Issue Date:	June 17, 2022
Deadline for Questions:	July 1, 2022, at 17:00 Colombia Local time
Closing Date & Time for Concept paper:	July 22, 2022, at 17:00 Colombia Local time
Closing Date & Time for Full Applications:	30 days after receiving Request for Full Application at 17:00 Colombia Local time
Subject:	**Notice of Funding Opportunity (NOFO) - Request for Applications (RFA) 72051422RFA00001**
Program Title:	**USAID/Colombia Restoring Our Future Activity**

Federal Assistance Listing Number: 98.001

To All Interested Parties:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified entities to implement USAID/Colombia's Restoring our Future Activity (the Activity). Eligibility for this award is not restricted; see Section C of this Request for Applications (RFA).

USAID intends to make an award to the applicant that best meets the objectives of this NOFO based on the Merit Review Criteria described in this RFA, 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.

This is a multi-tiered RFA in accordance with the Automated Directives System (ADS) 303.3.6.1(c). Selection under this RFA will be based on a two-step process:

- Phase 1 - Concept Paper submissions: open to all eligible organizations as described in this RFA.
- Phase 2 - Full Application submissions: by invitation only to applicants selected during Phase 1 evaluation.

To be eligible for award, the applicant must provide all information as required in this NOFO and meet the eligibility standards described 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 RFA has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from the transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

USAID expects that applicants will have equal access to all local organizations needed to implement this contract and strongly discourages exclusivity agreements with local organizations.

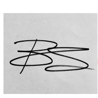
USAID may not award to an applicant unless the applicant has complied with all applicable Unique Entity Identifier (UEI) and System for Award Management (SAM) requirements detailed in Section D.3.2.3.7. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Please send any questions regarding this solicitation to the point 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 NOFO does not constitute an award commitment on the part of the U.S. Government nor does it commit the U.S. 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,



Digitally signed by William Sedlak

William Sedlak
Agreement Officer
USAID/Colombia

TABLE OF CONTENTS

SECTION A: PROGRAM DESCRIPTION

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

1. INTRODUCTION

Over 50 years of armed conflict in Colombia tore through the social fabric, polarized society, and produced 9.1 million officially registered armed conflict victims. The 2016 Peace Accords officially ended the armed conflict with the Revolutionary Armed Forces of Colombia (FARC), but much work is required to completely implement the Accords and to achieve national reconciliation. The 2016 Accords also reinforced the 2011 Victims Law, which defined the rights of conflict victims and recognized the importance of supporting victims to achieve national reconciliation. According to the Kroc Institute, which has been monitoring the rate of Colombia's peace implementation, only 28 percent of the Accords have been completed[1]. While Kroc concluded that it is on par with the pace of implementation of other peace agreements, efforts to advance peace implementation must be accelerated. Peace implementation is especially important as the recent resurgence in violence and the COVID-19 pandemic threaten what has been achieved.

Over the past ten years, USAID has supported the Government of Colombia (GOC) to develop the institutional architecture and processes needed to carry out the Victims Law. USAID supported the GOC to establish the Victims and Land Restitution Unit, a comprehensive victims registry, and spaces for dialogue between the Victims Unit and victims' organizations. These actions helped the GOC advance land restitution, individual and collective reparations, and adherence to Colombia's Constitutional Court rulings related to victims' issues. By the end of 2019, however, the Victims Unit had processed individual reparations for less than 1.1 million victims and collective reparations to 17 out of the 775 identified subjects. At this rate, it will take over sixty years for all victims to receive individual reparations and even longer to receive collective reparations.

The Colombian Congress extended the Victims Law to 2031 to allow more time to redress victims and ensure they can participate fully in society. The Victims Unit must now accelerate its work and coordinate more efficiently with the relevant government bodies that comprise the National System for the Assistance and Reparation of Victims (SNARIV) to provide reparations. This is needed to guarantee victims' full rights in a more timely manner, and to facilitate national reconciliation and the creation of a more stable and peaceful country.

The Peace Accords stated the need for truth, justice, reparations, and non-repetition to achieve reconciliation in Colombian society. The Accords established the Comprehensive System for Peace and its three institutions: the Truth Commission; the Unit for the Search for Missing Persons (UBPD); and the Special Jurisdiction for Peace (JEP). These entities' work is critical to build trust and social cohesion in Colombia. Together, they will establish the truth of what happened during the conflict and administer transitional justice for victims. Despite progress

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[1] Kroc Institute report of May 2021.

made thus far, assistance could expedite and deepen SIVJRN results. The JEP requires political support to advance cases and support victims' participation, protection, and access to restorative measures. Additionally, the Truth Commission's mandate will end in late 2022 and disseminating and implementing its recommendations will require nationwide support to lay the groundwork for non-repetition. Progress within the UBPD to locate 100,000 disappeared persons has been slow and must advance more quickly.

Concrete SIVJRN advancements will contribute to national reconciliation, but additional efforts are required to restore social bonds. Reconciliation is a process that must address the impact that conflict and violence have at the individual and community level. Reconciliation also involves mending the broken relationships from the conflict. Reconciliation requires intentionality and the active participation of the entire Colombian society. In 2019, only nine percent of Colombians trusted the national government, 13 percent trusted the private sector, and 22 percent trusted their neighbors.[2] One out of every four Colombians also believe that physical or verbal aggression is necessary to solve everyday problems, and 88 percent of Colombians think that individuals only look after their own interests.[3] Sustained efforts are required to recover and strengthen Colombia's social fabric and community trust to support the country's transition to peace.

USAID's Restoring Our Future Activity will build on previous efforts to advance the willingness and ability of Colombians,[4] including victims, to come to terms with the past and restore the social and community fabric. This Activity will strengthen dialogue, resilience, and trust to advance the guarantees of non-repetition and make peace irreversible and long lasting. The Activity will build off results and lessons from past programming, adopt a territorial approach to strengthen institutional processes, and scale-up reconciliation capacities from the individual to the community level.

2. BACKGROUND

Achieving reconciliation in Colombia has multiple challenges. First, efforts to build memory and advance truth-telling need to be mainstreamed across public and private actors. All Colombians have a role in achieving national reconciliation and sustaining peace in the long term. Peace is not only a matter concerning victims and institutional actors, but all stakeholders: private sector, media, academia, among others.

Second, certain conditions support reconciliation. Colombians believe that the conditions most favorable to reconciliation are higher when there are: improved social, cultural, and economic levels (61%); increased presence of the government (56%); and the demobilization of armed groups (52%). Peace-building efforts around the world indicate the importance of truth-telling mechanisms to deliver closure to societies and allow them to come to terms with the past and be willing to build a new future. Colombians agree (94%) that it is important to establish the truth after an armed conflict as a way to heal the past.

[2] Reconciliation Barometer, USAID.
[3] Ibíd.
[4] Including civil society organizations, private sector, academia, among others.

Third, advancing the rights of millions of victims is a significant hurdle that already has required intense effort from the GOC and other actors. Even with the advances that the SNARIV has made, there are still a very large number of victims that lack reparations, especially among ethnic populations who are disproportionately affected by the conflict. Addressing the needs of victims in Colombia will help the country make progress on its development priorities and the implementation of the Peace Accords. According to Victims' Unit data, over 34% of victims are youth, over 18% are members of ethnic groups, and close to 49% are women. These groups face additional disadvantages, such as limited access to educational and employment opportunities. Victims, especially these groups, need to overcome their current state of vulnerability to more effectively contribute to their communities' development.

USAID/Colombia has worked for over ten years in supporting the GOC's effort to protect victims' rights and to create an enabling environment for reconciliation and peacebuilding. Past efforts have centered on institutional strengthening with a special focus on: the establishment and consolidation of national-level institutions and their territorial presence; strengthening and developing methodologies for psychosocial and physical rehabilitation services for victims; supporting transitional justice institutions and victims' participation in such spaces; strengthening a differential approach in the state's service delivery and policy development in response to victims' needs; and the institutional adjustments needed to implement Peace Accords on issues pertaining victims and reparation. On reconciliation, USAID has improved capacities of civil society organizations and local authorities to advance truth-telling and memory-building initiatives; created awareness and mobilized individuals around peace and reconciliation; and developed multi sector (community, public and private) initiatives to bridge sectors and create trust and cohesion in violence-affected communities.

Restoring Our Future will advance reconciliation, consolidate peace, and support non-repetition of the conflict and violence in Colombia. It will use differential approaches for each demographic of victims, communities, and types of organizations.

3. USAID/COLOMBIA STRATEGY

This Activity will advance USAID's efforts to build a more cohesive and inclusive society resilient to conflict, which is Development Objective 1 of the 2020-2025 Country Development Cooperation Strategy (CDCS). More specifically, this Activity contributes to IR 1.1, Individuals Empowered to Recover from Violence, by helping individuals recover from violence, supporting reintegration processes, and supporting truth-telling and reparations. This Activity also contributes to IR 1.2, Enhanced Community Capacity to Prevent Violence, by developing trust and reconciliation through collective action and the involvement of public, private and community stakeholders. By enhancing institutional capacities to deliver services to victims, the Activity contributes to IR 2.1: Expanded state presence and more community-responsive state service delivery systems.

4. THEORY OF CHANGE

Restoring Our Future is based on the following theory of change.

IF Colombia's public institutions are able to guarantee victims' rights, victims' organizations are empowered to advocate for their rights, and individual and collective capacities and disposition to reconcile are enhanced, **THEN** Colombians will be able to recover from violence, and prevent the repetition of armed conflict within their communities.

This theory of change is based on the following assumptions:

- Implementation of the Victims Law and the Peace Accords will continue to be a priority in the public agenda, will receive sufficient public funding to achieve results, and will be included in regional and local policies and development plans.
- Public institutions will maintain or increase funding levels for victims' assistance and PDET implementation through political transitions.
- SIJVRN institutions will continue to operate as planned.
- Economic re-activation efforts due to the COVID-19 pandemic will complement, rather than detract from, efforts to support peace and PDET implementation.
- Restrictive biosecurity measures relating to COVID-19 will ease with time, allowing for increased movement, in-person meetings and larger gatherings to take place during implementation.
- Political polarization and violence may increase during the upcoming electoral processes.
- Among other signs of deteriorating security conditions in some rural areas, social leaders, human rights defenders, and former combatants in the process of reincorporation face high security risks.
- The private sector continues recognizing itself as a key player in peace building scenarios and directs their investments accordingly.

5. RESULTS FRAMEWORK AND OBJECTIVES

5.1. Results Framework

The Restoring Our Future activity's purpose is to advance reconciliation and prevent repetition of the conflict by protecting victims' rights; supporting comprehensive memory, truth, and justice; and strengthening trust and social cohesion among individuals, communities, and public and private sector actors.

To achieve this purpose, the activity will work based on the following results framework.

Restoring Our Future Activity Results Framework

Objective 1: Institutions protect victims' rights and advance reconciliation.	**Objective 2:** Victims' organizations effectively exercise victims' rights and support reconciliation.	**Objective 3:** Communities are more willing to reconcile and contribute to the non-repetition of conflict.
IR 1.1: Technical capacities of institutions that protect victims' rights and advance reconciliation strengthened.	**IR 2.1:** Technical capacity and performance of victims' organizations strengthened.	**IR 3.1:** Community capacity to advance truth telling, dialogue, and memory building enhanced.
IR 1.2: Coordination between relevant local and national institutions enhanced.	**IR 2.2:** Key participation spaces for victims generate social impact.	**IR 3.2**: Community trust and cooperation increased through economic partnerships.
		IR 3.3: Community pro-social behaviors contribute to reconciliation and peaceful coexistence.

Through this results framework, the Activity will improve public and private institutions, victims' organizations, and individual citizens' abilities to promote victims' rights and reconciliation in Colombia.

The Activity will mainstream two approaches across all objectives: the development of individual skills to enable behavioral change in favor of reconciliation; and a psychosocial approach. First, individuals must acquire and strengthen a set of skills to resolve conflicts through non-violence, accept change, and respect diversity to promote reconciliation. By advancing these competencies at the individual level, the Activity will set a strong foundation for behavioral change and support the transition of individuals (including those part of public entities) and communities from a violence-driven state to one where dialogue is used to address conflict.

Second, the Activity will integrate a psychosocial approach across objectives and intermediate results (IRs). This approach focuses on individual and collective care. It enables individuals and communities to improve their emotional status, establish healthy relationships, and develop peaceful coexistence and non-violent conflict resolution capacities. The psychosocial approach will be developed in close coordination with the USAID Weaving Lives and Hope Activity to enrich the methodologies used, avoid duplication of efforts in the same geographic area, and comply with USAID/Colombia's Regional Integration Strategy (RIS).

5.2 Objectives

Objective 1: Institutions protect victims' rights and advance reconciliation.

This objective will advance the GOC's institutional response to support reconciliation and protect victims' rights as defined in the Victim's Law and the Peace Accord. Past programming supported the GOC's efforts to design, implement and consolidate the national institutional arrangement to assist victims. National-level SNARIV institutions demonstrate varying levels of capacity to carry out their mandates, while local governments and local branches of SNARIV institutions struggle to implement relevant components of the Peace Accords and Victims Law. Weak coordination between local and national actors, and between local entities, impedes reparations and attention to victims.

Restoring Our Future will strengthen and consolidate capacities of institutions, both at national and local levels, that provide services to victims, support the mandate of the Comprehensive Peace System, promote reconciliation, and implement provisions of the Peace Accord under their responsibility. The Activity will also advance reconciliation efforts led by the State by bringing together different sectors of society, particularly community members and former offenders, to achieve common goals. Additionally, the Activity will strengthen coordination mechanisms convened by institutional actors that have the most impact or potential to have impact. Many of these mechanisms have significant bottlenecks that impede the effective response and implementation of relevant policies and programs.

IR 1.1: Technical capacities of institutions that protect victims' rights and advance reconciliation strengthened. The GOC needs to reach more victims and expedite reparations. While much progress has been made, reparations processes remain lengthy and difficult to navigate. According to stakeholders, the greatest institutional gaps are at the local level, where institutions have limited human, technical and financial capacities to deliver assistance and reparations to victims. National entities also require continued support to more efficiently respond to victims' needs, particularly as continued violence creates more eligible victims.

