beyond patriarchal traditions.

The Economic Recovery and Development activity will look at these gendered power dynamics to inform its interventions aimed at creating gender inclusive economic opportunities in the NMDs. Interventions under the activity will develop strategies on engaging youth, women and marginalized groups, especially in the NMDs, at the onset of the activity, and test critical assumptions about traditional power structures. The Activity will create awareness among men and women about women's economic role, and will ensure their participation. The ERDA will set a minimum beneficiaries target for women and other marginalized groups in the expected outputs and outcomes.

Local Systems:

The 25th Amendment and subsequent GoP and GoKP strategies, and other policy documents outline their collective vision for the NMDs. The need for support in the NMDs far outstrips what the GoP or the donor community can achieve in the short implementation time frame proposed by the GoP and GoKP. Successful implementation will require the government, donors, and other parties (including the private sector and local NGO community) to work in a collective and collaborative fashion. The GoKP has already taken several key steps to actively engage the broader donor community and other local stakeholders in this process.

The Economic Recovery and Development Activity is expected to strengthen the technical capacity of local government institutions, civil society and citizens, particularly farmers and business communities, including women and youth, to improve market efficiency and agriculture production which will contribute to expanding economic opportunities in the focus areas. The activity will rely heavily on local service providers, partners, business associations, and government counterparts as implementers and guarantors of sustainability of these interventions. The Recipient will assess the interest and capacity of local organizations to implement activities, by conducting cost benefit analyses (CBAs) to assess the strengths and weaknesses of interventions and alternatives for resources allocation in potential sectors and at various levels of government and private sector. Likewise, to explore who are positive influencers and spoilers of development success, and where USAID's investments can produce the highest positive outcomes.

Journey to Self-Reliance/Sustainability:

USAID defines self-reliance as government commitment and capacity to plan, finance, and implement its own development strategy. Transparent, accountable, and inclusive governance is key to a country's path to self-reliance. Countries that have sought self-reliance have invested in building the capacity of government institutions, the civil society, its citizens and the economy; as well as prioritized commitment for social inclusion, political openness and transparency, and responsible economic management. ERDA will capitalize on the GoKP TDS to boost government development efforts by strengthening the capacity of both public and private sector representatives, as well as facilitate businesses groups and private sector roles to stimulate organic economic development in the area.

USAID's development policy promotes sustainability, which encompasses both the sustainable achievement of socially equitable development results and the use of environmentally sustainable practices. Sustainability depends on effectively harnessing the contributions of many local actors to produce results that benefit the people of Pakistan. A focus on sustainable interventions will help avoid inadvertent harm to the people that USAID seeks to assist. The offeror proposed interventions should consider how they will promote sustainability through: 1) local ownership, 2) the assessment of outcomes after programs have ended, and 3) the strengthening of local systems to produce development results. It is critical that the award Recipient engage both government representatives, associations and citizens/civil society organizations early-on in the activity inception to ensure a greater degree of sustainability.

To promote sustainability, evidence-based decision making will be an integral aspect of this activity, especially in regard to developing pilot interventions. During the implementation of the activity, the Recipient will propose an approach for identifying local needs; designing, testing, and implementing pilot interventions to address these needs; monitoring, adapting, and learning from the impact of pilot interventions; and scaling-up successful pilot interventions to achieve sustainable impact.

This activity will support Pakistan's Journey to Self-Reliance in one of the least developed regions of Pakistan. This activity will work with the GoKP leadership in bringing about development change in the focused NMDs by increasing economic opportunities for the residents, especially for women and youth. The activity will pilot innovative approaches to promote economic activity in the NMDs and will provide technical assistance to the GoKP to integrate successful approaches in public sector development programs. This will ensure a sustainable and longer-term impact and will directly contribute to Pakistan's self-reliance. The activity will improve the business-enabling environment for the private sector in the NMDs and provide targeted support to the MSMEs to improve their profitability and sustainability.

Youth:

The activity will pay particular attention to youth living and working in the NMDs in all interventions, while applying conflict sensitivity and do-no-harm principles. Identified as one of the youngest countries in the world with 64% of the country's population under the age of 29, Pakistan's youth need to be engaged in the development of the country's future. A self-reliant Pakistan cannot be achieved without the active participation of more than half of its population, which will be the country's future leaders. With approximately 30% of youth between the ages of 15 and 29, Pakistan will continue to be a younger country for at least the next three decades.

Positively and constructively engaging youth is particularly important in the erstwhile FATA context. Unemployed and marginalized youth in NMDs are more susceptible to recruitment by militant outfits for anti-state activities. Lack of economic opportunities and meaningful employment in particular has been identified as one of the reasons for making Pakistani youth susceptible to violent extremist influences. It is critical that NMD's youth have viable economic avenues through which they can find dignified and respectable businesses and employment options and feel that they are contributing to building a better future for themselves. The offerors are expected to incorporate into their technical proposal:

I. How the activity will increase economic opportunities for youth and ensure constructive youth engagement; and
II. How youth will specifically be prioritized within this activity, and how the Offerors will integrate a youth development approach into the logical framework and workplan.

The guiding principles for incorporating these efforts in the work plan will be to recognize youth participation as vital for effective programming, to specifically address gender equality interventions, and to embrace innovation and technology by and for youth.

Climate Change Integration

Pakistan is one of the top ten countries at greatest risk of climate change-related hazards and shocks. Since 1960, the number of days and nights reported to be hotter than average temperatures has increased. While data is limited at the sub-national level, overall climate impacts in Pakistan are likely to be highly relevant for the NMDs, as the arid landscape is particularly vulnerable to fluctuations in rainfall and temperature.

The Climate Vulnerability Assessment for USAID's CDCS confirmed Pakistan's vulnerability and risk to climate stressors. Key stressors identified by the screening include changing patterns in precipitation, frequent flooding, and frequent heat waves. It is also projected that these stressors will continue to occur in the future.

Climate change is a cross cutting issue that can have significant impacts on regional, national, and local development efforts in all sectors. In recognition of that fact, in 2014 President Obama signed Executive Order (EO) 13677 which requires all US agencies to factor climate change into their foreign assistance planning and manage the associated climate risks. The offeror is required to mention how identified climate change related hazards and shocks for the Economic Recovery and Development Activity interventions will be factored in and be included as a separate section in the environmental compliance and reporting requirements.

Private Sector Engagement, Digital Technology and Innovation through Partnerships:

The absence of enabling infrastructure and legal and regulatory framework has been a major constraint to sustainable economic activity in the region. The NMDs cannot attract private sector investment without an enabling environment. Creating and maintaining an effective enabling environment requires a strong and transparent regulatory framework for business transactions. USAID interventions will focus on activities that promote private sector investments in the region. Irrespective of other work, the NMDs will only prosper when the private sector will thrive there and in order to make the private sector flourish, the cost of doing business will have to be reduced. The private sector produces more than 90 percent of the goods and services in the region. It is, therefore, the main driver of economic growth, employment and social outcomes. Thus, creating an enabling environment in which the private sector can flourish, is the most effective way of achieving sustainable economic opportunities. The existence of regulatory laws makes business transactions easier and induces entrepreneurs a sense of security for investing their capital.

Through a targeted set of interventions, the activity will help improve enabling environment for private sector investments and will build a foundation for sustained economic development. USAID will promote partnership with the private sector and will work with the government to remove barriers to private sector investments. This will help reduce dependency on foreign assistance and will promote sustainable, private sector led economic growth.

The activity will provide technical support to the GoKP in program design (PC-1) to maximize impact of economic growth interventions under the TDS. The activity will help in prioritization and targeting of economic growth interventions in light of real time data and private sector feedback. This will help build a strong foundation for private sector led economic activity.

On the policy side, the activity will work closely with public and private sector stakeholders to improve policy framework to promote private sector investments in key sectors including but not limited to Minerals, Trade and Agriculture. Activities here will help establish a viable policy framework for public-private partnerships particularly in social sectors (Health and Education) and services sector (including but not limited to logistics, warehousing etc.) to facilitate private sector investments and improve social service delivery.

Transparency and Accountability:

Fostering transparency and accountability is an important focus area for the U.S. Mission in Pakistan. The offeror is expected to consider how to contribute to improved transparency and accountability within the scope of the activity. This can range from small-scale activities, such as sharing of monitoring data with local participants, to much larger-scale programs that focus on policy-level changes. The offeror should describe how the activity is expected to contribute to improved transparency and accountability in this section.