Expected results under this IR include:

- Relevant institutions (e.g., Victims Unit, ARN, ART, Ministry of Interior, Mayor's Offices, Ombudsman Office) fulfill their obligations to respond to victims in a way that respects their ethnicity, gender, and other identities.
- National and local-level institutions implement selected collective reparation plans and Return Plans for Victims.
- Collective reparation processes are integrated into Development Plans with a Territorial Focus (PDET), are sustainable, and implemented at the local-level using trauma-informed and victim-centered approaches.
- Government actors, such as the Agency for Reincorporation and Normalization (ARN), implement reconciliation processes in targeted geographies.
- Community reintegration and reincorporation strategies benefit communities receiving former combatants, mitigate existing conflicts, and prevent new forms of violence.
- The institutions of the Comprehensive Peace System respond to victims and include victims' participation.
- The UBPD implements regional plans to search for missing persons.
- Restorative measures that create opportunities for reconciliation are implemented as part of the transitional justice process.

- The Truth Commission's recommendations are widely disseminated, and its Follow-Up Committee effectively monitors the implementation of the recommendations.

IR 1.2: Coordination between local and national institutions enhanced. Two of the main challenges in improving government response to victims' rights are ineffective coordination between local and national actors and the need for greater clarity on roles and responsibilities among institutional stakeholders. The Peace Accords created additional layers of coordination between actors, particularly related to the integration of reparations with peace-related initiatives, like PDET implementation. These additional layers exacerbated the fact that local and national actors have overlapping responsibilities, limited human and financial resources, and cumbersome, sometimes contradictory, processes that delay the fulfillment of reparations.

Expected results under this IR include:

- Relevant institutions at the local and national level standardize, streamline, and effectively implement victims' related policies, processes and procedures.
- Relevant national and local coordination mechanisms respond quickly and appropriately to victims' needs and protect their rights.

Illustrative Activities for Objective 1:

- Support national and local level institutions to implement collective reparation plans.
- Support national and local-level institutions to develop and implement Return Plans for Victims.
- Support the implementation of UBPD regional search plans.
- Provide technical assistance to local authorities to design and implement PDET initiatives aligned with victims' reparation needs and priorities.
- Support community-based strategies as part of the reintegration and reincorporation routes.
- Map current coordination processes, identify bottlenecks, and support public actors to streamline processes if possible and better coordinate to fulfill their obligations to victims.
- Support the implementation of restorative measures as part of the transitional justice process that create reconciliation opportunities.

Objective 2: Victims' organizations effectively exercise victims' rights and support reconciliation.

Through the Activity's support, victims' organizations will demonstrate effective representation of their constituents and participatory spaces will produce impactful results for victims through the design, implementation, and monitoring of policies. The GOC and civil society have made significant progress in developing citizen participation mechanisms, particularly those related to victims' issues and the territorial transition to peace. With so many organizations seeking a seat at the table, the GOC and civil society organizations (CSOs) struggle to identify which victims' groups are relevant and capable of representing their constituents. Through this Activity, victims' organizations will contribute significantly to advance the Victims Law and Chapter 5 of the Peace Accords. By doing so, relevant, representative organizations will become visible. By making a difference, they will position themselves as the ideal partners for the GOC and other CSOs. This Activity will focus on relevant participation mechanisms identified under Objective

1, particularly those created under the Victims law, the Peace Accords, and the Comprehensive Peace System framework.

IR 2.1: Technical capacity and performance of victims' organizations strengthened. Victims' organizations, and other organizations that assist victims, must demonstrate greater competency and political savviness to advocate for, respond to, and monitor regulations and mechanisms established to implement the Peace Accords, like PDETs and the effective participation of victims through the Victims' seats in Congress. These organizations have increased their engagement in key issues to protect victims' rights, but they have limited capacity to adapt to an evolving context. Moreover, these organizations need to more effectively demonstrate their relevance to stakeholders. Nascent organizations also require support to effectively engage in reparations processes and other participation mechanisms.

Expected results under this IR include:

- Victims' organizations produce concrete results for their constituents. They establish clear advocacy agendas, secure new partnerships with the public and private sector, integrate youth participation, and advance the Peace Accords and Victims Law, among other actions that positively impact victims.
- Victims' organizations develop strong networks that allow organizations to exchange information across regions, build consensus and consolidate dialogue.
- Victims' organizations utilize innovation, connectivity, cooperative or associative working models to support long-term sustainability, and improved collective skills to advance reparation processes.

IR 2.2: Key participation spaces for victims generate social impact. Victims' organizations agree that it is the quality and impact of their participation in public spaces that matters, not the quantity of spaces that exist for participation. Many victims and their organizations think that the myriad of victims' councils, committees and working tables ("*mesas de trabajo*") have not translated into more inclusive processes, nor that all these spaces have produced concrete results. By expending significant time and resources to participate in multiple public spaces, victims' organizations are less likely to have meaningful dialogue with their stakeholders, and they have fewer resources needed to achieve results. This, in turn, builds stakeholder distrust in public spaces, and can create new conflicts and internal divisions within victims' organizations. As entities like the JEP consolidate their territorial presence, PDET implementation accelerates, and Congressional seats for victims are created, the number of participation spaces will only increase, and this situation could worsen.

Expected results under this IR include:

- Participation mechanisms at the local level generate positive impact for victims, such as through successful advocacy for their needs, better monitoring of implementation of policies, and true inclusion of their priorities and needs in policies and programs.
- Collaboration among participants of prioritized participation mechanisms is maximized through greater dialogue, trust, and respect in a way that de-escalates conflicts.
- CSOs and victims' organizations effectively monitor the implementation of the Truth Commission's recommendations, navigate the JEP's complex processes, and partner with the UBPD in the search for missing persons.

- Victims' organizations productively engage the Victims Unit to respond to victims' rights, including but not limited to the integration of collective reparations in PDET plans.
- Victims knowledgeably participate in the design and implementation of collective reparations, in return and relocation plans, and other decision-making spaces that have an impact on them.
- Victims' organizations have the capacity to assume new roles like engaging with Congressional representatives through the assigned seats to victims.

Illustrative Activities for Objective 2:

- Map existing participation spaces and provide technical assistance to organizations to improve participation.
- Support victims' organizations to incorporate innovative approaches and connectivity solutions.
- Support participation of CSOs in the development and implementation of collective reparation and return plans.
- Strengthen networking capacities of organizations and cross-regional learning processes.
- Support and work with Transitional Justice Mechanisms to design and implementation of community-oriented reparation measures.

Objective 3: Communities are more willing to reconcile and contribute to the non-repetition of conflict.

This objective will complement actions under Objectives 1 and 2 by strengthening citizens' capacity to support reconciliation and peacebuilding efforts. The Activity will build on previous efforts to develop individual citizens' skills for dialogue, cooperation, and social cohesion. It will support community engagement in initiatives intended to nurture reconciliation between various actors and throughout Colombian society. Based on lessons learned from past programming, this Activity will achieve cooperation and trust between different actors to achieve reconciliation. The Activity will also create positive attitudes, behaviors, and social norms in support of reconciliation through various means, including and not limited to effective communication campaigns.

IR 3.1: Community capacity to advance truth telling and memory building enhanced. The history of conflict in Colombia has deepened community-based differences. Efforts to establish the truth have helped communities overcome differences and rebuild their social fabric. Many actors, including those in the public and private sectors, are working with conflict-affected communities to collectively build memory and truth.

Expected results under this IR include:

- Conflict-affected communities achieve trauma-informed healing through territorial processes for memory and truth-telling that contribute to the non-repetition of conflict.
- Initiatives prioritized under Pillar 8 of the Peace Accords and other reconciliation initiatives, as part of the reincorporation process led by ARN and the transitional justice mechanisms as described in Objective 1, are effectively implemented in conflict-affected communities.

- Community-based processes for memory and truth-telling are coordinated with regional and national efforts, disseminate information, and contribute to a change in narratives and de-stigmatization of conflict-affected municipalities.

IR 3.2: Community trust and cooperation increased through economic partnerships. Trust and cooperation are fundamental in bridging relationships between stakeholders with different interests. Creating trust among different stakeholders is best done by creating opportunities for these stakeholders to work together toward a common goal. Past USAID/Colombia programming points to shared value and market-led economic activities, including private-public partnerships, as a powerful means for fostering cooperation and multi-actor partnerships. Economic opportunities provide diverse groups of individuals a platform to interact with one another, which facilitates social integration and mutual understanding.

Expected results under this IR include:

- Trust and cooperative relationships between members of conflict-affected communities are developed through economic opportunities that engage private sector actors.
- Market-led and long-term economic opportunities are created that target victim employment and entrepreneurship to simultaneously increase incomes and support their linkages with other members in communities to promote cooperation and reconciliation.
- Communities regain public spaces, thereby overcoming fear and strengthening social cohesion.
- Companies develop more inclusive procedures and organizational cultural changes. Employees will develop reconciliation skills. Companies will promote more inclusive and diverse environments that foster dialogue and promote respect and individual empowerment.

IR 3.3: Community pro-social behaviors contribute to reconciliation and peaceful coexistence. Individuals need to change their attitudes and behaviors in favor of reconciliation and acceptance of others to advance peacebuilding and non-repetition. That said, attitude and behavior change is difficult to achieve. It is sensitive to contextual factors and requires long-term interventions to be successful. Colombian society is already starting to demonstrate this change. Public opinion surveys show that Colombian citizens' acceptance of former combatants as neighbors went from 51 percent in 2013, to 71 percent in 2018. Far-reaching communication and outreach efforts are needed to further address low levels of trust within communities and towards state and private sector actors.

Expected results under this IR include:

- Attitude and behavioral changes spur community-wide dialogue and create positive dynamics for reconciliation.
- Leverage points and tailored outreach efforts target specific population groups, like youth, to make messages culturally appropriate and relevant.
- Stakeholders transform their negative social perceptions of victims and conflict-affected communities and promote a culture of peace and reconciliation.

Illustrative Activities for Objective 3:

- Develop community-driven, inclusive conflict resolution training and tools.

- Support community-led initiatives to equitably regain public spaces and sustain safe places for community development actions.
- Establish public-private partnerships that enable trust-building and cohesion
- Support territorial processes to build memory and contribute to truth-telling.
- Develop social behavior change communication (SBCC) strategies to generate positive behavioral changes and foster reconciliation.
- Develop evidence-based communications strategy with a trauma-sensitive approach that will create behavioral changes and increase trust and dialogue.

6. TARGETED GEOGRAPHY

Restoring Our Future will be implemented in urban and rural centers located in regions with conflict affected communities that are aligned with USAID/Colombia's geographic priorities. The Applicant is expected to propose its geographic scope that includes at least 25 municipalities. The Applicant must select the geography based on the following criteria and justify the selection:

- Municipalities with large populations of victims and where collective reparation and return plans have been developed or are in process of implementation;
- The Colombian Government's "peace geography" as laid out in its Territorial Focused Development Plans, or PDETs, since 30 percent of victims are located in these regions;
- Municipalities and communities where community reintegration and reincorporation strategies will benefit communities receiving former combatants, advancing mitigation of existing conflicts, and preventing new forms of violence.
- Municipalities with ethnic collective territories, given 65 percent of collective reparation subjects are Afro-Colombian or Indigenous peoples;
- Major cities will be included in this activity's geography because close to 26 percent of registered victims live in large urban and peri-urban areas;
- Presence of victims' organizations and civil society organizations working with victims;
- Work done at the policy level and as part of the communication component can take place nationally and regionally;
- Promote regional dynamics, support the implementation of USAID's regional integration strategy (RIS), and the creation and strengthening of territorial networks; and
- Municipalities connected with markets or with economic corridors that allow potential public-private partnerships.

7. SUBAWARD FUND

Restoring Our Future is committed to self-reliance. Sustainability relies on the capacity and commitment of a country and its communities to plan, finance, and implement their own solutions to development challenges. To advance this goal, this Activity will build victims organizations' capacity and performance and support locally led reconciliation efforts. Core to that, the Activity will include a minimum $15 million subaward fund that will prioritize local organizations. Subawards will be issued through competitive and direct processes.

8. GUIDING PRINCIPLES

Inclusive development: The Activity will recognize and address the diverse needs and will place an emphasis of specially disenfranchised populations such as ethnic communities, women, youth, LGBTI, people with disabilities, and populations severely affected by violence. This approach must be integrated throughout all objectives.

Given the significant number of victims that have declared having physical and psychological disabilities, the Activity needs to have a differentiated approach and strategy to integrate them into all initiatives. It will need to design specific actions that will promote their empowerment and assistance by responsible institutions and organizations.

The awardee will be expected to develop a Gender and Inclusion Strategy detailing how the activity will implement an intersectional inclusive development approach throughout activity implementation, including in the inception phase and in monitoring, evaluation, and learning.

"Do no harm" approach: The Applicant/recipient will be intentional about identifying and recognizing risks of harm, among beneficiaries and its own staff, as well as to be intentional, proactive, and preventive in mitigating and responding to risks. Within this framework, communication strategies and other work must cautiously select language that is inclusive and trauma-sensitive to potential psychosocial impacts.

Positive Youth Development (PYD) approach: Aligned with USAID's Positive Youth Development Framework, Restoring Our Future will proactively develop youth's social, personal, and technical skills. It will foster healthy relationships and support youth to become meaningful participants in the development of their communities and contribute to reconciliation and sustainable peace. By working with youth as leaders, Restoring Our Future will create a positive enabling environment for vulnerable youth, with a special focus on victims. Youth will become positive change agents ready to contribute to the social, economic, and political development of Colombia, helping their communities and countries achieve self-reliance.

Trauma-informed approach: A trauma-informed approach includes an understanding of trauma and an awareness of the impact it can have across settings, services, and populations. Trauma-informed approach is responsive to the impact of trauma, emphasizing physical, psychological, and emotional safety for both providers and survivors. Three key elements of this approach include: 1) realizing the prevalence of trauma; 2) recognizing how trauma affects all individuals involved with the program, organization, or system, including its own workforce; and 3) responding by putting this knowledge into practice.

Private Sector Engagement (PSE): USAID defines PSE as a strategic approach to planning and programming through which the Activity consults, strategizes, aligns, collaborates, and implements with the private sector for greater scale, sustainability, and effectiveness of development. The PSE umbrella concept includes **Public-private partnerships (PPPs).** USAID understands PPPs as an agreement or contract between USAID and a private-sector entity, or entities, in which both parties contribute resources. Private sector partners bring special resources, expertise, technologies, capabilities, networks and other resources to the table that can augment the impact of USAID interventions when strategically aligned. Private sector engagement throughout the Activity is key for designing market-driven solutions and coalitions for change that will be sustainable beyond the life of the Activity, and thus will contribute to Colombia's journey to self-reliance. Strategic long-lasting engagement with the private sector must be identified throughout the Activity's objectives, and applications should identify specific private sector partners who will accompany the project throughout implementation. USAID/Colombia envisions that the Activity will use PSE indicators.

Emerging needs: USAID/Colombia recognizes that sustainable development requires flexibility to respond to specific emerging circumstances/needs. Within the terms of the scope and objectives of the resulting award, and in the case of unforeseen events, the recipient may provide assistance to targeted populations in need and located in the geographic areas covered by this Activity. For these purposes and after consulting with the AOR and AO, the successful applicant may provide assistance using USAID funds through the implementation of planned activities that would need to consider the effect of the unforeseen event through minor modifications or revisions to the recipient's implementation plan. The potential recipient may, however, use non-USAID funds to support the relief effort in other ways.

Harness innovation: Innovation can come in different forms. It may include technological innovations but can also take the form of new creative approaches or new intervention ideas for piloting and testing. Restoring Our Future will innovate, test, and learn from new models wherever possible. The Activity also will encourage and seek out positive deviance and innovation from the communities themselves as their ability to problem-solve will be key for their journey to self-reliance. Restoring Our Future will also utilize innovative technology, including connectivity solutions, throughout its programming as a sustainable means to achieving objectives. Prudent risk-taking is important to ensure that the Activity has impact in the prioritized regions and beyond.

Local Systems Approach: The focus on local systems is rooted in the reality that achieving and sustaining any development outcome depends on the contributions of multiple and interconnected actors. Building the capacity of a single actor or strengthening a single relationship is insufficient. Rather, the focus must be on the system as a whole: the actors, their interrelationships and the incentives that guide them. Since Colombia is a complex, multi-dimensional, and fluid operating environment, it will be critical to analyze and plan all interventions based on a deep understanding of the various components of the systems in which they will work, as well as how they interact, impact each other, and produce effects. Programming must seek to approach elements in the system that can create positive catalytic effects that sustain and expand naturally after the life of the Activity, not just looking at the roles of different actors.

Windows of Opportunity: Annual work plans and specific initiatives shall be flexible and allow for responding to windows of opportunity. Grounded in the political economy of target geographies, the Recipient shall recognize when there are windows of opportunity and moments of political and social change when processes or reforms are more likely to take root. In such cases, work plans, sub-grant allocation, geographic focus, and other tools can and should be altered in response, and these changes are to be agreed upon in writing between USAID and the Recipient. Alterations to the work plan, and other documents must not hold the USG to incurring costs above the approved budget total.

Local ownership and leadership: Local ownership and leadership should underpin all Activity engagements with GOC actors at the national and local level (particularly municipal authorities), civil society, the private sector, and other Colombian stakeholders. Locally led programming is more context relevant, tailored, and sustainable and empowers local stakeholders on their journey to self-reliance. This Activity is expected to apply a participatory and facilitative approach throughout the program cycle, particularly during the inception period, to garner local leadership and ownership. The Activity will place a premium on investing in relationships and playing a behind-the-scenes role in strengthening ongoing GOC, private sector, and civil society platforms, as well as other donor-supported efforts.

9. OTHER CONSIDERATIONS

Inception Phase

Achieving outcomes will be a process of problem-driven, iterative learning and adapting. The first five (5) months of the Activity, beginning at the signing of the cooperative agreement, will serve as an inception phase, allowing time for the Recipient to:

1. Identify and analyze existing initiatives and institutions (public, private, informal, ongoing USG and non-USG projects, beneficiary groups of other interventions) that could be utilized or supported to successfully achieve program goals and objectives;
2. Map and develop alliances with stakeholders in the field (government, private sector, NGOs, community committees, etc.) to start to follow their lead and ensure their ownership of activities;
3. Identify potential local partners' absorptive capacity for assistance;
4. Identify opportunities to build capacity for sustainability;
5. Conduct a holistic assessment of cultural and gender norms, and how these impact women, LGBTI, youth, ethnic groups, their families and their communities;
6. Deepen the Recipient's understanding of on-the-ground conditions, factors impacting different risk levels, and the political economy, including (dis)incentives for change and potential windows of opportunity for achieving results;
7. Ground truth programming approaches (e.g. differentiated/tailored programming by population group), test and update critical assumptions, and refine the theory of change;
8. Confirm the geographic focus and/or propose justified adjustments;
9. Identify strategic entry points for engagement;
10. As applicable, gather baseline information;
11. Begin testing initial approaches in agile micro-pilots that build in explicit processes of iterative design and adaptation; and
12. Establish information systems and adaptive management mechanisms;

Findings from the inception period will be shared with USAID. The successful applicant and the AOR will jointly define the format and timing of this presentation.

Coordination with other USAID Activities

Restoring Our Future builds upon previous and ongoing USAID assistance provided to the GOC, local organizations, and the private sector to advance the protection of victims' rights, their reparation process, and the promotion of reconciliation opportunities. Other USAID technical offices implementing activities may overlap in terms of territory and objectives. USAID/Colombia has developed a Regional Integration Strategy (RIS) that aims at promoting collaboration and joint work from activities that overlap and have shared geographic scopes. Restoring Our Future as well as the Mission's CDCS objectives will benefit and contribute to synergies of other USAID funded programs that are operating in the same municipalities and/or have complementary objectives at the national level.

To facilitate the collaborative process, the Activity will:

- Proactively seek opportunities for joint strategic programming that amplifies results;
- Describe joint activities in work plans that clarify roles and responsibilities around specific programmatic linkages and common objectives and indicators;
- Implement strategies and actions prioritized in USAID's RIS;
- Conduct joint site visits, when appropriate, to facilitate learning across activities;
- Actively participate in USAID partner meetings and learning events;
- Include a section in quarterly and annual reports on collaborative activities and synergies; and
- Develop and contribute to joint indicators to measure effective collaboration and shared impacts.

A continuum of additional USG cooperation and collaboration opportunities could include regular meetings between Chiefs of Party and regional Activity staff; 'speed dating' events to identify cross-project partnering opportunities; joint work planning; trainings; field visits and peer learning events; co-location of offices; and pooling resources with other USG activities, among others.

Collaborating, Learning, and Adapting (CLA) Approach

The Applicant/awardee is expected to contribute to USAID's (CLA) approach to development. The CLA approach is based on the understanding that development efforts yield more effective results if they are coordinated and collaborative; test promising, new approaches in a continuous yet also rapid, targeted search for generating improvements and efficiencies; and build on what works and eliminate what doesn't. CLA takes into account programmatic learning and shifts generated by the Activity (outward generating), as well as those adopted by the Activity from external learning sources. USAID/Colombia also anticipates that a strong focus on adaptive management techniques as expressed through staffing skills, structure and culture, business processes, and stakeholder engagement will be particularly important in the implementation of this Activity, in order to track and adjust to the opportunities to operationally integrate with other activities working in related efforts.

Thus, USAID anticipates a CLA approach that tailors CLA to the needs and opportunities of this Activity, while leaving open options for future evolution in its interpretation and application.

Collaborating: Engage in active collaboration with other key in-country partners to share knowledge around assessments, emerging research, lessons learned, and evaluations, and jointly develop action plans for integrating learning resulting from these activities into improved program implementation. This principle is particularly important when addressing USAID's RIS and coordination efforts.

Learning: Identify promising practices, work collaboratively to overcome implementation obstacles, and address changing conditions. Results will be used to inform upcoming year work plans and activity design across multiple stakeholders, captured and shared broadly. Specifically define how innovative and dynamic learning agendas will be developed and implemented. Identify learning questions to guide the gathering of information to better understand or challenge key programmatic assumptions.

Adapting: Engage in periodic reflection activities with key stakeholders, including actors in youth's socio-ecological systems, to identify, capture, and act upon lessons learned in technical, cross-cutting, and management activities. The Applicant/awardee will demonstrate adaptability that is informed by knowledge gained through learning and recognize behaviors and incentives necessary to create change. Knowledge gained through learning will influence decision making, resource allocation, and adaptation to contextual shifts. Application of new knowledge to implementation decisions will be reflected in the Annual work plan, and the Activity Monitoring, Evaluation, and Learning Plan (AMELP).

Monitoring, Evaluation, and Learning (MEL)

Specific interventions applied by the Activity will be driven not just by opportunity, but also by empirical and qualitative evidence. The Recipient must integrate previous activities' evaluations and a baseline diagnostic for the Activity which reflects the elements of the development hypothesis with realistic expectations of the value and scale of results and understanding of implementation risks. Further, the Recipient must develop and administer flexible monitoring tools where country program goals and objectives may change, baselines and control groups may be lacking, cause and effect do not always follow a linear relationship, and programs rely on quick turnaround of data and analysis to inform programming decisions. Finally, the Recipient will cooperate with and facilitate the work of an independent Contractor who will design and implement an evaluability assessment to determine whether the Activity will undergo an impact or performance evaluation, in accordance with USAID policy. Results of such assessments will then be incorporated into the evaluation strategy and the Recipient is also expected to collaborate with the evaluation agreed upon with USAID.

Given the complexity of the issues that this Activity will address, the Recipient will include specific strategies and actions of USAID's complexity aware monitoring and evaluation strategy.

The Applicant must submit as part of its proposal a monitoring, evaluation and learning plan to describe how it will measure starting points, progress and results achieved in reaching the expected outcomes of the Activity. The plan should also include key learning questions and how the activity learning will contribute to USAID learning agendas.

Co-creation Throughout Implementation

As per USAID's Discussion Note: Co-Creation Additional Help included as an Annex 30 to this NOFO, "co-creation" is a technique that brings people together to collectively produce a mutually valued outcome using a participatory process, which can be used at various points throughout the Program Cycle.

Based on findings from the inception phase, the Recipient will engage with USAID and other relevant stakeholders in co-creation to finalize the adjusted Activity Description, which will be subject to the AOR's and AO's final approval and reflected in an award modification if needed. Co-creation with USAID will also take place during the preparation, revision and finalization of the Activity's Annual Implementation Plans and AMELP.

Co-creation may take various forms, but USAID anticipates in-person oral discussions and strategic review sessions with relevant Activity team members, consultations with other USAID specialists and activities, and key stakeholders, among others.

Communications and Outreach

The Activity must enhance USAID's outreach and communications efforts in three dimensions:

The first dimension is outreach to Colombian and other audiences. This effort will focus on describing and explaining USAID's efforts to assist Colombian partners to achieve the objectives established above. This includes but is not limited to:

- Preparing and sharing (with USAID) updated fact sheets on a quarterly basis.
- Preparing and sharing infographics and other innovative communications pieces and/or channels of communication with USAID and other audiences.
- Preparing and including at least one success story, following USAID guidance, describing the impact of the program in each quarterly technical report. Such stories can be as short as half-page and not longer than one page.

The second dimension is to advance the Activity's programmatic objectives through effective communications. Toward this end, the Communication and Outreach Plan will include an in-depth strategic considerations section providing an analysis of the internal and/or external environment, a set of project and communication objectives, key audiences (both primary and secondary), key messages, implementation plan, budget, and evaluation framework. Special considerations and specific actions towards behavioral changes need to be incorporated in the Communications and Outreach Plan to consistently advance inclusive reconciliation and social cohesion efforts.

The third dimension is to contribute to knowledge management, including through close coordination with the AMELP. The Communications and Outreach Plan will need to strategically be aligned with the AMELP in order to ensure effective knowledge management.

10. RESOURCES

- USAID Youth in Development Policy
- USAID Private Sector Engagement Policy
- USAID Economic Growth Policy
- Gender Integration in Democracy, Human Rights, and Governance (DRG)

- USAID Digital Strategy
- USAID Policy on Promoting the Rights of Indigenous Peoples (PRO-IP)
- USAID Complexity-Aware Monitoring Discussion Note
- Assessment - Challenges of Reconciliation and Reparation for Victims in Colombia - Final Report
- USAID/Colombia Regional Integration Strategy

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

1. ESTIMATE OF FUNDS AVAILABLE AND NUMBER OF AWARDS CONTEMPLATED

USAID intends to award one (1) Cooperative Agreement pursuant to this NOFO. Subject to funding availability and at the discretion of the Agency, USAID intends to provide up to $70 million in total USAID funding over a five-year period.

2. START DATE AND PERIOD OF PERFORMANCE FOR FEDERAL AWARDS

The anticipated period of performance is five (5) years.

3. SUBSTANTIAL INVOLVEMENT

USAID will be substantially involved in this Cooperative Agreement to help the Recipient achieve the agreement objectives in the following manner:

3.1 Approval of the Recipient's Implementation Plans: The Agreement Officer Representative (AOR) will approve the Recipient's annual implementation plans (AIP) and any subsequent changes to the plans due to shifting context, new information, security conditions, etc. The AOR will participate in strategic planning sessions for the development of AIPs. The AOR must review the agreement's terms and conditions to ensure inadvertent changes to them are not approved through the AIP.

3.2 Approval of Key Personnel and Any Changes in Key Personnel: Key personnel are those individuals considered to be essential to the successful implementation of the award. USAID will be consulted early in the process of any proposed changes in key personnel following award, and the AO will approve the selection after AOR concurrence. Key personnel identified for this award will be identified and included prior to award, if applicable.

3.3 Collaboration and joint participation: The Agency and Recipient engagement in collaboration and joint participation may occur when the Recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge. USAID anticipates collaboration and joint participation during the inception phase and co-creation throughout award implementation. Additional areas and spaces for joint participation and collaboration may be identified throughout the life of the Activity. Additionally, if the Activity establishes an advisory committee that provides advice to the Recipient, USAID may participate as a member of this committee as well. Advisory committees will only deal with programmatic or technical issues, and not routine administrative matters.

3.4 Approval of all sub-awards: 2 CFR 200.308 requires the Recipient to obtain USAID's prior approval for the subaward, transfer or contracting out of any work under the agreement. Subawards included in the final revised application and budget are considered approved unless otherwise noted at the time of award.

3.5 Approval of the Activity Monitoring Evaluation and Learning Plan (AMELP): The AOR will review and approve the AMELP and all subsequent changes to it.