Environmental Compliance Considerations:

Compliance with USAID's Environmental Regulations is a legal requirement as well as Agency policy. Under the USAID's 22 CFR 216 Environmental Compliance procedures, the Activity determination in DO 1 Af/Pak Border area Project draft IEE is Categorical exclusion (CE) and Negative Determination with Conditions (NDC). To be in accordance with USAID environmental compliance procedures, the offeror must address the following:

- The offeror will verify current and planned activities annually against the scope of the approved environmental documentation.
- Where activities demand environmental management expertise, appropriate qualifications, proposed approaches and resources for compliance are addressed in technical and cost proposals.
- As required by the Initial Environmental Examination (IEE)/Environmental Documentation Form (EDF)/Environmental Assessment (EA), the offeror will develop an Environmental Monitoring and Mitigation Plan (EMMP) fully responsive to all IEE/EDF & EA conditions, unless this already exists in 22 CFR 216 documentation or will be developed by program staff.
- Integrate an EMMP into annual work plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.
- Budgets and work plans integrate the EMMP.

Environmental Compliance must be included in the MEL Plan and in evaluations. As environmental compliance is a vulnerability factor for operations, it will be necessary to include environmental concerns in activity oversight systems to ensure environmental compliance in operations.

Host Government, Donor, and other Counterpart Collaboration:

The implementing partner will be required to establish relationships and maintain seamless coordination with key public and private sector stakeholders as well as other donors to effectively implement the activity. At the strategic level, the implementing partner will work with the Office of Additional Chief Secretary (ACS) and the Planning and Development Department (P&DD), GoKP to seek strategic guidance and to ensure that interventions are fully aligned with and contribute to GoKP development objectives. The implementing partner will establish a Project Steering Committee (PSC) to ensure regular coordination with key government counterparts. The PSC will be chaired by the ACS with relevant government departments and USAID in membership. The PSC will meet on a quarterly basis, or more frequently if required, to review progress and provide strategic guidance. At the implementation level, the implementing partner will liaise directly with relevant government departments to ensure smooth implementation of activities. As previously mentioned in the Local Systems section, the offeror would work with agriculture and livestock, irrigation and industries departments, not to perform their duties, but to support them for sustainability and self-reliance. The offeror will leverage their resources such as their penetration in the community, their networks for outreach, and their local knowledge and ongoing initiatives to better understand the context and constraints.

The implementing partner is also expected to develop strong relationships with key private sector stakeholders, such as chambers of commerce and business associations, to leverage private sector resources and expertise and maximize reach and impact. Finally, the implementing partner will collaborate with other donors mainly FCDO (formerly DFID), JICA, Asian Development Bank and EU working in the same geographic area to create synergies and complementarity. Similarly, the offeror will work with relevant USG activities with which this activity will need to work in tandem.

END OF THE PROGRAM DESCRIPTION

AUTHORIZING LEGISLATION/APPLICABILITY OF 2 CFR 200 & 700

This award is authorized in accordance with the Foreign Assistance Act of 1961, as amended. 2 Code of Federal Regulation (2 CFR) 200 and 700 are applicable to an award to a U.S. organization made under this solicitation and to any sub-award to a U.S. entity resulting from this award. For US NGOs, the Standard Provisions for U.S. Nongovernmental Recipients (Non-US NGOs) referenced in ADS 303 will apply to any award or subaward. For non-U.S. organizations, the Standard Provisions for Non-U.S., Nongovernmental Recipients (Non-US NGOs) will apply. While 2 CFR 200 and 700 do not directly apply to non-U.S. applicants, the Agreement Officer will use the standards of 2 CFR 200 and 700 in the administration of the award.

END OF SECTION A

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to issue one Cooperative Agreement pursuant to this Notice of Funding Opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide 24 Million in total USAID funding over a 5 years period.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is 5 Years. The estimated start date is November, 2021.

3. Substantial Involvement

a. Approval of the Recipient's Implementation Plans

- Approval of annual work plans
- Approval of the final report
- Approval of MEL Plan

b. Approval of the Grants Manual and Grants

In accordance with the Substantial Involvement clause of this award, the USAID Agreement Officer must approve Grants Manual for use in this Cooperative Agreement. All grants must receive USAID approval ~~or no objection~~ depending on the value of the Grant Agreement.

1) For Grant Awards below $5,000: The Agreement Officer Representative shall provide approval~~, a no objection~~ or reject the grant
2) For Grant Awards $5,000 and above: The Agreement Officer shall provide approval~~, a no-objection~~ or reject the grant

c. Approval of Specified Key Personnel

The following positions have been designated as key to the successful implementation of the program objectives of this Cooperative Agreement and require USAID approval. The applicant may propose additional key personnel positions, based on the focus and specific activities included in the application. USAID/Pakistan recommends gender balance in the team of proposed key personnel. The applicant may propose additional key personnel, based on the specific needs of the program design. In accordance with the Substantial Involvement clause of this award, these personnel are subject to the approval of the Agreement Officer:

- **Chief of Party**
- **Deputy Chief of Party**
- **Senior Agriculture Specialist**

- **Micro, Small Enterprises and Private Sector Specialist**
- **Finance and Grants Manager**

d. Approval of Term Technical Assistance

Consultants for Short Term or Long Term Technical Assistance of this Cooperative Agreement will require Agreement Officer's approval.

e. Approval of sub-recipients and partnership agreements.

f. Agency and Recipient Collaboration or Joint Participation

1. Collaborative involvement in selection of advisory committee
2. Concurrence on the substantive provisions of sub-awards.
3. Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects.

g. Agency Authority to Immediately Halt a Construction Activity

4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is **937** for Pakistan.

5. 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 Economic Recovery and Development Activity (ERDA) which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

END OF SECTION B

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SECTION C: ELIGIBILITY INFORMATION

1. Eligibility

This funding opportunity is open to all entities and USAID expects unrestricted competition resulting in the award of the Cooperative Agreement.

Consistent with the Federal Grant and Cooperative Agreement Act of 1977, USAID encourages unrestricted competition in the award of Cooperative Agreements.USAID welcomes applications from all interested parties that have not previously received financial assistance from USAID.

2. Authorized Geographic Code

The authorized geographic code for this activity is 937 for Pakistan.

3. Cost Sharing

USAID has established that Cost Share is required for the applicant to be eligible for this activity. A total ~~5%~~ 3% of in-kind or/and cash cost share contribution of the total award value is appropriate in the ERDA.

If the Agreement Officer determines that competing programmatic factors of Technical applications are essentially equal, cost & cost sharing factors may become the determining factor in the source selection.

4. Other

Further, if after carrying out discussions, USAID is unable to agree with the apparently successful applicant's proposed cost or cost share; the applicant can be eliminated from further consideration and USAID will initiate discussion with the next applicant on the final selection list.

END OF SECTION C

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Muhammad Ali Bilal
Administrative Agreement Officer
USAID/Pakistan
C/o American Embassy
Diplomatic Enclave, Ramna 5
Islamabad
Mbilal@usaid.gov

Aaqib Hameed
Acquisition & Assistance Specialist
USAID/Pakistan
C/o American Embassy
Diplomatic Enclave, Ramna 5
Islamabad
Aahameed@usaid.gov

Saadi Akhtar
Acquisition & Assistance Specialist
USAID/Pakistan
C/o American Embassy
Diplomatic Enclave, Ramna 5
Islamabad
Sakhtar@usaid.gov

2. Questions and Answers

Questions regarding this NOFO should be submitted in writing to the email address pkcontract@usaid.gov with a copy to Mr. Aaqib Hameed , Mr. Muhammad Ali Bilal and Mr. Saadi Akhtar at the email addresses above no later than the date and time provided on the cover letter. Any information given to a prospective Applicant concerning this NOFO will be provided to all other prospective Applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

3. General Content and Form of Application

Preparation of Applications:

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business (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:

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

Any erasures or other changes to the application must be 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.

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
- 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. Text boxes within the narrative can use a 10 point font. 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 and must be printer friendly.
- 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. Detailed budget narrative of the Cost Sheet must be provided as a separate word / pdf document. Budget narrative document has no page limit.

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.

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

4. Application Submission Procedures

Applications in response to this NOFO must be submitted no later than the time and date mentioned on the cover letter of this NOFO. 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.

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

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

5. Technical Application Format

The technical application should be specific, complete, and presented concisely. The Technical Application must not exceed Twenty (20) 8.5x11 sized pages excluding Cover Page, Table of Contents, Executive Summary, Abbreviations Page, MEL Plan and Annexes. The application must 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 merit review criteria found in this NOFO.

(a) Cover Page (Does not count towards page limitation)

(b) Table of Contents (Does not count towards page limitation) Include major sections and page numbering to easily cross-reference and identify merit review criteria.
(c) Executive Summary (One page, does not count towards page limitation) The Executive Summary must provide a high-level overview of key elements of the Technical Application.
(d) Monitoring, Evaluation and Learning (MEL) Plan: The illustrative MEL plan must be submitted as an annex as part of the technical application (Does not count towards page limitation). (e) Organizational Chart, Staffing Matrix and CVs for the " Key Personnel" can be submitted as an annex as part of the technical application (Does not count towards page limitation).