3.6 Approval of one stage of work. The Agency's review and approval of one stage of work, before work can begin on a subsequent stage during the period covered by the cooperative agreement. This includes the Inception Phase detailed in Section A. Additional stages may be identified depending on the technical approach of the apparently successful Applicant and included in this section prior to award or outlined during implementation as part of the Annual Implementation Plan.

3.7 Approval of print or electronic publications: The AOR will review--with the Development Outreach & Communications (DOC) Specialist--and approve final versions of all communications materials, including printed and/or electronic publications, before these are released to ensure compliance with approved Activity specifications.

3.8 Approval for direction or redirection: The AOR will authorize specific kinds of direction or redirection because of interrelationships with other Activities sponsored by the U.S. Government or other donors and to ensure coordination and complementarity, avoid duplication of efforts, and/or support U.S. foreign policy considerations. All such direction or redirection must be within the program description, budget, and other terms and conditions of the award.

3.9 Approval of humanitarian assistance activities: Humanitarian assistance activities to preserve activity impact or assist target populations impacted by disasters may be implemented on an as needed basis and are not bound by the geographic focus; rather, activities are subject to prior written approval by the AO.

3.10 Construction: No form of construction, including small scale infrastructure, is allowable without express, prior written consent by the AO. The AOR does not have authority to authorize such activities or to commit USAID funds to these activities. The Recipient has an affirmative duty in ensuring it is not using USAID funds for any activity that is considered construction under USAID policies. Any USAID funds used for these purposes are unallowable without prior written AO consent. No retroactive consent will be given under any circumstances.

4. ADMINISTRATIVE AND TECHNICAL INVOLVEMENT

The following factors applicable to both grants and cooperative agreements are not considered substantial involvement during performance and include the following:

1. Agency approval of recipient plans prior to award;
2. Normal exercise of Federal stewardship responsibilities during the project period such as site visits, performance reporting, financial reporting, and audit to ensure the recipient accomplishes the objectives, terms, and conditions of the award;

3. Unanticipated Agency involvement to correct deficiencies in project or financial performance from the terms of the assistance instrument;
4. General statutory requirements understood in advance of the award, such as civil rights, environmental protection, and provision for the handicapped;
5. Agency review of performance after completion; and
6. General administrative requirements, such as those included in 2 CFR 200.

Also, the Agency may provide technical assistance, guidance, or advice to the recipient during the period of the award to enhance collaboration or engagement with the recipient. Such technical assistance, guidance, or advice is not considered substantial involvement when:

7. USAID provides it at the request of the recipient;
8. The recipient is not required to follow it; or
9. The recipient is required to follow it, but USAID provides it prior to the start of the award, and the recipient understands this prior to the award of the instrument, for example, when more-frequent reporting is required, as allowed by 2 CFR 200.327 and 2 CFR 200.328 .

5. AUTHORIZED GEOGRAPHIC CODE

The geographic code for the procurement of commodities and services under this program is 937. Code 937 is defined as the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source.

6. NATURE OF THE RELATIONSHIP BETWEEN USAID AND THE RECIPIENT

The principal purpose of the relationship with the Recipient under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Restoring our Future Activity, which is authorized by Federal statute. The 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]

SECTION C: ELIGIBILITY INFORMATION

1. ELIGIBLE APPLICANTS

Eligibility for this RFA is not restricted. U.S. and non-US organizations may participate under this RFA. Public International Organizations (PIOs), as defined by ADS 308, are eligible to submit an application. Any PIO that submits an application to this RFA is agreeing to have all substantial involvement clauses (See Section B.3) included as special conditions in their final PIO cost-type agreement (See ADS 308.3.2.2 and ADS 308.3.9.1) or is otherwise ineligible for award.

Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful applicant will be subject to a responsibility determination assessment (Pre-award Survey) by the Agreement Officer (AO).

The Recipient must be a responsible entity. The AO may determine a pre-award survey is required to conduct an examination that will determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award.

For-profit applicants must note that USAID policy prohibits the payment of fee/profit for recipients under assistance instruments. Forgone profit does not qualify as cost-share or leverage.

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

2. COST SHARING OR MATCHING

This activity will require a cost share of $11,000,000.00 from interested applicants. The cost share requirement will strengthen local ownership of the program and sustainability of results. Colombia is a middle-income country with a vibrant private sector already partnering with USAID under numerous Global Development Alliances, and this new activity intends to even further strengthen private and public sector engagement.

3. NUMBER OF APPLICATIONS

An applicant may submit only one application per organization; no individual investigator/ program director applications will be accepted.

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. AGENCY POINTS OF CONTACT

Name: Mr. William Sedlak
Title: Agreement Officer

Name: Mr. Elkin Romero
Title: Acquisition & Assistance Specialist
Email: elromero@usaid.gov

2. QUESTIONS AND ANSWERS

All questions regarding this NOFO should be submitted in writing to the e-mail addresses above not later than the time indicated on the cover letter. Any information given to a prospective Applicant concerning this NOFO will be furnished promptly to all other prospective Applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

3. GENERAL CONTENT AND FORM OF THE CONCEPT PAPER AND APPLICATION

This is a two-tiered RFA in accordance with ADS 303.3.6.1(c). Selection under this RFA will be based on a two-step process:

- **Phase 1** - Concept Paper submissions: open to all eligible organizations as described in this RFA.

- **Phase 2** - Full application submissions: by invitation only to Applicants selected under Phase 1 evaluation.

Applicants must first submit a concept paper for review. All concept papers will be evaluated according to the criteria specified in this NOFO. If the concept is determined to warrant further evaluation per the selection criteria established, full applications will be requested.

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, tables, and charts.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The technical application must be a searchable and editable Word or PDF format as appropriate.

- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the Applicant's discretion, however, the official cost application submission is the unlocked Excel version.

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

3.1 Phase 1 - Concept Paper – Open to all eligible organizations as described in this RFA

1. Submission Instructions

Concept papers must be submitted electronically via email to Mr. William Sedlak and Mr. Elkin Romero at the following email address: elromero@usaid.gov. Email submissions must include the following information in the subject line:

"*RFA 72051422RFA00001 – [name of organization] - Concept Paper*"

2. Contents and Form

Concept Papers must not exceed five (5) pages in total. Applicants are advised that any pages exceeding these limits will not be considered for evaluation. Concept papers must be submitted in PDF format in one single file.

2.1 Applicant Information (1 page - not counted against the page limit)

This section must include the following information:

a. Activity title;
b. RFA number;
c. Name of organization (s) applying (lead or primary Applicant) for the agreement;
d. Any partnerships and/or proposed sub-awardees;
e. Contact person, telephone number, email, address..

2.2 Case Study (up to 3 pages)

Applicants must present a case study that reflects how the proposed technical approach will achieve the program objectives. The case study must include illustrative activities that the Applicant would undertake to incorporate the different activity elements included in the Program Description (Section A). Applicants will choose one municipality or region that complies with criteria described in Section A to develop its case study.

The concept paper must briefly describe the following:

a. An understanding of victims' issues and the necessary elements to advance reconciliation in the Colombian context.
b. Technical approach to achieve the project's three objectives.
c. A systems approach that includes local actors and that evidences the links between creating an enabling environment for reconciliation and protecting victims' rights.

2.3 Management Approach (up to 1.5 pages)

The Applicant must describe the management structure and approach to achieve the results in the Program Description, including the implementation of the sub-awards component and an organizational chart showing the proposed central and regional structure.

2.4 Relevant experience and capacity to implement (up to 0.5 pages)

The Applicant must provide three examples of your organizations' most recent projects, or projects most relevant to your concept paper, including the title of the project, the dates, the total funding, the donor (if any), and a brief description.

3.2 Phase 2 - Full Application - Open only to organizations selected in Phase 1

3.2.1 Full Application Submission Procedures

Applications in response to this NOFO from organizations invited to this stage must be submitted no later than the closing date and time indicated in the subsequent letter from USAID requesting a full application. Late applications may be considered at the discretion of the Agreement Officer. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time. It is the Applicant's responsibility to ensure that all necessary documentation is complete and received by USAID/Colombia on time. Applicants are reminded that email is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

Full Applications must be submitted in two separate parts: (a) Technical Application and (b) Business/Cost Application. Please indicate in the subject line of the email whether the email is related to the technical, cost application or presentation, and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g. "No. 1 of 4").

For example, if your cost application is being sent in two emails, the first email will have a subject line which says: *"[RFA 72051422RFA00001, [organization name], Cost Application, Part 1 of 2"*.

All applications received by the submission deadline will be reviewed for responsiveness to the NOFO and the application format. No additions or modifications will be accepted after the submission date.

After the application has been sent electronically, immediately check your own email to confirm that the attachments that were intended to be sent were included. If an error is discovered in the transmission, please send the material again. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

3.2.2 Technical Application Format

The technical application must be specific, complete, and concise. The application must demonstrate a clear understanding of the work to be undertaken, the responsibilities of all parties involved, offer critical thinking and analysis for each component, demonstrate how the programmatic approach and operational principles will be implemented, and tie the technical approach to Expected Results to be achieved. The application must take into account the requirements of the Activity and merit review criteria found in this NOFO.

The entire technical application must not exceed 25 pages and must include the following sections. All pages except for Key Personnel Resumes and References (Section D.3.2.2.f) and Key Personnel Letters of Commitment (Section D.3.2.2.g) will be counted against the 25-page limit.

Cover Page (see Section D.3.2.2.1)
a. Table of contents (one-page listing all page numbers and annexes)
b. Acronym List (one page maximum)
c. Technical Strategy (See Section D.3.2.2.2)
d. Management, Staffing Plan and Key Personnel (See Section 3.2.2.3)
e. Resumes and References for 5 Key Personnel (2 pages maximum for each key personnel position-see Section D.3.2.2.3.b.ii)
f. Key Personnel Letters of Commitment (1 page each-see Section D.3.2.2.3.b.iii)

3.2.2.1 Cover Page (one page maximum)

The Cover Page must include the following information

a. Activity title

b. RFA number

c. Name of organization (s) applying (lead or primary Applicant) for the agreement

d. Any partnerships and/or proposed sub-awardees

e. Contact person, telephone number, fax number, address, and types name(s) and title(s) of person(s) who prepared the application, and corresponding signatures.

3.2.2.2 Technical Strategy (15 pages maximum)

The technical strategy must provide a clear and succinct overview of the Applicant's proposed plan for achieving the objectives and results outlined in the Program Description and Results Framework, adhering to the programmatic approach, guiding principles, and other considerations as described in Section A. The technical strategy must display coordination, integration, and complementarity among all its components.

The Applicant must demonstrate clearly how the Objectives and Results will be achieved, and how it will capitalize on previous USAID and other successes in Colombia. It must demonstrate a clear understanding of the context and incorporate strategies and illustrative activities and indicators that are hallmarked by synergies between stakeholders, innovation, feasibility considerations, and a focus on generating sustainability beyond the performance period.

The Applicant must also incorporate a detailed strategy for the active engagement, and meaningful participation and co-creation throughout implementation of local organizations, especially victims' organizations. The technical strategy shall also specify the Applicant's anticipated primary local partners and alliances.

The Applicant must also demonstrate a strategy to engage other relevant stakeholders, including sub-national government actors (e.g., governor's offices, mayor's offices, municipal secretariats), relevant national institutions (e.g., Ministry of the Interior, Victims Units, Unit for the Search of Missing Persons, Special Jurisdiction for Peace, High Presidential Counselor for Stabilization, etc.), civil society organizations and the private sector. This strategy must evidence a clear approach to consulting with these stakeholders from the design phase onwards and including them in relevant programmatic activities.

As stated in Program Description (Section 7. Subawards Fund), the Applicant must clearly demonstrate the proposed approach to working directly with victims' organizations and other local actors that promote reconciliation and truth-telling to strengthen their capacity and support their technical initiatives.

The Applicant must include the geographic focus proposed based on the Section A criteria that shows the current and predicted future need for the intervention, added value of the intervention in these areas; and how the Applicant will complement and program collaboratively with other development actors and projects in these areas.

The technical strategy must also reflect how the Applicant will respond rapidly to the changing context, including emerging needs, evolving crises such as socio-economic, political, and humanitarian emergencies, and natural disasters. It should also be appropriate and effective based on political economy considerations.

3.2.2.3 Management, Staffing Plan and Key Personnel (5 pages maximum)

a. Management and Staffing Plan

The Applicant must propose a management approach and staffing plan with a clear structure and lines of accountability to achieve maximum impact with the budget resources provided. The use of local rather than international personnel for both permanent and short-term positions should be maximized to assure appropriate institutionalization and sustainability. The staffing plan must also evidence diversity and inclusion.

This section must include a discussion of how the Applicant will manage program activities and subawards with local organizations. Additionally, the Applicant must include an organizational chart which shows the totality of positions proposed for all components, as well as inter-staff relationships, the proposed central and regional office structure, and integration of consultations into the overall structure. The management plan must clearly demonstrate the relationship and structure of the proposed partnerships.

The Applicant must include as part of the management plan any proposed sub-recipients and their respective roles in relation to the program objectives. The management plan must include a chart that shows the structure, governance, and relationships between the prime and sub-recipients.

As the activity will include grants to local civil society organizations that require capacity building, the Applicant must include a brief description of how it will support technical and managerial skills-building among the staff of local partners and how it intends to measure results achieved in this regard.

b. Key Personnel

Key personnel include the Chief of Party and a Deputy Chief of Party. The Applicant may propose an additional three key personnel positions and the respective candidates. The Applicant must propose individuals for the Key Personnel positions that are highly qualified to fulfill the responsibilities of these roles. This core management team must demonstrate the required skills to manage the Activity and interact with high-level GOC officials, civil society and victims' representatives and the private sector at the national and subnational levels.

In addition, the Applicant must have an interdisciplinary team that can work vertically and horizontally to achieve Activity objectives (e.g., expertise relevant to the Activity's focus areas stated in the Program Description and the Guiding Principles). Proposed Key Personnel must have sufficient managerial as well as technical capacity, expertise, and experience to effectively manage and support the overall project and its staff. They should also have experience and expertise in designing, implementing, and evaluating activities similar to those described in the Program Description.

Applicants are strongly expected to consider the selection of the staff based on the possibility of recruiting highly qualified Colombian professionals to achieve the objectives set forth. Applicants are strongly encouraged to consider gender equality and diversity in their leadership team and overall staffing plan.

This section will describe in narrative format, the roles and responsibilities, qualifications, and relevant work experience of the proposed Key Personnel. The Applicant must state concisely how the proposed individuals are appropriate for supporting effective implementation and achieving the program's objectives.

For each Key Personnel position, the Applicant must submit the following:

i. A brief description of the responsibilities of the key personnel position;
ii. Resumé for the proposed key personnel, with three references with telephone numbers and email addresses. USAID reserves the right to obtain information on key personnel from any and all sources inside or outside the U.S. Government;

iii. A signed letter from the key personnel indicating his/her availability to serve in the stated position.

The Chief of Party (COP) and a Deputy Chief of Party (DCOP) must be fluent in oral and written English to ensure effective communication with USAID and other USG entities, including participation in high level discussions and visits.

3.2.2.4 Illustrative AMELP and CLA Strategy (5 pages maximum)

The illustrative AMELP will describe the Applicant's approach to monitoring, evaluation, and learning and include specific high-level outcomes linked to impact-level results and relevant indicators. The proposed indicators must be useful for timely management decisions and credibly reflect the performance of the Activity. The Applicant must also include a proposed timeline for MEL actions that will enable a timely collection of data, including baselines at relevant outcome and output levels. Structured qualitative data gathering, and analysis approaches can shed valuable insight on activities and approaches that are not amenable to standard performance indicators and linear logic models. If the Applicant proposes such data gathering and analysis, it will include a discussion on how they will transcend anecdotes and contribute to establishing an evidence base for future decisions.

This Activity is designed to enable iterative, adaptive approaches to achieving programmatic objectives guided by system analysis and stakeholder mapping during the initial inception phase and informed by ongoing context and political economy analysis. The Applicant's illustrative AMELP must describe its approach to Collaborating, Learning, and Adapting (CLA) in depth.

In addition to traditional performance-based monitoring and evaluation tools, the Activity is expected to employ approaches suitable to non-linear change pathways. Applicants are encouraged to include Complexity-Aware Monitoring and Evaluation methodologies that will complement traditional monitoring mechanisms and enrich the activity's CLA and MEL approach.

Ongoing, CLA and context analysis will be embedded in the Activity's technical strategy as well as its management and staffing plan. This will allow Activity staff and USAID to closely monitor the political and institutional environment, assess emerging and shifting needs, and quickly redirect resources out of areas where progress is unlikely to areas where opportunities and challenges arise. The Applicant must explain how it will use the AMELP to proactively recommend programming adjustments to USAID and is expected to be candid about approaches and activities that are not working.

The AMELP will have a special focus on empowering Colombian partners - both within and outside of government - to utilize diverse MEL approaches, and to integrate learning into feedback processes that are cyclical and well facilitated. The AMELP must also describe how it will be articulated with the Communications and Outreach Plan for effective knowledge management.

3.2.3 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 will not submit any additional information with their initial application.

For budgeting purposes, Applicants must use an Exchange Rate of COP $3,500 per US dollar.

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

3.2.3.1 Cover page

The Business/Cost application must include a cover page containing the following information:

a. Activity title;

b. RFA number;

c. Name of organization (s) applying (lead or primary Applicant) for the agreement;

d. Any partnerships and/or proposed sub-awardees;

e. Contact person, telephone number, fax number, address, and types name(s) and title(s) of person(s) who prepared the application, and corresponding signatures.

3.2.3.2 SF 424 Form

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.

3.2.3.3 Required Certifications and Assurances

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

a. "Certifications, Assurances, Representations, and Other Statements of the Recipient" document found at http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf
b. Assurances for Non-Construction Programs (SF-424B)
c. 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).

3.2.3.4 Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make an award and may result in a rejection of the cost application.

The Budget Narrative must be a written narrative in Word or PDF formats that explains individual cost elements and how they were estimated. The narrative 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 sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

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 for Summary 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 named 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:

a. Salary 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.

b. 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 comprised 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.

c. 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.

d. 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.

e. 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.

f. Inception Phase - The Applicant must incorporate costs associated with the five months of inception phase.

g. Co-creation - The Applicant must incorporate costs associated with co-creation throughout the life of the Activity.

h. Grants Fund – The GF should be consistent with the Applicant's technical approach. Applicants should note the importance of local partners engagement throughout implementation as described in Section A of the NOFO.

i. Knowledge Management - The Applicant must incorporate the estimated cost for knowledge management as described in Section A.

j. AMELP - The Applicant must allocate sufficient human and financial resources within the budget necessary for successful implementation of the AMELP.

k. Reports – The activity will require various reports throughout the life of the Activity as included in section F. The Applicant must allocate sufficient resources to generate these reports and to submit them in English language.

l. Security – The Applicant must clearly identify security costs in the budget and budget narrative that demonstrates it has undertaken a thoughtful review of their security needs to successfully implement the Activity as presented in its technical approach.

m. Environmental Compliance – The Applicant must include enough resources in the budget to ensure it can comply with environmental requirements for this Activity.

n. 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.

o. 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, if the application is still under consideration after the merit review. USAID is under no obligation to approve the Applicant's requested method.

p. Cost Sharing - The Applicant must include the amount of cost-sharing resources to be provided over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants must also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting award.

3.2.3.5 Prior Approvals in accordance with 2 CFR 200.407

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

3.2.3.6 Approval of Subawards

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

- Name of organization
- UEI 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.

3.2.3.7 Unique Entity Identifier (UEI) and SAM Requirements

USAID may not award to an Applicant unless the Applicant has complied with all applicable Unique Entity Identifier (UEI 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:

a. Provide a valid UEI number for the Applicant and all proposed sub-recipients;

b. 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).

c. 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.

SAM registration and UEI number: http://www.sam.gov

Non-U.S. 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.

3.2.3.8 History of Performance

The Applicant 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 three (3) 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 three (3) 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.

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

3.2.3.9 Branding Strategy & Marking Plan

Applicants must provide a Branding Strategy and Marking Plan (BSMP) to be evaluated and approved by the Agreement Officer and incorporated into any resulting award. The template for submission of this document is attached to this NOFO.

The Applicant must submit a draft Branding Strategy and Marking Plan with the Technical Application. The proposed BSMP may be revised and modified as needed during the inception and/or co-creation periods. It must include all estimated costs associated with the branding and marking of the Activity, such as plaques, stickers, banners, press events and materials, etc. In preparation of the BSMP, the Applicant must use the attached guidance and format.

Applicants must briefly describe (not to exceed two pages) how they will promote USAID identity, U.S. Government's support for this Activity and the Activity's achievements in Colombia. It is a Federal statutory and regulatory requirement that all overseas programs, projects, activities, public communications, and commodities that USAID partially or fully funds under an assistance award or sub-award must be appropriately marked with the USAID identity.

The branding and marking plan must be consistent with USAID's Branding and Marking Policy. USAID's Agreement Officer will have final approval of the branding strategy and marking plan. The branding and marking plan will be included in and made a part of the resulting associate cooperative agreement.

Although the Activity has been named *Restoring our Future* by USAID, the Applicant is expected to propose a Spanish name that reflects the Activity's objective. This may be done through the submission of the draft BSMP and will be subject to discussion and approval by USAID upon 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 RFA or APS 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 RFA or APS 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 announcements, billboards, Web sites, and so forth, as appropriate.

iii. Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicants must incorporate the USAID Identity and the message, "USAID is from the American People."

iv. Provide any additional ideas to increase awareness that the American people support this project or program.

5. Information on any direct involvement from 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.

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 brand mark, 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 RFA or APS 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, audio-visual 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.

3.2.3.10 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.5 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

3.2.3.11 Conflict of Interest Pre-Award Term (August 2018)

1. Personal Conflict of Interest

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

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

2. Organizational Conflict of Interest

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

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

1. CRITERIA

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

Technical and other factors will be evaluated relative to each other, as described here, and prescribed by the Concept Paper/Technical Application Format. The Concept Papers and Technical Applications will be scored by a Selection Committee (SC) using the criteria described in this section.

2. TECHNICAL REVIEW AND SELECTION PROCESS

This is a multi-tiered RFA in accordance with ADS 303.3.6.1(c). Selection under this RFA will be based on a two-step process:

- **Phase 1** - Concept Paper submissions: open to all eligible organizations as described in this NOFO. Concept papers will receive a PASS or FAIL rating depending on the results of the evaluation process according to the merit review criteria outlined below for this stage. Applicants who are not invited to proceed to Phase 2 will be notified.

- **Phase 2** - Full application submissions: by invitation only to applicants selected under Phase 1 evaluation.

Applicants must first submit a concept paper for review. All concept papers will be evaluated according to the criteria specified in this RFA. If the concept is determined to warrant further evaluation per the selection criteria established, USAID will request a full application. In accordance with ADS 303.3.10.2 and 2 CFR 200.306, cost sharing will be used to break ties among full applications with equivalent scores after evaluation against all other factors.

2.1 Merit Review Phase 1 - Concept Paper – Open to all eligible organizations

The concept papers will be evaluated based on the following criterion:

Through the case study, USAID will review the Applicant's understanding of victims' issues, the necessary elements to advance reconciliation in the Colombian context and how the proposed strategy, illustrative activities and key stakeholders incorporate the different elements of the Program Description in a feasible way to achieve the overall objective in the municipality/region selected. Concept papers must demonstrate a systems approach that includes local actors and that evidences the links between creating an enabling environment for reconciliation and protecting victims' rights. Additionally, USAID will review the applicants' proposed management structure and approach to achieve the results including how the sub-awards component will be implemented and the proposed organizational chart showing the central and regional structure. Also, it will evaluate the relevance of the projects implemented as it relates to the concept paper.

2.2 Merit Review Phase 2 - Full Application – Open only to organizations selected in Phase 1

USAID will conduct merit reviews of all full applications from organizations invited from Phase 1 that comply with all requirements and instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the criteria below, listed in descending order of importance. Applications will be scored using an adjectival evaluation scale (exceptional, very good, satisfactory, marginal, and unsatisfactory).

Evaluation Criteria #1 – Technical Strategy

The technical strategy shall be evaluated based on the extent to which:

a. Is clear, technically sound, feasible, responsive to the program description contained in Section A and is likely to meet the Activity's objectives and Intermediate Results.
b. Demonstrates an understanding of the programming context and clearly defines strategies and actions that are responsive to the Activity's guiding principles and other considerations.
c. The Applicant's selection of the proposed geography and the extent to which it demonstrates it took into consideration criteria defined in this NOFO and shows how the Applicant will program collaboratively with other development actors, including but not limited to other USAID-funded activities.
d. The likelihood of sustainability of the proposed approach beyond the life of the Activity, this includes a robust strategy to engage local organizations throughout implementation using co-creation, collaboration and learning among other mechanisms.

Evaluation Criteria #2 - Management, Staffing Plan and Key Personnel

The merit review will consider the extent to which:

a. The proposed management and staffing plan effectively support the strategy presented to achieve the results in the Program Description.
b. Proposed key personnel roles, qualifications, skills and responsibilities are adequate and consistent with the proposed technical application and it reflects a diverse team of qualified Colombian professionals.
c. Ability to rapidly roll-out and manage the subawards fund, in line with USAID best practices, and provide capacity-building to sub-awardees and engage local organizations consistently throughout program implementation.

Evaluation Criteria #3 – AMELP and CLA approach

The merit review will consider the extent to which the Illustrative AMELP and CLA Strategy:

a. Captures the full extent of the results and impacts, and their appropriateness to flexible, demand-led, and complex change processes.
b. Includes a CLA approach that is clear, responsive to the programming context and is

embedded in the technical strategy and management and staffing plan.

3. BUSINESS REVIEW

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

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

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

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

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. FEDERAL AWARD NOTICES

A notice of award signed by the AO is the authorizing document. USAID will provide it to the selected Recipient electronically. Unsuccessful Applicants will be notified.

Award of the agreement contemplated by this RFA 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: ADS 303, 2 CFR 700, 2 CFR 200, and Standard Provisions for Non-U.S. Non-governmental Organizations.

For Public International Organizations: ADS 308 and Standard Provisions for Cost-Type Agreements with Public International Organizations (PIOs)

This NOFO only contains provisions that are required at this stage. Final provisions will be incorporated in the final award as applicable to the selected Recipient.

3. REPORTING REQUIREMENTS

3.1 Financial Reports

3.1.1. Quarterly Projected Expenditures

The Recipient will submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format. Electronic copies of the SF-425 can be found at: https://www.usaid.gov/forms/sf-425.

The Recipient must submit a spreadsheet, within 10 days following the end of each USG Federal Fiscal Quarter (e.g., by October 10, January 10, April 10, and July 10), showing quarterly projected expenditures to the Agreement Officer Representative (AOR) in accordance with the schedule specified by USAID/Colombia.

3.1.2 Quarterly Accruals Reports

The Recipient is expected to submit accrual information to the AOR in accordance with the schedule specified by USAID/Colombia.

3.2 Planning, Monitoring, and Learning Reports

3.2.1 Inception Period Scope of Work

The Recipient must submit a scope of work for the inception period that includes the proposed approach, activities, expected results, work plan, management and staffing structure, budget, and timeline. This scope of work must include a plan to ensure engagement of USAID, relevant USG, and other donor programs as well as engagement of other key stakeholders (GOC, private sector, civil society, etc.). In this inception phase, the Recipient will further test the geographic focus and may propose changes for USAID's approval.

The Recipient must include a draft Activity Monitoring, Evaluation and Learning Plan (AMELP) as part of the Inception Period Scope of Work for USAID review and comment. Structure of the AMELP must follow guidance included in section 3.2.4.

Due Date: Thirty (30) calendar days after the beginning of the period of performance.

3.2.2 Inception Period Report

An inception phase report must be submitted at the conclusion of the inception period. The content/sections of the inception period report will be defined with USAID/AOR.

Due Date: The inception period report must be submitted within 30 calendar days of the finalization of the three-month inception period.

3.2.3 Annual Implementation Plan

This document serves as a detailed guide to Activity implementation and once approved, represents an agreement as to the nature and timing of interventions and becomes a reference tool for the implementer and USAID to track progress on achieving the award objectives. Each annual implementation plan will form the basis for an annual management review conducted by USAID and the AOR to assess Activity directions, priorities, achievements, and prior year implementation results, as well as management and implementation impediments, and to make recommendations for revisions, as appropriate.