6. Technical Application:

The Technical Application must address the following three factors at a minimum.

I. **Technical Approach and Understanding**
II. **Management Approach and Organizational Capacity**
III. **Personnel**

(Please note that for the evaluation of technical factors, the importance of the technical factor "Technical Approach and Understanding" is equal to the importance of all other technical factors when combined).

I. **Technical Approach and Understanding:** Demonstrated understanding of the ERDAs program description goals, objectives and results, landscape, and sustainability of the proposed approach.

Applicant Instructions:

Provide a specific, complete and concise technical approach that takes into account considerations identified in the NOFO. The overall technical approach must demonstrate understanding of the ERDA program description and propose innovative, feasible, realistic and directly relevant activities to achieve the expected objectives and high level results.

The technical approach must provide evidence-based solutions to achieve ERDA objectives including collaboration with public and private sector stakeholders and leveraging private sector expertise. Applicants are required to provide a one-page description of innovative approaches to leverage private sector resources and expertise to achieve ERDA's objectives as part of the technical approach. The technical approach must address gender, climate change and sustainability considerations.

Demonstrate understanding of the current economic landscape and social structure in the province particularly the NMDs - government plan, policies and strategies, infrastructure, policy framework, availability of services that are crucial for economic growth including, but not limited to, financial institutions and telecommunication services. The technical approach must address the challenges and opportunities with the merger and its implications for economic growth.

II. Management Approach and Organizational Capacity

Applicant Instructions:

The Applicant's must provide management structure that supports the technical approach; and propose mobilization plan, staffing and management plan, sub-contract and/or grant management plan and monitoring, valuation and learning (MEL) plan that must be compatible with achieving ERDA's goals and objectives.The Applicants must propose management mechanisms that include incentives for locally procured services and adaptive management. The management approach must address the alliances with national, local communities, government institutions and private sector stakeholders.

Management Plan must demonstrate flexibility to implement activities in a fluid situation, assess results and make adjustments based on lessons learned. Management plan and approach must address knowledge transfer and capacity building of local partners and counterparts as a strategy for sustainability with clarity.

III. Personnel

Applicant Instructions:

Provide a personnel plan with a proposed management structure that supports the technical approach and convincingly demonstrates an ability to achieve program objectives. Provide staffing details (key and non-key) which must also include the technical, administrative, and financial support personnel required to implement the program. Applicants should include an organizational chart as an Annex.

Key Personnel:

A. Chief of Party (Based in Peshawar)

The Chief of Party shall be responsible for the overall leadership, management, and implementation of the program and report to the home office, as well as directly coordinate and report to the designated USAID Agreements Officer's Representative (AOR). The Chief of Party shall supervise activity implementation, serve as the principal interlocutor with USAID and the Government of Pakistan (GOP), and ensure the project meets its stated goals, compliance standards, and reporting requirements.
The Chief of Party must meet the following minimum set of qualifications:

- An advanced degree from an accredited university in a relevant discipline, such as International Development, Business, Conflict Stabilization, Economics, ~~or~~ Agriculture or other relevant disciplines
- At least fifteen or more years of relevant technical experience in the ~~an international~~ development sector including experience of working ~~setting~~ on ~~similar~~ international donor funded programs in post conflict environment ~~economic growth programs. (preferably NMDs)~~

- ~~Subject matter expertise with programming in livelihoods, private sector led economic development, agricultural development, value chain development, and enterprise growth~~
- Five years of experience as a Chief of Party, or in a similar leadership position
- Prior experience with a USAID-funded programs in politically sensitive and potentially volatile environments
- Proven experience directly collaborating with donor and host country government representatives
- Demonstrated interpersonal skills including diplomacy, tact, and the ability to negotiate
- Strong communication skills with a proven ability to distill and convey key messages that resonate with stakeholders, partners, beneficiaries and a wide range of audiences, including individuals and organizations
- Exceptional written and spoken English. Pashto and/or Urdu speaking abilities are desirable
- Strong computer skills.

B. Deputy Chief of Party

The Recipient shall provide a Deputy Chief of Party (DCOP) for the duration of the Award. The DCOP shall be responsible for program management, administration, and operations, including personnel management, performance management systems, financial management, subcontracts, and timely completion and submission of all program deliverables, including financial statements and reports. The DCOP must be able to assume the responsibilities of the COP in his/her absence.

The Deputy Chief of Party must meet the following minimum set of qualifications:

- An advanced degree from an accredited university in a relevant discipline
- Ten or more years of experience managing multi-year development programs preferably in conflict affected areas~~ (preferably in NMDs or the region)~~ in sectors such as:~~ livelihoods,~~ economic growth, agriculture development, private sector led development, ~~promoting business associations, value chain development,~~ and ~~overall ~~enterprise development would be considered an advantage.
- Five or more years of supervisory experience, with at least 3-5 years of experience as a DCOP or a similar leadership role with experience training staff and attending to staff care issues
- Direct knowledge and experience of performance evaluation and monitoring systems
- A strong understanding of both Implementing Partner and USAID policies and procedures with regards to financial management, financial reporting, procurement processes and systems for adhering to USAID awards
- ~~Prior experience/skills complementary to the technical program description and in a conflict affected environment~~
- The incumbent must have a strong understanding ~~will have previous experience with promoting and~~ of integrating gender equality and women's empowerment into participatory community development programs.

- Proven experience directly collaborating with donor and host country government representatives
- Demonstrated interpersonal skills including diplomacy, tact, and the ability to negotiate
- Strong communication skills with a proven ability to distill and convey key messages that resonate with stakeholders, partners, beneficiaries and a wide range of audiences, including individuals and organizations
- Exceptional written and spoken English
- Strong computer skills.

Note: Preference is given if at least one of the aforementioned positions are held by someone knowledgeable about Pakistan and its cultural norms, and is fluent in Urdu.

C. Senior Agriculture Specialist (Pakistani):

The Recipient shall provide a Senior Agriculture Advisor for the duration of the Award. H/she will spearhead all aspects of Component 1 and will assist the COP and DCOP in managing the overall ERDA

Minimum qualifications:

- University degree in Agriculture, Agronomy, Engineering, Natural Resource Management, or a related field
- Fifteen or more years of experience successfully implementing agriculture development programs, preferably in NMDs, the region, or similar conflict-affected contexts
- Five or more years of experience successfully promoting increased agriculture and livestock production through a variety of sustainable approaches
- Experience promoting private sector-led growth in agriculture, with experience in improved inputs, contract farming and value chains
- Experience managing large development programs in partnership with communities and in security sensitive and potentially volatile regions
- Experience improving access to agricultural development extension services, capacity building and establishing farmers owned agriculture infrastructure sustainable management mechanisms
- Experience working with water conservation through integrated approaches and expanding natural resources successfully in difficult agrarian environments
- Strong computer skills
- Fluency in written and spoken English, and spoken Urdu and Pashto is desirable**.**

D. Micro, Small Enterprises and Private Sector Specialist (Pakistani):

The Recipient shall provide a Micro Small Enterprises and Private Sector Specialist for the duration of the Award. H/she will spearhead all aspects of Component 2 and 3 will assist the COP and DCOP in managing the overall ERDA.

Minimum qualifications:

- University degree in Economics, Business Administration, International Development, or a relevant social science discipline
- Fifteen or more years of experience in MSMEs and private sector led development, including improving market access, cluster development initiatives, technical assistance to micro and small businesses, strengthening business representative bodies, establishing value chain platforms, business enabling environment, and other relevant interventions
- Experience managing large development programs in partnership with communities and in politically sensitive and potentially volatile environments
- Experience working with the MSME sector in NMDs and Khyber Pakhtunkhwa or the region, with expert knowledge of the Pakistani and NMDs MSME sectors' legal and institutional frameworks, policies and institutions
- In-depth understanding of the regulatory and institutional governance frameworks for the NMDs region of Pakistan
- Proven ability to build and maintain collaborative relationships with donors, development partners, sub Implementing Partners, and multiple host-country counterparts
- Strong computer skills
- Fluency in written and spoken English. Spoken Urdu and Pashto is desirable.

E. Finance and Grants Manager (Pakistani):

The Recipient shall provide an experienced Finance and Grants Manager for the duration of the award. The Finance and Grants Manager shall spearhead all matters related to financial and grants management, financial reporting, subcontracting, and meeting all formalities involved in grants administration and monitoring. The Manager, Finance and Grants will assist with the development of systems and procedures to ensure the effective flow of resources to ERDA and partners. The Manager must ensure USAID expectations are met and programs are successfully implemented.

Minimum qualifications:

- University degree in Finance, Economics, Business Administration, International Development, or other relevant social science discipline
- Ten or more years of experience managing large and complex development assistance (or other large organizational) budgets, including tracking earmarks (line-items), sorting budget data based on formal and ad-hoc information requests, performing routine financial analysis and time-sensitive financial reports
- Five or more years of experience administering all budgetary aspects of a small grants or sub-grants program, where both financial transparency and supportive beneficiary relationships are absolutely essential
- Prior experience or exposure to large development programs operating in full partnership with communities and in politically sensitive and potentially volatile environments
- In-depth understanding of the financial frameworks that govern the NMDs region
- Proven ability to build and maintain collaborative relationships with donors, development partners, grantees, sub Implementing Partners, and multiple host-country counterparts
- Able to patiently and professionally communicate complex financial data in simple, straight-forward terms when required, particularly with beneficiaries
- A well-organized, detail oriented team player with exceptionally strong computer skills

- Fluency in written and spoken English. Spoken Urdu and Pashto are desirable.

Other Staff:

The award recipient has the discretion to determine the appropriate number and composition of additional personnel, including personnel from local organizations, short-term technical staff, and others needed to meet the project requirements described in the technical proposal. If the recipient proposes technical leads for particular areas, USAID/Pakistan encourages applicants to consider a combination of locally (i.e. non-overseas) and internationally hired technical leads for positions. All personnel must demonstrate exceptional written and oral communication skills in English and have an excellent command of the technical area. Familiarity with the political, social, economic, and cultural context of working in Pakistan in general and NMDs is also highly preferred. Overall, preference will be given to applicant organizations demonstrating a commitment to hiring diversity and inclusivity that includes race, gender and gender identity, sexual orientation, religion, ethnicity, and national origin.

The non-key personnel positions are expected to be:

- Operations Officer
- Procurements Officer
- Admin and HR Office Manager
- Communication and Reporting Specialist
- Gender Specialist/Sociologist
- Admin Assistant
- Receptionist
- District Coordinator
- Monitoring and Evaluation Officer
- Agriculture and Value chain Specialist
- Soil and Water Engineer & Environment Officer
- Enterprises Development Officer
- Admin and Finance Assistant

7. Business (Cost) Application Format

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

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

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

I. Cover Page (See Section D.3 above for requirements)

II. SF 424 Form(s)

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

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

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

III. Required Certifications and Assurances

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

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

IV. Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2010 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. The Budget Narrative (separate detailed word/pdf document) must contain sufficient detail to allow USAID to understand the proposed costs. The Applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including assumptions and sources for costs to support USAID's determination that the proposed costs are fair and reasonable. Applicants are advised to use the exchange rate of USD 1= PKR 155 for budget purposes.

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the Applicant and any potential sub-applicants for the entire period of the program. See Section H, Annex 1 for Budget Template
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

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

1. Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The Applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the Applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

2. Fringe Benefits – (if applicable) If the Applicant has a fringe benefit rate approved by an agency of the U.S. Government, the Applicant must use such rate and provide evidence of its approval. If an Applicant does not have a fringe benefit rate approved, the Applicant must propose a rate and explain how the Applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
3. Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
4. Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light

of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.

5. Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs.
6. Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.
7. Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

   Method 1 - Direct Charge Only
   Eligibility: Any applicant
   Initial Application Requirements: See above on direct costs

   Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)
   Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA
   Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See USAID's Indirect Cost Rate Guide for Non Profit Organizations for further guidance.

   Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)
   Eligibility: Any applicant that has never received a NICRA
   Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

   Method 4 - Indirect Costs Charged As A Fixed Amount

Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO

Initial Application Requirements: Provide the proposed fixed amount and a worksheet that includes the following:

- Total costs incurred by the organization for the previous fiscal year and estimates for the current year.
- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year
- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

8. Security Costs

The budget must include security costs. The Applicant will provide USAID/Pakistan a security plan and budget for security costs as part of its application. The Security Plan and budget shall delineate and justify for reasonableness all costs and provide a coherent, overall integrated security plan that demonstrates that the Applicant has undertaken a thoughtful review of their security needs and includes, analysis of the various elements of a security plan. Applicants should consider any costs foreseen for security, as identified in the section below: "Sample Format for Initial Security Plan", to include security equipment, security-related communication equipment, training, and guards required for program implementation. These costs should be included under "Other Direct Costs." Security Costs shall be clearly identified in the cost application in a separate budget line item and must be included as part of the overall Applicant's cost application.

Security Format

The Applicant shall submit a Security Plan and budget as a part of their application. The Security Plan shall be based on a credible threat analysis and risk assessment. The plan shall provide a coherent, integrated security plan, which demonstrates that the applicant has undertaken a thoughtful review of their security needs and includes analysis of the various elements of a security system showing how threats will be mitigated. The security budget shall delineate and justify for reasonableness of all costs. The security budget shall be complete and include comprehensive budget notes. The Security Plan and budget shall also include a point of contact to answer questions or provide clarifications regarding security throughout the life of the program. The applicant is encouraged to acquire professional advice from an expert of its choosing to assist in establishing an overall security plan/system. The security plan accompanied by the budget will be reviewed together with the technical and cost applications, and will need to demonstrate that the security needs to successfully implement the program description as presented in the applicant's technical approach have been addressed/considered. See Section H, Annex 2 for Sample Security Plan Template.

V. Prior Approvals in accordance with 2 CFR 200.407

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

VI. 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.

VII. Dun and Bradstreet and SAM Requirements

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

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

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

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

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

VIII. History of Performance

The Applicant and its sub-applicants must provide information regarding ~~its~~ recent history of performance for all ~~its~~ cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed five awards, as follows:

- Name of the Awarding Organization;
- Award Number;
- Activity Title;
- A brief description of the activity;
- Period of Performance;
- Award Amount;
- Reports and findings from any audits performed in the last five years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

If the Applicant or sub-applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The applicant or sub-applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an Applicant's or sub-applicant's history of performance from any sources and may consider such information in its review of the Applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

IX. Branding Strategy & Marking Plan

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award

Branding Strategy – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.

b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

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

e. The Branding Strategy must include, at a minimum, all of the following:

(1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.

(2) The intended name of the program, project, or activity.

(i) USAID requires the applicant to use the “USAID Identity,” comprised of the USAID logo and brand mark, with the tagline “from the American people” as found on the USAID Web site at http://www.usaid.gov/branding, unless Section VI of the NOFO states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

(ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.

(iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

(iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.

(v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the NOFO will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

(3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.

(4) Planned communication or program materials used to explain or market the program to beneficiaries.

(i) Describe the main program message.
(ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.
(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, "USAID is from the American People."
(iv) Provide any additional ideas to increase awareness that the American people support this project or program.

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

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

f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

(END OF PRE-AWARD TERM)

Marking Plan – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a “Marking Plan,” detailing the public communications, commodities, and program materials, and other items that will visibly bear the “USAID Identity,” which comprises of the USAID logo and brandmark, with the tagline “from the American people.” The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at http://www.usaid.gov/branding. Section VI of the NOFO will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

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

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

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

(i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;

(ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;

(iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and

(iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

(v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

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

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

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

(iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
(iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and
(v) The rationale for not marking program deliverables.

(3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:
(i)Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
(ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
(iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
(iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
(v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
(vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
(vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

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

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

(END OF PRE-AWARD TERM)

X. Funding Restrictions

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

~~Construction will not be authorized under this award.~~

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer. Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

XI. CONFLICT OF INTEREST PRE-AWARD TERM (August 2018)

a. Personal Conflict of Interest

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

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

b. Organizational Conflict of Interest

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

(END OF PRE-AWARD TERM)

END OF SECTION D

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SECTION E: APPLICATION REVIEW INFORMATION

I. MERIT REVIEW CRITERION

USAID intends to award the Cooperative Agreement to the responsible applicant whose application provides the greatest overall benefit in response to the requirement while considering programmatic factors, over all cost and cost share elements. USAID will use an adjectival rating method for reviewing applications. Technical factors, cost and cost share will be evaluated as described below.

- For the overall evaluation purposes, all technical factors other than cost or price, when combined, will be significantly more important than cost or price.
- For the evaluation of technical factors, the importance of the technical factor "Technical Approach and Understanding" is equal to the importance of all other technical factors when combined.
- If the Agreement Officer determines that competing programmatic factors of Technical Applications are essentially equal, cost & cost sharing factors may become the determining factor in the source selection. Conversely, if the Agreement Officer determines that competing cost proposals are essentially equal, technical factors may become the determining factor in source selection.
- Further, if after carrying out discussions, USAID is unable to agree with the apparently successful applicant's proposed cost or cost share; the applicant can be eliminated from further consideration and USAID will initiate discussion with the next applicant on the final selection list.
- Past Performance Information will be reviewed as part of the Pre-Award Risk Assessment and responsibility determination at the later stage and can be the basis for the elimination. Only the Apparently Successful Applicant will be asked to provide any additional information regarding the past performance.