The Annual Implementation Plans will include proposed activities for the given year, time frame for implementation, detailed budget, review of previous year's accomplishments (if applicable), problems, and progress towards achieving the Activity's objectives.

All Annual Implementation Plans must be within the program description and must not alter the cooperative agreement program description or terms and conditions in any way; such changes may only be approved by the AO, in advance and in writing. Thereafter, if there are inconsistencies between the AIP and the program description or other terms and conditions of the agreement, the agreement will take precedence over the AIP.

Due Date Year One: Within sixty (60) calendar days of the end of the inception period. This AIP will cover activities through the end of the current USG Federal Fiscal Year (October 1 – September 30). The first AIP must take into account the lessons learned and conclusions from the inception period.
Due Date Subsequent Years: August 31 of every year. It will cover the Activity from October 1 through September 30.

3.2.4 Activity Monitoring Evaluation and Learning Plan (AMELP)

The Recipient will be responsible for developing and implementing an Activity Monitoring, Evaluation, and Learning Plan (AMELP). This plan will describe the process for tracking and documenting progress against the Activity objectives and expected results, over the life of the Activity. Its implementation will be used to identify challenges and lessons learned; influence decision-making for ongoing improvement and resource allocation; and serve for adaptive management. The AMELP must describe the MEL strategies, approaches and tasks as stated in USAID Automated Directives System (ADS) 201.

It will contain at least the following sections:

a. Introduction and/or Overview

This section will include a brief description of the Activity, its results framework, the theory of change and its alignment with the Colombia Country Development Cooperation Strategy (CDCS).

b. Monitoring Plan

This section will incorporate the monitoring approach including performance indicators of outputs and outcomes that must be clearly articulated to the results framework (or logic model) of the Activity. The main objective (or goal) and the higher-level objectives (or components) of the results framework must be aligned with at least one outcome indicator directly attributable to or affected by the Activity. All the objectives at the different levels of the results framework will include the necessary output indicators to track progress of the Activity. Baselines and targets for all performance indicators included must be settled and included in a summary table.

This plan will also include context indicators to track conditions and external factors out of the direct control of the Activity, that are relevant to its implementation and that will be used to monitor assumptions and risks identified in the results framework. No targets are required for context indicators. With the context indicators the Recipient should consider including at least one indicator to track and to comply with climate risk mitigation. When selecting performance and context indicators, the Recipient must consider their relevance and accuracy according to the intended results of the Activity, as well as the time and resources required to collect and report each indicator data.

Some of the indicators proposed may include Foreign Assistance (F) Standard Indicators and USAID/Colombia Mission Indicators relevant for tracking progress of the expected results of the Activity. The Recipient will include this type of indicators in collaboration with the AOR and the MEL Specialists of USAID/Colombia. USAID/Colombia will provide guidance and the list: Performance Indicator Reference Sheet (PIRS) of all active “F” and Mission indicators as soon as the Activity starts.

As part of the AMELP, per ADS 205.3.6, “Integrating Gender Equality and Female Empowerment in USAID’s Program Cycle, Monitoring, Evaluation, and Learning”, the Recipient must include gender sensitive indicators that focus on gender equality and female empowerment. Specifically, the indicators are to be designed to track changes in key gender gaps and male and female roles. The Recipient should also disaggregate information by gender and age and provide an analysis of the differing impacts on women, children, youth, and vulnerable groups, which may be ethnic communities, persons with disabilities, or the LGBTI community. The Recipient is encouraged to use USAID’s Standard “F” indicators related to gender where appropriate, and also to develop outcome indicators that quantitatively show the Activity’s impact on inequalities that exist in terms of gender and vulnerable populations.

Data for beneficiary population indicators proposed should be disaggregated by geography (department, municipality), sex, and where possible, by age, by vulnerable and minority groups including ethnic groups. The Recipient must include gender sensitive indicators that focus on gender equality and female empowerment. Specifically, the indicators will be designed to track changes in key gender gaps and male and female roles.

Beyond indicators, the Recipient will also incorporate as applicable other monitoring approaches that can provide qualitative insights, data collection on a more ad hoc basis, or more in-depth exploration into the achievement of results. Given the complex reality to which this Activity responds to, the Recipient is encouraged to include Complexity Awareness Monitoring and Evaluation approaches and tools as described in USAID’s Complexity- Aware Monitoring discussion notes.

c. Evaluation Plan

The section will include any plan for internal evaluations to be developed by the Recipient over the life of the Activity, the type of evaluation (performance or impact), purpose and expected use, and an initial approach to possible evaluation questions, estimated budget, planned start date, and estimated completion date. The evaluation plan will also include any plans for collaborating with any external evaluations planned by USAID, which entails ensuring that external or USAID-led evaluations will have access to appropriate data collected by the Recipient, such as performance monitoring data. As appropriate, the Recipient should plan to collect baseline information during the inception phase.

d. Collaborating, Learning and Adapting (CLA) Plan

This section of the AMELP will identify learning questions that relate to the Activity theory of change, potential gaps in the theory of change or technical knowledge base, and how the Activity relates to others known by the Recipient. The CLA plan may also indicate how the activity will address learning questions or knowledge gaps and identify ways to allow for adjustments as circumstances change or learning evolves. It will also describe and indicate the frequency of the learning and reflection activities that will be developed such as after-action reviews, workshops, and reports. It will also describe how knowledge and learning will be gained from implementation, evaluation findings, and monitoring data, among other sources, to adjust interventions and approaches, as needed**.**

e. Plan for Managing Data

This section will have a full description of how the data and information will be collected, analyzed, and used, based on data quality standards referenced in ADS 201. This section will include the data collection methods, the formats in which data will be held and shared within the Recipient facilities, data security protocols and data analysis and use, bearing into consideration USAID's data quality standards.

This section must also include a preliminary identification of the Open Datasets to be collected and submitted in USAID's open data portal (www.usaid.gov/data) according to ADS 579. If all the datasets cannot be identified to the moment of the AMEL Plan approval, it must include provisions on future collection and submission in compliance with references of the ADS 579, such as incorporation of metadata and standards for geographic data.

f. Knowledge Management Plan

This section will describe how the Recipient will ensure that knowledge is generated, captured, shared, and applied systematically and strategically. As a fundamental aspect of the aforementioned, the Recipient must describe how it will achieve effective coordination and complementarity between the AMELP and the Communications and Outreach Plan.

g. Roles and responsibilities

This section will describe the composition of the staff/personnel needed to carry out the monitoring, evaluation and learning activities for the implementation of the AMEL Plan, including roles, responsibilities, and level of effort.

h. PIRS (Performance Indicator Reference Sheets) and CIRS (Context Indicator Reference Sheets)

A PIRS and CIRS must be completed for all performance and context indicators included in the Monitor Plan. Each one describes all the relevant information necessary for those who collect or ultimately use the indicator data. The chosen "F" Standard and USAID/Colombia Mission indicators must comply with the existing Standard PIRS so that the results can be aggregated at Colombia Mission and other USAID levels. The Recipient may further define a "precise definition" according to the Activity's context in the standard PIRS as appropriate. However, the precise definition must be within the scope of the indicator's standard definition.

i. Annexes:

As per ADS 201, every instrument or method used to collect or analyze information will be referenced and annexed to the AMELP. Annexes may also include other narratives and tables that the Recipient considers relevant for complementing the previous sections.

Resources for AMELP construction: For guidance on the AMELP construction please refer to ADS 201, How-to Note: Activity Monitoring, Evaluation, and Learning Plan and ADS Reference 201maf Performance Indicator Reference Sheet (PIRS). USAID/Colombia will also provide the Recipient with additional templates and guidance.

Elaboration and approval of the AMELP: The AOR in collaboration with the USAID/Colombia MEL Specialists, and other relevant stakeholders as appropriate, will engage in co-creation with the Recipient to review and finalize the AMEL Plan, will verify that the proposed indicators are consistent with and meet the data collection needs of the Mission, and approve or concur with the plan. The AMELP is a critical mandatory tool for planning, managing, documenting, and evaluating performance over the life of the Activity. If over the course of implementation, modifications to the AMELP become necessary, the changes to the Plan must be approved by the AOR.

Due Date: The AMELP must be submitted within sixty (60) calendar days of the end of the inception period.

3.2.5 Communications and Outreach (C&O) Plan

USAID/Colombia conducts public affairs to raise public awareness, understanding, and support for the role and contribution of U.S. assistance programs in Colombia. The Recipient must support USAID's outreach to Colombian and U.S. audiences by producing informative materials explaining USAID's efforts to assist the people and Government of Colombia to achieve the Activity's objectives.

The C&O Plan must explain how the Recipient will create and implement a variety of appropriate outreach and communications tools and platforms to i) raise public awareness, understanding, and support for the Activity; ii) help advance the Activity's programmatic objectives in accordance with the requirements of Section A and C; and iii) contribute to knowledge management, including through close coordination with the AMELP. The Contractor will also include an annual Communications Calendar noting key elements and activities warranting public information and outreach activities. The C&O Plan must identify the audience (primary and secondary), format, schedule, and purpose of all internal and external communications products, including the required reports listed below.

The C&O Plan must identify appropriate external communications products. Illustrative examples of other products that might be included are electronic bulletins, infographics and/or newsletters. The C&O Plan must include a narrative section describing the strategic purpose for each outreach tool not listed among the required reports. Additionally, the C&O Plan must include a section describing the resource needs for each communications product, to ensure adequate planning and execution of the plan to produce high-quality, timely, succinct, and effective communications tools. The Plan must also describe how it articulates and complements the AMELP under the KM umbrella; this must be evident in the communication and outreach activities included in the annual implementation plans.

The draft C&O Plan will be refined jointly with the AOR and USAID's Development Outreach and Communications Specialist. The C&O Plan must align with the Branding Implementation Plan and Marking Plan, which describe how they will communicate to beneficiaries and stakeholder audiences that the work of this contract is from the American people per the Branding Strategy and USAID Branding Guidelines (see www.usaid.gov/branding).

Due Date: Sixty (60) calendar days after the end of the inception phase.

3.2.6 Safety and Security Plan

One of USAID/Colombia's primary programming concerns is that its implementing partners take all reasonable precautions to minimize risks to all staff and operations funded by the Agency. While risk can never be fully eliminated, USAID/Colombia expects its partners to be adequately prepared to work in the prioritized territories. The Recipient must submit a location-specific Safety and Security Plan for proposed operational areas, which may be as specific as by region, department, municipality, etc., where activities will occur. The Recipient will use discretion in providing a level of detail appropriate to the operating context and variance in conditions across the targeted areas. Submission of global security handbooks and/or policy documents does not qualify as a Safety and Security Plan.

The Safety and Security Plan must be demonstrably written for and apply directly to the areas where activities will be implemented. All personnel and operations funded under this award, including sub-awardees or other partners with substantive programmatic contributions, must be covered by a safety and security plan. The Recipient must pay attention to the unique threats and vulnerabilities faced by their staff, beneficiaries, sub-awardees, etc., and directly address these threats and vulnerabilities in safety and security plans.

In terms of protection from sexual exploitation and abuse (PSEA) for activity staff, beneficiaries, sub-awardees, etc., the Recipient must describe how the activity will monitor this, as well as manage potential cases internally and externally according to relevant local laws.

USAID/Colombia will not approve the safety and security plan. The safety and security plan is meant to demonstrate the Recipient's due inclusion of a conflict-sensitivity and "Do No Harm" approach to ensure the security and protection of staff, beneficiaries, sub-awardees, etc.

Due Date: Sixty (60) calendar days after the end of the inception period

3.2.7 Security Reports

As part of the overall security requirements, the Recipient must report any security threats and/or incidents impacting the implementation of the award, verbally or by telephone, immediately to the AOR or Alternate AOR in the AOR's absence. Subsequently, a written report must be promptly submitted. All sub-awardees will be required to report any threats/incidents to the prime Recipient, who will immediately notify the AOR.

At the minimum, a security incident report must contain the name of the Organization, name of the individual(s), date, time, a description of what happened, where the incident occurred, and any other relevant details surrounding the incident.

Due Date: The type and frequency of these reports may vary with the Activity scope and location. If this is an ongoing incident, progress reports must be submitted to keep the AOR apprised of the situation.

3.2.8 Reporting in the Mission-wide Monitoring Management Information System (MONITOR)

In compliance with ADS 201 and ADS 579 regarding data reporting, once the AMELP is approved by the AOR, the Recipient must register in USAID/Colombia's MONITOR System the following:

1. Activity information (Summary, start/end dates, objective, budget, geographical coverage, target population, etc.).
2. Sub-activity information (Summary, start/end dates, objective, budget, geographical coverage, target population, classification), etc. A sub-activity is understood as an effort within the Activity, carried out either directly by the Recipient or by its sub-grantees/sub-contractors. The sub-activity should have a clear purpose, USAID resources, indicators and targets linked to the Activity's AMELP and an environmental determination. Sub-activities will be uploaded in the system on an ongoing basis.
3. Sub-activity environmental compliance information. Should the Activity be rated as "negative determination" or "positive determination" in the Initial Environmental Examination (IEE) and/or Environmental Threshold Decision (ETD), the Recipient will need to report on the compliance of applicable Environmental Management Approach (EMA) for each sub-activity on a quarterly basis. The EMA must identify mitigation measures and training needs to avoid harming people and ensure the wise use of USAID money through thoughtful, environmentally sound economic development - for activities that are subject to one or more conditions set out in the "Recommended Threshold Decision" section of the IEE. The Recipient should keep in mind that it's its responsibility to:
    a. Develop and provide an EMA to USAID/Colombia Mission Environment Officer (MEO) for review and approval by registering each sub-activity in the MONITOR system (http://www.monitor.net.co).
    b. All sub-activities must be approved by the MEO of USAID/Colombia before starting through the MONITOR system, including Categorical Exclusion.
    c. Use the MONITOR system, as instructed by the MEO, to ensure compliance with USAID environmental regulation 22 CFR 216.
    d. Ensure that any appropriate environmental guidelines are followed and that mitigation measures described in the pertinent Threshold Decision (IEE) for each of these activities are funded and implemented, including any necessary training or capacity building, and adequate monitoring.
    e. Ensure that the EMA is implemented, even under subcontracts and subgrants.
4. AMELP indicators (PIRS Information). The indicator results will be uploaded on a quarterly basis. Any modification to an Indicator and its PIRS needs to be validated and approved by USAID.
5. The Recipient must report indicator progress into MONITOR, in parallel as the submission of the (Quarterly/Annual) Performance Progress Reports. This will allow aggregation of results at the Activity level and elaboration of progress reports by USAID/Colombia.