Criterion Identification – The review of technical applications will be limited to the following three main factors: Technical Approach and Understanding, Management Approach and Organizational Capacity, and Personnel. Each sub criterion is weighted in descending order of importance.

CRITERION	CRITERION NAME
Criterion 1	**Technical Approach and Understanding:** Demonstrated understanding of the ERDAs program description goals, objectives and results, landscape, and sustainability of the proposed approach.
Criterion 2	**Management Approach and Organizational Capacity**

Criterion 3	Personnel

CRITERION 1	CRITERION NAME:	**Technical Approach and Understanding:** Demonstrated understanding of the ERDAs program description goals, objectives and results, landscape, and sustainability of the proposed approach.

Evaluation Criteria:

The technical approach and understanding will be evaluated in terms to the extent it is well conceived and will likely be successful in accomplishing the objectives set forth in the program description and comply with the Applicant Instructions in Section D. The technical application should be specific, complete and presented concisely. Evaluation will further be focused on the extent to which the proposed activities are innovative, feasible, realistic, and directly relevant to the achievement of results and objectives. The technical approach and understanding will be evaluated in terms of overall quality.

The evaluation criteria will take into consideration the extent to which the proposed approach provides evidence-based solutions to achieve ERDA objectives including collaboration with public and private sector stakeholders and leveraging private sector expertise. The extent to which the proposed approach addresses gender, climate change and sustainability consideration as laid out in the program description. Clear understanding of the current economic landscape and social structure in the province particularly the NMDs - government plan, policies and strategies, infrastructure, policy framework, availability of services that are crucial for economic growth including, but not limited to, financial institutions and telecommunication services. The approach demonstrates a thorough understanding of the challenges and opportunities with the merger and its implications for economic growth.

CRITERION 2	CRITERION NAME:	**Management Approach and Organizational Capacity**

Evaluation criteria

The Applicant's will be evaluated on the extent to which the proposed management structure is practical and consistent with the technical approach; the proposed mobilization plan, staffing and management plan, sub-contract and/or grant management plan and monitoring, evaluation and learning (MEL) plan are compatible with achieving ERDA's goals and objectives. Special consideration will be given to applicants who propose management mechanisms that include incentives for locally procured services and adaptive management. The alliances with national, local communities, government institutions and private sector stakeholders proposed will also be evaluated.

The extent to which the proposed plan demonstrates flexibility to implement activities in a fluid situation, assess results and make adjustments based on lessons learned. Clarity of the plan and approach that envisions knowledge transfer and capacity building of local partners and counterparts as a strategy for sustainability.

CRITERION 3	CRITERION NAME:	Personnel

Evaluation criteria

Key personnel positions minimum requirements are detailed in the description provided in the Applicant Instructions in Section D. The applicants will be assessed according to the minimum requirements, strength of the technical background and qualifications of each proposed key personnel, including:

- Academic and/or relevant technical background and qualifications (including English language ability), and
- Demonstrated successful experience in managing donor funded development activities in similar contexts and/or developing countries.

II. BUSINESS (COST) REVIEW

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

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

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

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

END OF SECTION E

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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

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.

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.

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

3. Reporting Requirements

- **Financial Reporting:**
    - The recipient must submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format to the U.S. Department of Health and Human Services (http://www.dpm.psc.). The recipient must submit a copy of the FFR at the same time to the Agreement Officer and the Agreement Officer's Representative (AOR).
    - On a quarterly basis, the AOR may require additional information related to financial accruals and pipeline of funds. This information will help to ensure that the activity has an adequate pipeline to conduct its programs. These reports/forms will be submitted when requested within 30 calendar days from the end of each quarter. In addition to this, Awardee will submit accruals reports to the AOR as well as respond to the AOR's ad hoc financial related information requests as required by the Mission.
- **Performance Reporting**
    - **Annual Work Plans:** The work plans for all USAID/Pakistan activities are aligned with the USG Fiscal Year Calendar (October 1 to September 30). The

Recipient will submit its first work plan to the AOR for approval within 30 days of Award. The first work plan will cover the period from the start date of the Award until the end of the first USG Fiscal Year of the Activity – therefore the first work plan may cover less than twelve months depending on the date of Award. The AOR will provide comments within 20 working days to the Recipient and the Recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days.
All subsequent work plans will be submitted to the AOR no later than 1 September and will cover an entire Fiscal Year, i.e. October 1 to September 30. The AOR will provide comments within 20 working days to the Recipient and the Recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days. All work plans must be developed in cooperation with the AOR, other relevant USAID/Pakistan activities, donor programs, government plans, beneficiary communities, and all other relevant stakeholders as designated by the AOR.

- **Monitoring, Evaluation and Learning (MEL) Plan**: The illustrative MEL plan must be submitted as part of application in response to the NOFO. The Recipient will submit to the AOR a life of project revised MEL Plan covering the full implementation period within 30 days of the Award (with the submission of the first work plan) that include Performance Indicators for the first year and for the Life of the Project (LOP). For all subsequent years of operation, the Recipient will modify the MELP to align with the annual work plan, if required by the AOR. The AOR will then provide comments within 20 working days to the Recipient and the Recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days.

- **Quarterly Progress Report:** Quarterly reports will summarize the following: program highlights, achievements, and major activities; budget information; problems encountered, proposed remedial actions and impact achieved against the objectives. The Recipient shall submit an electronic copy of a performance report to the AOR. The performance reports are required to be submitted quarterly (30 calendar days after the quarter). Please refer to 2 CFR 200.328 (b) (1). Along with the quarterly progress report, the Awardee will provide one success story (*Telling Our Story*) from its program as well as respond to the AORs ad hoc requests for information. Success stories should be no more than one page. In addition, reporting will also be done through the mission's online performance monitoring system.

- **Annual reports:** The annual report shall be submitted within 90 calendar days after the reporting period at the end of the first full USAID fiscal year and annually thereafter for each authorized year of performance. The Annual Performance Report shall follow the same format as the quarterly report, but with additional focus on cumulative accomplishments, progress and problems toward achievement of results, performance measures, indicators and benchmarks tied to the Annual Work Plan and the MEL Plan targets, for the quarter and the entire previous fiscal year, which runs from October 1-September 30. The recipient shall also submit annual environmental compliance report to the AOR for review of the Mission Environmental Officer.

- **Outreach and Communication Strategy:** A communication and outreach strategy shall be developed on an annual basis and incorporated as a section of the Annual Work Plan. The strategies will include the overall communication message of the program, as set forth in the Branding and Marking Plan. The annual strategies must also focus on opportunities for USG visibility through the components of the project in terms of branding and marking but also with regard to events and other direct engagements. The project offers opportunities for signing ceremonies, graduation ceremonies and engagement with the NGOs and their target audiences throughout the course of the project. The strategy must ensure the use of traditional and social media.

- **Final Activity Report:** The Final Report must cover the full period of the Award and contain an executive summary of the accomplishments and results achieved; an overall description of the activities and accomplishments; a summary of problems/obstacles encountered during implementation; an assessment of the performance in accomplishing the Activity's objectives; significance of these activities; findings; comments, recommendations and other pertinent information. The Recipient shall submit the original and one copy to the Agreement Officer (if requested), the AOR, and to the Development Experience Clearinghouse (DEC). Submission instructions to DEC can be found at: http://dec.usaid.gov.

- **Short-Term Consultant Reports, Technical Briefs/Reports, Special and External Reports:** If applicable, upon completion of the services of each short-term consultant, the recipient shall submit a report to the AOR summarizing the activities, accomplishments and recommendations of the consultant. This can be either in written or verbal form as determined by the AOR. In addition, the recipient shall provide copies of all technical reports including analyses, policy recommendations, comparative studies, etc. to the AOR as these are developed.

- **Grants Manual and Grants:**
  The Recipient will submit its Grants Manual to the AOR for approval within 90 days of the issuance of award. Award. This manual will provide guidance for the grant-making system, including the conceptualization, application, evaluation, implementation, monitoring and evaluation, and close-out procedures. In cooperation with and to be approved by USAID, this manual will be used for evaluating grant applications and managing awards. This manual will also establish transparent and competitive procedures for 1) determining priorities and approaches for grants, and 2) making final selection of grantees.

- **Closeout Plan:** Ninety (90) days prior to the end of the Agreement, the Recipient shall submit a closeout plan to the AOR and the Acquisition and Assistance Office. The closeout plan shall include: brief program summary; brief program timeline; financial status report; final Financial Status Report timeline; latest NICRA or indirect cost rates; anticipated balance of federal funds after expiration of the instrument; final inventory of residual non- expendable property, which was acquired or furnished under the instrument; program and activity end date; recipient responsibilities during phase out; Sub Awardees and/or partnership phase out; status of all program audit reports per the instrument's provisions; final audit report timeline; final report timeline; personnel phase-out timeline; personnel phase-out plan; and job descriptions for personnel anticipated to serve during the closeout phase.

- **Development Experience Clearinghouse Requirements:** The Recipient shall be required to submit any technical reports produced under this program, in English, to USAID's Development Experience Clearinghouse (DEC) according to the instructions found at https://dec.usaid.gov/dec/content/submit.aspx.

- **Foreign Tax Reports:** Standard report will be issued for each Fiscal Year and delivered prior to April 16th of each yearOn a quarterly basis, the AOR may require additional information related to financial accruals and pipeline of funds. This information will help to ensure that the activity has adequate pipeline to conduct its programs. These reports/forms will be submitted when requested within 30 calendar days from the end of each quarter. In addition to this, Awardee will submit accruals reports to the AOR

4. Other Requirements

1. Branding & Marking:

   The apparently successful applicant will be required to submit a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer. A Branding

Implementation Strategy and Marking Plan must be in accordance with USAID Branding and Marking Plan as required per ADS 320 at the following link: https://www.usaid.gov/sites/default/files/documents/1868/320.pdf. See 2 CFR or, for non-U.S. organizations, see the provision entitled "Marking and Public Communications Under USAID-Funded Assistance".

The Recipient must comply with the requirements of the USAID "Graphic Standards Manual" available at www.usaid.gov/branding, or any successor branding policy.

Environmental Compliance:

A. 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 ADS 204, which require that any potential environmental impacts of USAID-financed activities be identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. In case of a conflict between host country and USAID regulations, the latter shall govern. The Recipient's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

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

B. This Activity is covered under Initial Environmental Examination (IEE) number Asia 21-080signed by the Bureau Environmental officer at USAID/Washington on May 18, 2021. The IEE covers activities expected to be implemented under this Cooperative Agreement. USAID expects that a Negative Determination with Conditions (NDC) will apply to one or more of the proposed activities. 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 applicant shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this solicitation.

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

216 environmental documentation.

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.

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 written approval is received from USAID.

D. For activities with NDC including procurement of medical equipment, supplies, furniture and/or office equipment, the following actions are required:

The implementer is required to ensure that equipment, commodities (see also ADS 312) and materials are procured from certified retailers; environmental safety and quality certificates conforming with national and/or international standards are available; equipment and materials are used in an environmentally sound and safe manner, properly disposed of when applicable at the end of their useful life in a manner consistent with best management practices according to USG, European Union or equivalent standards acceptable to USAID.

Environmental Documentation Form (EDF) in the form of Environmental Review and Assessment Checklist is required to identify environmental effects, develop Environmental Manual and Mitigation and Monitoring Plans when applicable, confirm/ neglect and mitigate a potentially significant adverse effect approved by the Mission Environment Officer (MEO).

Since the approved Regulation 216 documentation is (1) an IEE that contains one or more Negative Determinations with conditions, the recipient shall:

- Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP) or a project mitigation and monitoring (M&M) plan, the recipient shall prepare an EMMP or M&M Plan describing how the recipient will, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP or M&M Plan shall include monitoring the implementation of the conditions and their effectiveness approved by the MEO.

- Integrate a completed EMMP or M&M Plan into the initial work plan.

- Integrate an EMMP or M&M Plan into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

E. A provision for sub-grants is included under this award; therefore, the recipient will be required to use an Environmental Review Form (ERF) or Environmental Review (ER) checklist using impact assessment tools to screen grant proposals to ensure the funded proposals will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. Use of the ERF or ER checklist is called for when the nature of the grant proposals to be funded is not well enough known to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated. Implementation of sub-grant activities cannot go forward until the ERF or ER checklist is completed and approved by USAID. Recipient is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented.

The recipient will be responsible for periodic reporting to the USAID AOR as specified in the Schedule/Program Description of this solicitation.

SPECIAL AGREEMENT PROVISIONS:

I. **EXECUTIVE ORDER ON TERRORISM FINANCING (FEB 2002)**

The Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/sub awards issued under this contract/agreement.

II. **SECURITY REPORTING REQUIREMENT**

a) Security Conditions

The Recipient must be aware of security conditions in Pakistan, and by entering into an agreement, assumes full responsibility for the safety of its employees. Prior to commencing work, the Recipient shall ensure that it has adequate procedures in place to advise its employees of situations or changed conditions that could adversely affect their security. In order to keep abreast of security conditions in Pakistan, the Recipient shall seek information from all available sources, including the USAID Pakistan EXO/Safety & Security Office (SSO), for all areas in which its employees work or travel. The Recipient acknowledges that security conditions are subject to change at any moment, that USAID cannot guarantee the accuracy of any information that it may provide to the Recipient and that USAID assumes no responsibility for the reliability of such information. The Recipient has sole responsibility for anticipating, scheduling, budgeting, receiving country clearance ~~and securing required AOR and Agreement Officer approvals~~ for all travel for its employees and/or his/her dependents traveling to post if accompanied by dependents is allowed by the Recipient's personnel internal policies. The Recipient shall also be responsible for immediately notifying USAID Pakistan and the U.S.

Embassy American Citizen Services section in the event a U.S. citizen employee does not return from travel as expected or does not report to work. In the event that USAID requests the Recipient to do so, the Recipient's Chief of Party (COP) shall assume responsibility for contacting all of its employees. The Recipient shall provide to the USAID Pakistan EXO/SSO the name, current address, and current home and/or cellular telephone number of the COP and of an alternate designated employee. The Recipient shall be responsible for ensuring that the information on file in the USAID Pakistan EXO/SSO is up-to-date so that in an emergency, the COP or alternate representative can be reached immediately and he/she can rapidly contact all other affected employees.

The Recipient will be requested to notify the AOR and EXO/SSO about any changes of the individual listed in the security plan as in charge of security.

Once the Agreement is awarded, the Recipient shall be required to submit a list of all personnel involved in the implementation of the project, including sub awardees' personnel. The required list shall be submitted to the AOR and EXO/SSO no later than 30 days after the effective date of the Agreement and must be updated every quarter after the start date of the agreement and/or if a change of personnel happens.

b) Security Plan

The Recipient shall develop a security plan to safeguard all project operations and to comply with all United States Government regulations and Pakistani law. The plan is to be implemented and maintained also by all subcontractors (and/or sub-grantees). The security plan will be reviewed by the Agreement Officer in consultation with USAID/Pakistan's EXO/SSO.

The plan shall include:

- Procedures for reporting and addressing security threats
- Procedures for reporting any deaths related to the project
- Procedures for reporting and addressing any persons missing or kidnapping incidents
- Name and contact information of security contact person for the head office and regional office(s)
- An internal "cascade" list for communicating with staff, which shall be updated/, maintained by the Recipient. The Recipient shall provide the name, address and telephone numbers of the COP and their designee to USAID as principle contacts in case of security situations/emergencies. The Recipient shall be responsible for passing information to their staff.

c) Life Support and Security Services

The Recipient shall be responsible for maintaining the security of its personnel, materials and equipment. All employees of the Recipient must meet the requirements of their work-site, which may include, but not limited to background checks, security/restricted area clearances, drug-free workplace, safety training and/or any other company safety and security requirements.

d) Security Threat Reporting

As part of the overall security requirements, the Recipient shall report any security threats and/or incidents verbally / by telephone, immediately to the following USAID/Pakistan representatives:

- Security & Safety Specialist and any other USAID/Pakistan EXO designated official(s)
- Executive Officer (EXO)
- AOR

Subsequently, a written report shall be submitted in accordance with approved procedures. The Recipient shall develop a list of specific steps to track any potential/identified threats, which will be part of its overall security system. All subcontractors will be required by the Recipient to report any threats/incidents to the Recipient, who will immediately after, notify the above listed USAID/Pakistan representatives.