3.2.9 Close-out/Demobilization Plan

Six months prior to the end of the Cooperative Agreement, a close-out/demobilization plan, including the proposed disposition of equipment, including vehicles, must be submitted to the USAID/Colombia Agreement Officer for approval with a copy to the AOR. The close-out plan shall include a list of actions that are typically required for close-out activities such as: ensuring that all program activities are completed; conducting an analysis of progress to date and, if necessary, expediting timelines to ensure completion; a thorough pipeline analysis to ensure that there are sufficient funds available to finalize activities and complete all requirements; ensuring that all reports are submitted in accordance with the terms and conditions of the agreement; ensuring that all subcontracts and/or sub-awards are completed and payments settled, if applicable. The recipient must submit a final inventory of all residual non-expendable property that was acquired or furnished by the Government under the Agreement and request disposition instructions for any property acquired or furnished by the Government under the program.

Particular care should be taken regarding vehicles, since their legal transfer may require a special procedure that would need to be completed before the award ends.

Due Date: Six months prior to award completion date.

3.3 Performance Reports

3.3.1 Quarterly Performance Progress Reports

Inform on progress and activities of the preceding quarter under the Agreement. The report must describe the tasks completed in the last quarter relative to what was anticipated by the approved Annual Implementation Plan and will assess overall Activity's progress to date relative to the performance indicator targets.

Due Date: 30 calendar days following the end of each USG Federal fiscal year quarter. The submission of the first report will begin following the submission of the first AIP.

3.3.2 Annual Performance Progress Reports

The fourth quarterly report shall also serve as the Annual Performance Report and should consolidate data from the previous quarterly reports in order to present annual totals for the numerical targets. The Annual reports shall include success stories for publication and focus on accomplishments, progress, and problems toward achievement of results, performance measures, indicators and benchmarks (tied to targets) for the quarter and the entire previous fiscal year.

Due Date: Thirty (30) calendar days after September 30.

3.3.3 Final Performance Progress Report

To include an executive summary of the Recipient's accomplishments in achieving results, targets, and impact; important research findings; comments and recommendations to USAID/Colombia for future programming; and a fiscal report that describes how the Recipient's funds were used. The final report will highlight major successes achieved during the entire period of performance with reference to established targets and should also discuss any shortcomings and/or difficulties encountered. This report is to outline lessons learned and make recommendations for any future activity.

Due Date: Sixty (60) calendar days prior to the end date of the Award

4. ENVIRONMENTAL COMPLIANCE

4.1.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 Automated Directives System (ADS) Parts 201.5.10g and 204 (http://www.usaid.gov/policy/ADS/200/), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The Recipient's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs.

4.1.b In addition, the Recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter will govern.

4.1.c 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.")

4.2 An Initial Environmental Examination (IEE) [LAC-IEE-22-27] has been approved for the Program(s) funding this NOFO and covers actions expected to be implemented under this Cooperative Agreement. The selected recipient will be responsible for implementing all IEE conditions pertaining to activities to be funded under this NOFO.

A Categorical Exclusion is issued to the following activities, which fall within the classes of actions described in Section 216.2(c)(2), "Categorical Exclusions" of 22 CFR Environmental Procedures Part 216:

(i) Education, technical assistance, or training programs except to the extent such training programs includes activities directly affecting the environment (such as construction of facilities, etc.);

(ii) Analyses, studies, academic or research workshops and meetings.

(iii) Document and information transfers

USAID has determined that a Negative Determination with conditions under the Restoring our Future Activity applies to the activities below. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The Recipient will be responsible for implementing all IEE conditions pertaining to activities to be funded under this award.

(i) Activities related to increased community disposition to reconcile and contribute to the non-repetition of conflict through support to local initiatives to build memory, economic partnerships with private and public sectors (supporting entrepreneurship activities, rural productive initiatives, arts, culture and sports initiatives, and other income generating opportunities) and behavioral changing communication campaigns. This may include small scale construction and rehabilitation/renovation of productive infrastructure, such as storing facilities and solar dryers

The IEE for the Restoring our Future Activity does not contain any Positive Determination.

4.3.a As part of its initial Implementation Plan, and all Annual Implementation Plans thereafter, the Recipient, in collaboration with the USAID Agreement Officer Representative (AOR) and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, must 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.

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

4.3.c Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation will be halted until an amendment to the documentation is submitted and written approval is received from USAID.

4.4 When the approved Regulation 216 documentation is (1) an IEE that contains one or more Negative Determinations with conditions and/or (2) an EA, the Recipient must:

4.4.a Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP) the Recipient must prepare an EMMP or an Environmental Review (ER) generated through the Monitor System 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 ER must include monitoring the implementation of the conditions and their effectiveness.

4.4.b Integrate a completed EMMP or ER into the initial Implementation plan.

4.4.c Integrate an EMMP or ER Plan into subsequent Annual Implementation Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

4.5 Sub-grants are allowed 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 that these 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 and investment activities cannot go forward until the ERF or ER checklist is completed and approved by USAID. The Recipient is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented. In cases where the nature of the investment is not well known enough to make an informed decision about potential environmental impacts, the final impact assessment can be deferred to a later stage in consultation with the AOR.

4.6 The Recipient will be responsible for periodic reporting to the USAID Agreement Officer Representative.

5. CLIMATE RISK MANAGEMENT

All USAID projects and activities approved after October 1, 2016, are required to be assessed for climate risks. The process of assessing, addressing, and adaptively managing climate risks is known as climate risk management (see Climate Risk Management for USAID Projects and Activities, a Mandatory Reference for ADS Chapter 201 https://www.usaid.gov/sites/default/files/documents/1868/201mal_042817.pdf).

The goal of climate risk management is to make USAID's development work more resilient to potential changes in climate or weather conditions -- such as increasing temperatures, more frequent droughts or floods, or large storms. These events can have potential negative consequences on projects or activities, making it more difficult to achieve results. With better analysis and planning, USAID can anticipate, prepare for, and adapt to these changing conditions and avoid inadvertently increasing our exposure to risk.

Climate risk is the potential for negative consequences due to changing climatic conditions where the outcome is uncertain. The focus of climate risk management at USAID is on the risk to USAID development programs. This risk consists of individual climate risks—potentially severe adverse consequences for development programs resulting from the interaction of climate-related hazards with the vulnerability of societies and systems exposed to climate change. A climate risk may arise when something is exposed to a climate stressor such as higher temperatures, flooding, or drought. The level of risk increases as the magnitude of the negative consequence from the exposure increases and it also increases as the likelihood of the negative consequence increases.

The Restoring our Future Activity design team, in consultation with the Mission Environmental Officer and Climate Integration Liaison MEO/CIL, considered the potential effect of climate risks/stressors on the sustainability of the Activity (changing precipitation patterns, rising temperature, floods, droughts, fires, landslides, etc.) in addition to the impact of activities on the climate (increased greenhouse gas emissions and land use changes, among others).

The Restoring our Future Activity is identified mainly as low and high risks in terms of climate risk management. Activities that were identified as high risk are related to small-scale infrastructure, its refurbishment and agricultural production due to the vulnerability level to ensure climate resilient infrastructure and crops in Colombia. Colombia presents extreme events that vary from droughts to floods and from monotonous to flat areas, where erosion, landslides and other risks may occur. The Activity is not expected to generate any significant greenhouse gas emissions. Ongoing monitoring will ensure that implementation of project activities does not increase greenhouse emissions.

For the Activity, USAID/Colombia conducted a climate risk assessment and will present results to the Recipient during the Post Award Orientation Meeting. If the assessment indicates moderate or high climate risks, each risk must be addressed by integrating risk management measures into activity implementation. This will be done through an Environmental Management Approach (EMA) in the Monitor system, where the Offeror will describe specifically how it will implement all Initial Environmental Examination (IEE) conditions and mitigation measures that result from the climate risk screening that apply to proposed activities within the scope of the contract, including identified climate risks.

6. MANAGEMENT OF SUB-AWARDS

The Recipient will establish a cost-effective system for awarding and managing sub-awards that is designed to be flexible and responsive to the needs of the project activities. The approach should include efficient procedures for identifying and approving sub-award applications.

USAID must approve all sub-awards. All sub-awards must comply in all material respects with USAID's Automated Directives System (ADS) Chapter 303, as well as the Code of Federal Regulations 2 CFR 200 and 2 CFR 700.

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

The points of contact for this NOFO and any questions during the award process is as follows:

William Sedlak
Agreements Officer
U.S Agency for International Development
Carrera 45 No. 24B-27
Bogota, Colombia

Elkin Romero
Acquisition and Assistance Specialist
U.S Agency for International Development
Carrera 45 No. 24B-27
Bogota, Colombia
Email: elromero@usaid.gov

[END OF SECTION G]

SECTION H: OTHER INFORMATION

1. USAID RIGHTS

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.

2. 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 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."*

[END OF SECTION H]

ANNEX 1: BUDGET TEMPLATE

An attachment is included in the NOFO in Excel format (.xsls) for the applicant to complete.

[END OF ANNEX 1]

ANNEX 2: TEMPLATE BRANDING STRATEGY AND MARKING PLAN FOR ASSISTANCE AWARDS

USAID | COLOMBIA
DEL PUEBLO DE LOS ESTADOS UNIDOS DE AMÉRICA

1. GUIDANCE

USAID's policy is that programs, projects, activities, public communications, or commodities implemented or delivered under co-funded instruments – such as grants, cooperative agreements, or other assistance awards that usually require a cost share – generally are "co-branded and co-marked." This policy applies to assistance awards even when the award does not require any cost sharing.

Co-branding and co-marking mean that the program name represents both USAID and the implementing partner, and the USAID identity and implementer's logo must both be visible with equal size and prominence on program materials produced for program purposes. However, the AO, after consulting with the activity manager/requesting office, may determine that activity goals require that the USAID Identity be larger and more prominent, if USAID is the majority donor and the USAID funded activity or public communication is especially visible and important to USAID.

A host-country symbol or ministry logo or other U.S. Government seal or logo may also be added, if applicable.

Marking is not required for recipient's offices, vehicles, and items the recipient procures for its own administrative use. The prohibitions on use of the USAID Standard Graphic Identity (see **320.3.1.5** and **320.3.1.6**) apply by USAID policy to recipients of grants and cooperative agreements.

2. GENERAL INSTRUCTIONS - BRANDING

This sample/template is based on ADS 320.3.3 and 2 CFR 700.16 and has the branding and marking requirements for assistance awards only. **The recipient, by responding to the questions in *italics*, will be able to substantially comply with the ADS and CFR requirements.**

When preparing these documents use the following guidance:

- USAID identity must follow guidance laid out in the USAID Graphic Standards Manual
- No contractor logos
- No acronyms
- Do not use other competing identities (unless granted an exception by the appropriate USAID officer.)
- Include the word "Project" at the end of the name of the activity

- Do not use add a slash after USAID to add the project name, it is reserved for USAID Missions.
- Do not use project names that look like a brand

key/legend: To be completed by the partner

....

1. **TEMPLATE**

"USAID BRANDING STRATEGY"

AWARD TITLE

AWARD NUMBER

DATE OF PLAN

1) **Program Name**

[Name] (Follow guidelines in March 16, 2016 USAID Graphic Standards Manual and Partner Co-branding Guide, Section 4 entitled Grants, Cooperative Agreements & Assistance https://www.usaid.gov/branding/gsm).

The activity's name in English will be the Indigenous Peoples and Afro-Colombian Empowerment Activity. Please propose a Spanish name for the activity.

2) **Desired level of visibility:** Select high, medium or low visibility determined by considerations for each activity and its communication strategy.

3) **Positioning**

This section discusses how to publicize the program, visibility considerations, and includes a description of the communications tools to be used.

The Recipient may use co-branding and co-marking in accordance with ADS 320.3.3.1 for visual, textual and verbal materials and communications, which may be translated into host-country languages as appropriate. Presumptive exceptions will be outlined in the Marking Plan and if/when a situation arises that is not considered in the Marking Plan, it will be evaluated on a case-by-case basis by the Agreement Officer's Representative (AOR) and Agreement Officer (AO).

4) Budget

Please include all estimated costs associated with Branding & Marking for USAID programs, such as plaques, stickers, banners, press events and materials.

- Will a program logo be developed and used consistently to identify this program? If yes, please attach a copy of the proposed program logo. (Please note that all logos must be approved by Branding Champions in Washington).

5) Program Communications and Publicity

- Who are the primary and secondary audiences for this activity?
- What communications or activity materials will be used to explain or market the program to beneficiaries?
- What is the main activity message?
- Will the recipient announce and promote this activity publicly to host country citizens? If yes, what press and promotional events are planned?
- Please provide any additional ideas about how to increase awareness that the American people support this activity.

6) Key milestones and opportunities

The following key milestones are anticipated to generate awareness that the program is from the American people. These milestones may be linked to specific points in time, such as at the beginning or end of a program, or to an opportunity to showcase reports or other materials (consult ADS 320 and 2 CFR 700). These include, but are not limited to:

- training events,
- publishing reports,
- highlighting success stories,
- promoting final or interim reports, and
- communicating program impact/overall results
- speaking engagements, including in communities.

7) Acknowledgements

- Will there be any direct involvement from a host country government ministry? If yes, please indicate which one or ones. Will the recipient acknowledge the ministry as an additional co-sponsor?

3. GENERAL INSTRUCTIONS - MARKING

USAID's policy requires non-U.S., non-governmental organizations, including cooperating country non-governmental organizations (and in rare cases, Public International Organizations) to follow marking requirements for assistance awards. Marking requirements, including requests for presumptive exceptions and waivers for assistance awards must be in accordance with 2 CFR 700.16(h).