USAID requires appropriate Security reports be submitted to the Islamabad Safety & Security Specialist, Executive Office, AOR and other USAID/Pakistan officials as directed by USAID Executive Office. The type and frequency of these reports may vary with the project scope, location, and criticality. The Recipient shall report an Initial Threat Assessments and subsequent changes as often as the situation requires (weekly, bi-weekly, monthly etc.). The Recipient is also required to notify USAID of any security related incident in a timely manner according to the following guidelines:

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

- An incident that involves the death, injury, kidnapping of partner personnel and/or damage to partner's property.
- An incident that has critically damaged the funded program, such as fire, catastrophic flood, etc.
- Initial SIR must be reported verbally immediately, and within 4 hours of the incident occurrence/discovered
- A Complete SIR must be filed in writing within 24 hours of the incident
- Updated SIR will continue to be filed in a timely basis (daily, weekly) as long as the situation exists. The timeline will be adjusted as required by USAID.
- Final Report SIR will summarize the incident, the subsequent happenings and the final resolution.

Incident Report (IR)

- An incident involving accidents, potential harm, suspicious persons or acts, threats or harassing actions against personnel or the program.
- IR should be filed as soon as possible (within 24 hours) after the incident is

evaluated, and a complete report not later than 72 hours after the incident.

Situation Report (SITREP)

- A report that a significant, but not critical action or activity, has taken place that has impacted, or may impact, on the wellbeing of the personnel or the success of the program.
- This report may describe trends, second hand information that may have bearing on the project, or impact on future operations.

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

III. PAKINFO REPORTING REQUIREMENT

USAID/Pakistan utilizes a management information system (MIS), currently called PakInfo, to track activities for all mission-funded projects at the national, provincial, district, and village levels. The purpose of this database is to map the location of project implementation sites to the nearest village or geospatial coordinates, monitor the use of funds at the district and tehsil level and the performance of projects to meet timely information requirements for USAID/Pakistan and several interested parties. These interested parties are USAID/Washington, Congress, implementing partners, the Government of Pakistan (GOP), other donors, and stakeholders. This reporting process supports the bilateral agreement between the U.S. Government and GOP by sharing information on USAID/Pakistan's Mission-funded activities. The Recipient shall provide a quarterly update of information (including, but not limited to, performance results, geospatial coordinates, and photographs) on the activities under the acquisition or assistance agreement by entering this information into the USAID/Pakistan's MIS. The Recipient shall enter information via an Internet website or a Microsoft (MS) Access Database; USAID will provide the URL address or Access Database, and a user ID/password. A comprehensive user manual will be provided by USAID/Pakistan. Upon receipt of the manual, the Recipient will enter and manage the data accordingly.

IV. AMMONIUM NITRATE AND CALCIUM AMMONIUM NITRATE RESTRICTION

(September 2011) (Class Deviation OAA-DEV-11-03c, expiration date September 8, 2016)

(a) Ammonium Nitrate (AN) and Calcium Ammonium Nitrate (CAN) are marketed and used as fertilizers for agricultural applications, and as explosives for construction/demolition applications. None of the funds made available under this contract/agreement shall be used, directly or indirectly, to produce, acquire, use, transport, store, sell, or otherwise deal with AN for agricultural applications or CAN for agricultural or construction/demolition applications. This clause/provision supersedes the terms and conditions of any other clause/provision, including any deemed approval, in this contract/agreement applicable to restricted goods and services. This clause/provision shall not be altered or its applicability waived.

(b) If USAID determines that the contractor/recipient or any subcontractor/sub-awardee has used any funds under this contract/agreement contrary to the restriction in paragraph (a) of this clause/provision, the Contracting Officer/Agreement Officer may require the contractor/recipient to refund the entire amount used for such purposes.

(c) The contractor/recipient shall insert this clause/provision in its entirety in all subcontracts/subawards, including (without limitation) Grants under Contracts (GUCs).

V. OFFICE OF INSPECTOR GENERAL (OIG) HOTLINE

The USAID Office of the Inspector General's (OIG) mission is to protect the integrity of USAID programs and awards. Additionally, the Office of Inspector General provides independent oversight that promotes the efficiency, effectiveness, and integrity of foreign assistance programs and operations under USAID OIG's jurisdiction. The purpose of the OIG Hotline is to receive complaints of fraud, waste, or abuse in our client agencies' programs and operations, including mismanagement or violations of law, rules, or regulations by employees or program participants. Fraud, waste and abuse are defined as:

> Fraud is defined as the wrongful or criminal deception intended to result in financial or personal gain. Fraud includes false representation of fact, making false statements, or by concealment of information.
>
> Waste is defined as the thoughtless or careless expenditure, mismanagement, or abuse of resources to the detriment (or potential detriment) of the U.S. government. Waste also includes incurring unnecessary costs resulting from inefficient or ineffective practices, systems, or controls.
>
> Abuse is defined as excessive or improper use of a thing, or to use something in a manner contrary to the natural or legal rules for its use. Abuse can occur in financial or non-financial settings.

Complainants can reach the USAID OIG Hotline in the following different methods to report fraud, waste and abuse including:

By completing an online form on our website https://oig.usaid.gov/report-fraud
By email: ig.hotline@usaid.gov
By telephone: 1-800-230-6539 (Toll-Free) or 202-712-1023
By mail:

U.S. Agency for International Development
Office of Inspector General
P.O. Box 657

Washington, DC 20044-065

VI. PARTNER VETTING

Prior to award, the highest rated applicants will be notified to fulfill vetting requirements.

(a) The recipient must comply with the vetting requirements for key individuals under this award.

(b) Definitions: As used in this provision, "key individual," "key personnel," and "vetting official" have the meaning contained in 22 CFR 701.1.

(c) The Recipient must submit within 15 days a USAID Partner Information Form, USAID Form 500-13, to the vetting official identified below when the Recipient replaces key individuals with individuals who have not been previously vetted for this award. Note: USAID will not approve any key personnel who are not eligible for approval after vetting. The designated vetting official is:

Vetting official: Chad Johnson

Address: USAID/Pakistan, U.S. Embassy Islamabad, Diplomatic Enclave, Ramna 5 Islamabad, Pakistan 44000

Email: pakaidvsu@usaid.gov (for inquiries only)

(d) (1) The vetting official will notify the Recipient that it—

(i) Is eligible based on the vetting results,
(ii) Is ineligible based on the vetting results, or
(iii) Must provide additional information, and resubmit the USAID Partner Information Form with the additional information within the number of days the vetting official specifies.

(2) The vetting official will include information that USAID determines releasable. USAID will determine what information may be released consistent with applicable law and Executive Orders, and with the concurrence of relevant agencies.

(e) The inability to be deemed eligible as described in this award term may be determined to be a material failure to comply with the terms and conditions of the award and may subject the recipient to suspension or termination as specified in the subpart "Remedies for Noncompliance" at 2 CFR part 200.

(f) Reconsideration:

(1) Within 7 calendar days after the date of the vetting official's notification, the recipient or prospective subrecipient or contractor that has not passed vetting may request in writing to the vetting official that the Agency reconsider the vetting determination. The request should include any written explanation, legal documentation and any other relevant written material for reconsideration.

(2) Within 7 calendar days after the vetting official receives the request for reconsideration, the Agency will determine whether the recipient's additional information merits a revised decision.

(3) The Agency's determination of whether reconsideration is warranted is final.

(g) A notification that the Recipient has passed vetting does not constitute any other VETTINGapproval under this award.

Alternate I. When sub-recipients will be subject to vetting, add the following paragraphs to the basic award term:

(h) When the prime recipient anticipates that it will require prior approval for a subaward in accordance with 2 CFR 200.308(c)(6) the subaward is subject to vetting. The prospective subrecipient must submit a USAID Partner Information Form, USAID Form 500-13, to the vetting official identified in paragraph (c) of this provision. The agreement officer must not approve a subaward to any organization that has not passed vetting when required.

(i) The recipient agrees to incorporate the substance of paragraphs (a) through (i) of this award term in all first tier subawards under this award.

(End of Provision)

VII. POST AWARD CONDITION PRECEDENT TO START PROJECT IMPLEMENTATION IN PAKISTAN:

A condition precedent to start project implementation will be that the apparent successful applicant must have, within 90 days of the award date,

(i) obtained registration(s) with any relevant agency of the Government of Pakistan (GOP),

(ii) obtained any necessary No-Objection Certificate(s) (NOCs) from the Ministry of Interior or other relevant GOP and/or Provincial Agency, and

(iii) entered into any necessary Memoranda of Understanding with the relevant governmental body. Should the organization be unsuccessful in satisfying the condition precedent within 90 days, the award may be terminated at the discretion of the Agreement Officer and issued to the next highest rated applicant.

The apparent successful applicant will be asked to submit a "Pre-Mobilization Plan and Budget" to include a statement of understanding of GOP and Provincial requirements to implement the project in Pakistan, and the minimum staff and resources needed for obtaining these requirements.

VIII. PROHIBITION ON PROVIDING FEDERAL ASSISTANCE TO ENTITIES THAT REQUIRE CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS – REPRESENTATION (APRIL 2015)

(a) In accordance with section 743 of Division E, Title VII, of the Consolidated and further Continuing Resolution Appropriations Act, 2015 (Pub. L. 113-235), Government agencies are not permitted to use funds appropriated (or otherwise made available) under that or any other Act for providing federal assistance to an entity that requires employees, sub awardees or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, sub awardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(b) The prohibition in paragraph (a) of this provision does not contravene requirements applicable to Standard Form 312, Form 4414, or any other form issued by a Federal department or agency governing the non disclosure of classified information.

(c) By submission of its application, the prospective recipient represents that it does not require employees, sub awardees, or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, sub awardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(END OF PROVISION)

IX. SPECIAL AWARD REQUIREMENT RELATING TO THE PROHIBITION ON CERTAIN TELECOMMUNICATION AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT (NOVEMBER 2020)

USAID has been granted a temporary waiver under Section 889(d)(2) that will allow the recipient to use award funds through September 30, 2022, to procure certain telecommunications and video surveillance services or equipment as specified in 2 CFR 200.216. Based on this waiver, all costs incurred for covered telecommunications and video surveillance services or equipment will be allowable through September 30, 2022, without regard to the cost principle at 2 CFR 200.471. Procurements made on or after October 1, 2022, will be unallowable in accordance with 2 CFR 200.471.

[END OF SPECIAL AWARD REQUIREMENT]

END OF SECTION F
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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment of this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Any questions or comments concerning this NOFO must be submitted in writing by email to Mr. Muhammad Ali Bilal at Mbilal@usaid.gov, Mr. Aaqib Hameed at Aahameed@usaid.gov and Mr. Saadi Akhtar at Sakhtar@usaid.gov by the deadline for questions indicated at the top of this NOFO's cover letter.

END OF SECTION G

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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 - BUDGET TEMPLATE

Sample Budget Template Excel Sheet. Attached separately with this NOFO as ANNEX-1.

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ANNEX 2 - SAMPLE SECURITY PLAN

Sample Security Plan. Attached separately with this NOFO as ANNEX-2.

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ANNEX 3 - PROVISIONS

MANDATORY STANDARD PROVISIONS:

M1. APPLICABILITY OF 2 CFR 200 and 2 CFR 700 (DECEMBER 2014)
M2. INELIGIBLE COUNTRIES (MAY 1986)
M3. NONDISCRIMINATION (JUNE 2012)
M4. AMENDMENT OF AWARD (JUNE 2012)
M5. NOTICES (JUNE 2012)
M6. SUBAWARDS AND CONTRACTS (DECEMBER 2014)
M7. OMB APPROVAL UNDER THE PAPERWORK REDUCTION ACT
M8. USAID ELIGIBILITY RULES FOR GOODS AND SERVICES (MAY 2020)
M9. DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS (JUNE 2012)

M10. DRUG-FREE WORKPLACE (JUNE 2012)
M11. EQUAL PARTICIPATION BY FAITH-BASED ORGANIZATIONS (JUNE 2016)
M12. PREVENTING TRANSACTIONS WITH, OR THE PROVISION OF RESOURCES OR SUPPORT TO, SANCTIONED GROUPS AND INDIVIDUALS (MAY 2020)
M13. MARKING AND PUBLIC COMMUNICATIONS UNDER USAID-FUNDED ASSISTANCE (DECEMBER 2014)
M14. REGULATIONS GOVERNING EMPLOYEES (JUNE 2018)
M15. CONVERSION OF UNITED STATES DOLLARS TO LOCAL CURRENCY (NOVEMBER 1985)
M16. USE OF POUCH FACILITIES (AUGUST 1992)
M17. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION
M18. OCEAN SHIPMENT OF GOODS (JUNE 2012)
M19. VOLUNTARY POPULATION PLANNING ACTIVITIES – MANDATORY REQUIREMENTS (MAY 2006)
M20. TRAFFICKING IN PERSONS (April 2016)
M21. SUBMISSIONS TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE AND PUBLICATIONS (JUNE 2012)
M22. LIMITING CONSTRUCTION ACTIVITIES (AUGUST 2013)
M23. USAID IMPLEMENTING PARTNER NOTICES (IPN) PORTAL FOR ASSISTANCE (JULY 2014)
M24. PILOT PROGRAM FOR ENHANCEMENT OF GRANTEE EMPLOYEE WHISTLEBLOWER PROTECTIONS (SEPTEMBER 2014)
M25. SUBMISSION OF DATASETS TO THE DEVELOPMENT DATA LIBRARY (OCTOBER 2014)
M26. PROHIBITION ON REQUIRING CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS OR STATEMENTS (MAY 2017)
M27. CHILD SAFEGUARDING (June 2015)
M28. MANDATORY DISCLOSURES (July 2015)
M29. NONDISCRIMINATION AGAINST BENEFICIARIES (November 2016)
M30. CONFLICT OF INTEREST (August 2018)

(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:

RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (DECEMBER 2014)
RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (DECEMBER 2014)
RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
RAA4. INDIRECT COSTS – DE MINIMIS RATE (MAY 2020)
RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
RAA12. INVESTMENT PROMOTION (NOVEMBER 2003)
RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
RAA23. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)

RAA25. PATENT REPORTING PROCEDURES (DECEMBER 2014)RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)

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ANNEX 4 - TRIBAL DECADE STRATEGY (TDS)

Reference Document

ANNEX 5 - ACCELERATED IMPLEMENTATION PLAN (AIP)

Reference Document

ANNEX 6 - UNDP'S PAKISTAN NATIONAL HUMAN DEVELOPMENT REPORT

Reference Document

ANNEX 7 - ECDF FINDINGS

Reference Document

ANNEX 8 - AZM E NAU KP ECONOMIC RECOVERY PLAN

Reference Document

ANNEX 9 - RAPID ASSESSMENT AND OPPORTUNITY IDENTIFICATION IN MERGED AREAS

Reference Document

ANNEX 10 - WORLD BANK GROUP REPORT - IMPACT OF COVID ON PAKISTAN'S PRIVATE SECTOR

Reference Document

ANNEX 12 - MISSION LOCAL COMPENSATION PLAN - SALARY SUMMARY

Reference Document

ANNEX 13 - SMEA POLICY WORK IN KP

Reference Document

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ANNEX 11 - ABBREVIATIONS AND ACRONYMS

AGREEMENT OFFICER	AO
AGREEMENT OFFICER'S REPRESENTATIVE	AOR
ADDITIONAL CHIEF SECRETARY	ACS
ACCELERATED IMPLEMENTATION PLAN	AIP
CATALOG OF FEDERAL DOMESTIC ASSISTANCE	CFDA
CODE OF FEDERAL REGULATION	CFR
COUNTRY DEVELOPMENT AND COOPERATION STRATEGY	CDCS
COST BENEFIT ANALYSES	CBA
CHIEF OF PARTY	COP
DEPUTY CHIEF OF PARTY	DCOP
DEVELOPMENT OBJECTIVE	DO
EXECUTIVE ORDER	EO
ENVIRONMENTAL DOCUMENTATION FORM	EDF
ENVIRONMENTAL ASSESSMENT	EA
ENVIRONMENTAL MONITORING AND MITIGATION PLAN (	EMMP
ECONOMIC RECOVERY AND DEVELOPMENT ACTIVITY	ERDA
FEDERALLY ADMINISTERED TRIBAL AREAS (NOW NMDS)	FATA
FATA DEVELOPMENT AUTHORITY	FDA
GOVERNMENT OF PAKISTAN	GOP
GOVERNMENT OF KHYBER PAKHTUNKHWA	GOKP
INITIAL ENVIRONMENTAL EXAMINATION	IEE
INTERMEDIATE RESULT	IR
INFORMATION TECHNOLOGY	IT
KHYBER PAKHTUNKHWA	KP
MONITORING AND EVALUATION	M & E
MONITORING, EVALUATION AND LEARNING PLAN	MEL PLAN
NEWLY MERGED DISTRICTS	NMDS
NON-GOVERNMENTAL ORGANIZATION	NGO
NOTICE OF FUNDING OPPORTUNITY	NOFO
MICRO- AND SMALL ENTERPRISES	MSES
MICRO, SMALL AND MEDIUM ENTERPRISES	MSMES
PROJECT STEERING COMMITTEE	PSC
RESEARCH & DEVELOPMENT	R&D
SMALL MEDIUM ENTERPRISE ACTIVITY	SMEA
SYSTEM FOR AWARD MANAGEMENT	SAM
TRIBAL DECADE STRATEGY	TDS
UNITED STATES	U.S.
UNITED STATES GOVERNMENT	USG
UNITED STATES OF AMERICA	U.S.A
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT	USAID

END OF SECTION H
(END OF NOFO)