With reference to ADS Sections 320.3.3.2 and 2 CFR 700.16, the Recipient shall prepare a Marking Plan containing information substantially similar to the sample provided below:

"USAID MARKING PLAN"

AWARD TITLE

AWARD NUMBER

Marking Plan for the [Name] Activity

With reference to ADS 320.3.3 and 2 CFR 700, below is the required Marking Plan**:**

1.0 MARKING

1.1 MARKING PLAN

Table 1 outlines the types of materials and activities that may be produced under the USAID [Name] Activity Any materials and activities that are not anticipated below, but are produced under the initiative, will also be subject to branding guidelines and AO approval, as appropriate. The goal is to mark activities, and not implementing partners.

All materials, activities and deliverables marked with the USAID logo for the [Name] Activity will follow design guidance for color, type, and layout in the USAID Graphic Standards Manual and Partner Co-Branding Guide (March 2016) as related to equipment, reports, studies, events, and public communication (including printed products, audio, visual, and electronic materials), etc. The USAID logo will be used for programmatic correspondence. Recipient's letterhead will be used for administrative correspondence and will not have the USAID logo. Business cards will not show the USAID logo but may use text: USAID Recipient.

After award and prior to printing, please provide graphic examples of visual marking of materials, activities and deliverables using the USAID logo and activity name in situations of co-branding and no-branding, in both English and Spanish.

There are two criteria used to determine when the disclaimer provision must be used:

a) As per 2 CFR 700.16(c) (1) Studies, reports, publications, Websites, and all informational and promotional products not authored, reviewed, or edited by USAID; and

b) As per the discretion of the AOR and Recipient's consideration of a specific situation.

However, AOR should review and approve all public communication materials where the USAID logo is used.

The provision is as follows in English and Spanish:

This study/report/Website/video (specify) is made possible by the generous support of the American People through the United States Agency for International Development (USAID). The contents of this (specify) are the sole responsibility of (name of organization) and do not necessarily reflect the views of USAID or the United States Government.

Este estudio/reporte/sitio web/video fue posible gracias al apoyo generoso del pueblo de los Estados Unidos, a través de la Agencia de los Estados Unidos para el Desarrollo Internacional (USAID). El contenido de este estudio/reporte/sitio web/video es responsabilidad de _________________ (nombre de la organización) y no necesariamente refleja el punto de vista de USAID o del gobierno de los Estados Unidos.

Sub-recipient: As specified in the standard provisions, the marking requirements will "flow down" to sub-recipients or sub-awards, and will include the USAID-approved marking provision in all USAID funded sub-awards, as follows: "As a condition of receipt of this sub-award, marking with USAID identity of a size and prominence equivalent to or greater that the recipient's, sub-recipient's, other donor's or third party's is required."

TABLE 1. MARKING PLAN FOR MATERIALS AND ACTIVITIES (illustrative examples only)

Follow the guidelines contained in the USAID Graphic Standards Manual and Partner Co-Branding Guide (March 2016).

Category/Material	Type of Marking	Visual, Verbal, Textual Disclaimer
Administrative		
Activity related stationery products	The USAID logo will be used.	Visual Textual
Contract Deliverables: documents, publications, studies, reports, papers, technical assistance consultant reports	Follow guidelines for exclusive marking. Use specific language for deliverables when submitted to USAID for review.	Visual Textual
Program Communication		
Technical reports, publications, documents, studies	The USAID logo will appear on the cover; design follows guidelines for exclusive branding unless co-branding is acceptable, or an exemption is provided for no branding.	Visual Textual — Consider Disclaimer
Training materials, manuals and sessions	The USAID logo will appear on the cover of documents and verbal branding will be used at training sessions; design follows guidelines for exclusive branding unless co-branding or an exception for no marking is indicated.	Visual, Textual, Verbal — Consider Disclaimer for Visual & Textual
Audiovisual: Video, CDs-ROM, Animated Infographics	The USAID logo will be printed on CD labels, splash screen/menus, and packaging; design follows guidelines for	Visual

	exclusive branding unless co-branding or an exemption is indicated for no marking.	
PowerPoint presentations	The USAID logo is required as per USAID presentation template; design follows guidelines for the exclusive branding unless co-branding is acceptable or an exemption for no branding is indicated. Templates available at www.usaid.gov/branding/resources	Visual
Posters, banners, exhibition booth signs, event signage	The USAID logo will appear on the material; design follows guidelines for exclusive branding unless co-branding or an exemption for no branding is indicated.	Visual
Program public awareness, advocacy and behavior change materials and activities	The USAID logo will appear on each material based on the purpose and type of material, target audience and how to be used. Design follows guidelines for exclusive branding unless co-branding or an exemption for no branding is indicated.	Visual, Textual or Verbal
Web portal and social media platforms (Facebook, Twitter, Flickr, blogs, others)	Follow guidelines in ADS 558 for appropriate branding and marking.	Visual Textual
Institutional Communication		
Photographs, Infographics	The USAID logo or “USAID” in text will appear on the material; design follows guidelines for exclusive branding unless co-branding or an exemption for no branding is indicated.	Visual Textual — Consider Disclaimer on Infographics

Collateral, print information material (i.e., success stories, fact sheets, articles, feature stories, others)	The USAID logo will appear on printed materials; design follows guidelines for exclusive branding.	Visual Textual
Equipment purchased for their own use	The USAID logo will appear on items; exclusive branding unless co-branding is acceptable or an exemption for no branding is indicated.	Visual

Websites. Websites that are produced under USAID-financed assistance instruments must follow the guidelines of ADS 557.3.4.02. Websites that are produced under USAID-financed assistance instruments and fall outside the scope of 557.3.4 must comply only with USAID branding guidelines for assistance instruments (Branding Guidelines). As provided in this chapter, LPA/PIPOS must be notified of the URL as far in advance of the site's launch as possible. Websites that are produced under USAID-financed assistance instruments and fall outside the scope of 557.3.4 must not reside on a .gov domain. The site must be marked appropriately on the index page of the site and every major entry point to the Web site with a disclaimer that states: "The information provided on this Web site is not official U.S. Government information and does not represent the views or positions of the U.S. Agency for International Development or the U.S. Government."

1.2 Exceptions to Contract Marking Requirements

If applicable, use one or several of the following exceptions to fill out Table 2, depending on the circumstances. In addition to the table below, details about why the exception is required must be attached to this marking plan.

2 CFR 700.16 (h) Presumptive Exceptions

a. Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. This includes, but is not limited to, the following: · Election monitoring or ballots, and voter information literature; · Political party support or public policy advocacy or reform; · Independent media, such as television and radio broadcasts, and newspaper articles and editorials; and · PSAs or public opinion polls and surveys.

b. Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent.

c. Undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, PSAs, or other communications better positioned as “by” or “from” a cooperating country ministry, organization, or government official.

d. Impair the functionality of an item, such as sterilized equipment or spare parts.
e. Incur substantial costs or be impractical, such as items too small or other otherwise unsuited for individual marking, such as food in bulk.
f. Offend local cultural or social norms, or be considered inappropriate on such items as condoms, toilets, bed pans, or similar commodities.
g. Conflict with international law, such as the internationally recognized neutrality of the International Red Cross (IRC) or other organizations.
h. Deter achievement of program goals, such as cooperating with other donors or ensuring repayment of loans.

Category/Material for exception	**Specific Exception(s)**	**Visual, Verbal, Textual**
Administrative		
Program Communication		
Institutional Communication		
Commodities and Equipment		

1.3 SUB AWARDS

Sub awards when authorized in accordance with ADS 303, must be branded and marked following the guidelines of the Branding Strategy and Marking Plan approved for the prime award. The Recipient is responsible for including branding and marking requirements for these subawards.

1.4 PREPRODUCTION REVIEW

USAID requests preproduction review of USAID-funded public communications and program material for compliance with USAID graphic standards and the approved Marking Plan.

1.5 GRAPHIC EXAMPLES

Provide graphic examples of visual marking for the materials included under Table 1 using the USAID logo, co-branding, and project name in both English and Spanish.

Also provide graphic examples for the materials with exceptions to marking requirements (if applicable).

<u>Incorrect</u> example for project name

USAID FROM THE AMERICAN PEOPLE | NOMBRE DEL PROYECTO

<u>Correct</u> example for project name

[END OF ANNEX 3]

ANNEX 3: LIST OF EXTERNAL LINKS AND REFERENCES

Title	Link
Colombia's Country Development Cooperation Strategy (CDCS)	https://www.usaid.gov/colombia/cdcs
ADS Chapter 201 Program Cycle Operational Policy	https://www.usaid.gov/ads/policy/200/201
ADS Chapter 303 - Grants and Cooperative Agreements to Non-Governmental Organizations	https://www.usaid.gov/sites/default/files/documents/1868/303.pdf
CFR 200.306 - Cost sharing or matching	https://ecfr.io/Title-02/pt2.1.200#se2.1.200_1306
ADS Chapter 204 - Environmental Procedures	https://www.usaid.gov/ads/policy/200/204
U.S General Services Administration - Per Diem Rates	https://www.gsa.gov/travel/plan-book/per-diem-rates
Private Sector Engagement	https://www.usaid.gov/work-usaid/private-sector-engagement https://www.usaid.gov/sites/default/files/documents/1865/USAID_PSE_Policy_FAQs.pdf https://pdf.usaid.gov/pdf_docs/PA00X6FC.pdf https://pdf.usaid.gov/pdf_docs/PA00Z4G2.pdf
Collaborating, Learning and Adapting (CLA)	https://usaidlearninglab.org/qrg/understanding-cla-0
Evaluation Policy at USAID	https://usaidlearninglab.org/evaluation-toolkit?tab=2 https://www.usaid.gov/sites/default/files/documents/1870/USAIDEvaluationPolicy.pdf
Monitoring	https://usaidlearninglab.org/monitoring-toolkit?tab=3 https://usaidlearninglab.org/library/complexity-aware-monitoring-discussion-note-brief
Gender and Social Inclusion	https://www.usaid.gov/documents/1865/toolkit-integrating-gbv-prevention-and-response-economic-growth-projects https://www.usaid.gov/what-we-do/gender-equality-and-womens-empowerment/womens-economic-empowerment

	https://www.usaid.gov/what-we-do/democracy-human-rights-and-governance/protecting-human-rights/disability https://pdf.usaid.gov/pdf_docs/PA00TPD8.pdf https://dec.usaid.gov/dec/content/Detail_Presto.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTgzODI1&qrs=RmFsc2U%3d&q=KERvY3VtZW50cy5Eb2N1bWVudF9UaXRsZTooU3R1ZHkgb24gU29jaWFsIGFuZCBJbnN0aXR1dGlvbmFsIFRvbGVyYW5jZSBvZiBWaW9sZW5jZSBBZ2FpbnN0IFdvbWVuKSk%3d&qcf=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&ph=VHJ1ZQ%3d%3d&bckToL=VHJ1ZQ%3d%3d&rrtc=VHJ1ZQ%3d%3d https://dec.usaid.gov/dec/content/Detail_Presto.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTgzNjkw&inr=VHJ1ZQ%3d%3d&dc=YWRk&rrtc=VHJ1ZQ%3d%3d&bckToL= https://drive.google.com/file/d/1Dyh7_h7FLnNsn93Tns-RezrftrohVzz7/view https://www.usaid.gov/sites/default/files/documents/1870/Youth_in_Development_Policy_0.pdf https://www.youthpower.org/toolkit-youth-mental-health-and-psychosocial-support-toolkit https://www.usaid.gov/indigenous-peoples/usaid-policy-on-indigenous-peoples
Outreach and Communications	https://www.usaid.gov/ads/policy/500/501mad https://www.usaid.gov/branding https://www.usaid.gov/branding/resources
Victims of the armed Conflict – Victims Institutional Strengthening Program reports and documents.	http://pdf.usaid.gov/pdf_docs/PA00STRC.pdf http://pdf.usaid.gov/pdf_docs/PA00STRB.pdf http://pdf.usaid.gov/pdf_docs/PBAAH397.pdf

	http://pdf.usaid.gov/pdf_docs/PBAAH392.pdf http://pdf.usaid.gov/pdf_docs/PBAAJ573.pdf http://pdf.usaid.gov/pdf_docs/PBAAJ572.pdf http://pdf.usaid.gov/pdf_docs/PBAAJ595.pdf http://pdf.usaid.gov/pdf_docs/PBAAJ612.pdf http://pdf.usaid.gov/pdf_docs/PBAAJ583.pdf http://pdf.usaid.gov/pdf_docs/PBAAH396.pdf http://pdf.usaid.gov/pdf_docs/PA00KV8J.pdf http://pdf.usaid.gov/pdf_docs/PA00KKM5.pdf http://pdf.usaid.gov/pdf_docs/PA00KF1F.pdf http://pdf.usaid.gov/pdf_docs/PA00K95D.pdf http://pdf.usaid.gov/pdf_docs/PA00KR7R.pdf http://pdf.usaid.gov/pdf_docs/PA00KR7Q.pdf http://pdf.usaid.gov/pdf_docs/PA00KR7N.pdf http://pdf.usaid.gov/pdf_docs/PA00KR7J.pdf http://pdf.usaid.gov/pdf_docs/PBAAB582.pdf http://pdf.usaid.gov/pdf_docs/PA00JNNS.pdf http://pdf.usaid.gov/pdf_docs/PA00KR7G.pdf http://pdf.usaid.gov/pdf_docs/PA00KR7F.pdf http://pdf.usaid.gov/pdf_docs/PA00KR7D.pdf http://pdf.usaid.gov/pdf_docs/PA00KR7C.pdf http://pdf.usaid.gov/pdf_docs/PA00KR79.pdf http://pdf.usaid.gov/pdf_docs/PA00KQRQ.pdf http://pdf.usaid.gov/pdf_docs/PA00KHGZ.pdf http://pdf.usaid.gov/pdf_docs/PA00KHCB.pdf http://pdf.usaid.gov/pdf_docs/PA00KG69.pdf

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Reconciliation – C-AME Monitoring and the PAR Activity	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTE5MTE0 https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTI1NzMw https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTYwOTI4 https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTYwOTI5 https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTc5OTI4

	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTg3MzY5
Digital Tools	https://www.usaid.gov/usaid-digital-strategy https://www.usaid.gov/sites/default/files/documents/DECA_Report_COLOMBIA_EXTERNAL_15OCT20.pdf
Regional Integration	https://drive.google.com/file/d/1sndDp3qTd6OdwCdULnK8wjSNd17loAZK/view?usp=sharing
Local Capacities	https://www.usaid.gov/sites/default/files/documents/LCD_Policy_-_FORMATTED_508_01-11.pdf

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