



USAID | MOZAMBIQUE

Issue Date: January 13, 2022
Deadline for Questions: January 20, 09:00 a.m. Mozambique time
Closing Date and Time to submit Applications: February 28, 05:00 p.m. Mozambique time

Subject: Notice of Funding Opportunity Number: 72065622RFA00004—**Revision 1**

Program Title: USAID Malaria Capacity Strengthening (MCAPS) in Mozambique

Federal Assistance Listing Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified entities to implement the USAID Malaria Capacity Strengthening (MCAPS) program. Eligibility for this award is not restricted.

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

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

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6 f). The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

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

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

Thank you for your interest in USAID programs.

Sincerely,

Patrice
Lopez

Digitally signed by
Patrice Lopez
Date: 2022.01.25
16:39:41 +02'00'

Patrice Lopez
Agreement Officer

TABLE OF CONTENTS

SECTION A: PROGRAM DESCRIPTION	5
A.1 Introduction.....	5
A.2 Background and Problem Analysis.....	5
A.3 Geographic Focus and Operations	7
A.4 Alignment with USAID/USG Strategies	8
A.5 Summary of Relevant USG and Donor Activities.....	8
A.6 Lessons Learned.....	9
A.7 Development Hypothesis and Results Framework	10
A.8 Strategic Considerations	14
A.9 Collaborating, Learning and Adapting (CLA)	17
A.10 Monitoring, Evaluation, And Learning	17
SECTION B: FEDERAL AWARD INFORMATION	22
B.1 Estimate of Funds Available and Number of Awards Contemplated.....	22
B.2 Start Date and Period of Performance for Federal Awards	22
B.3 Substantial Involvement.....	22
B.4 Authorized Geographic Code	22
B.5 Nature of the Relationship between USAID and the Recipient.....	22
SECTION C: ELIGIBILITY INFORMATION	24
C.1 Eligible Applicants	24
C.2 Cost Sharing or Matching	24
SECTION D: APPLICATION AND SUBMISSION INFORMATION.....	25
D.1 Agency Points of Contact	25
D.2 Questions and Answers.....	25
D.3 General Content and Form of Application.....	25
D.4 Application Submission Procedures.....	26
D.5 Technical Application Format and Content.....	26
D.6 Business (Cost) Application Format.....	30
D.7 Branding Strategy & Marking Plan.....	37
SECTION E: APPLICATION REVIEW INFORMATION	38
E.1 Merit Review	38
E.2 Review, Selection and Award Process.....	38
E.23 Merit Review Criteria.....	39
SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION.....	41
F.1 Federal Award Notices	41

F.2	Administrative & National Policy Requirements	41
F.3	Reporting Requirements	41
	SECTION G: FEDERAL AWARDING AGENCY CONTACT(S).....	50
G.1	NOFO Points of Contact	50
G.2	Acquisition and Assistance Ombudsman.....	50
	SECTION H: OTHER INFORMATION.....	51
	ANNEX 1 - STANDARD PROVISIONS.....	52
	ANNEX 2 - INITIAL ENVIRONMENTAL EXAMINATION	56

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.

A.1 Introduction

USAID/Mozambique intends to award a \$29.9 million USD, five-year Cooperative Agreement (hereafter referred to as “the activity”) to improve provision of quality malaria services in target provinces of Mozambique. The award, to run from 2022-2027, will contribute to the National Malaria Control Program (NMCP) objective of “testing 100% of suspected malaria cases and treating 100% of confirmed malaria cases, at health facility and community level”. The award will also contribute to improvements in malaria in pregnancy (MiP) activities and surveillance, monitoring and evaluation (SME). The award will contribute to these NMCP objectives by supporting the following interventions, in targeted geographic locations:

- Ensure all case management commodities are available at all service delivery points;
- Improve quality assurance and quality control of malaria diagnosis;
- Improve the uptake of intermittent preventive treatment in pregnancy (IPTp) to reach all eligible pregnant women attending antenatal care (ANC) services; and
- Strengthen the review and use of data to strengthen programming.

The activity will also contribute to the USAID Country Development Cooperation Strategy (CDCS) for Mozambique. Specifically, the award will contribute to “DO 1: Healthier and Better Educated Mozambicans, Especially the Young and Vulnerable.” By improving health outcomes for Mozambicans and strengthening health systems, USAID will contribute to Mozambique’s capacity and commitment to create a more prosperous and healthier environment in which all Mozambicans, even the young and vulnerable, can flourish.

The award will contribute to the GRM priorities and the USAID CDCS in two distinct areas:

- Quality of health services improved; and
- Resilient health systems strengthening.

Activities in these areas will be implemented at the national, provincial and district levels. All work below the national level will be focused in three provinces: Nampula, Zambézia, and Manica. USAID’s contributions in each province will be coordinated with other USAID-funded initiatives. Nampula and Zambézia continue as key provinces for USAID’s goal of reducing malaria in high transmission areas. The province of Manica is a new priority province for USAID due to its high malaria prevalence and incidence.

A.2 Background and Problem Analysis

Malaria is endemic in Mozambique, and the entire population of over 29 million is at risk of

contracting the disease¹. Pregnant women and children under the age of five have the greatest risk of developing severe malaria. In 2020, malaria accounted for approximately 26% of all outpatient consultations with over 11.3 million cases diagnosed in public health facilities and communities. Since 2015, the number of reported malaria cases nationwide has increased each year, but there are important differences throughout the country with decreases noted in Gaza, Maputo City, and Maputo Province, but large increases noted in Zambézia and Nampula. Malaria incidence increased by 67% from 2015 to 2020 with 226 cases per 1,000 population in 2015 and 377 cases per 1,000 population in 2020. The number of reported hospital malaria deaths decreased from 2,337 deaths in 2015 to 563 deaths in 2020. Malaria prevalence among children aged 6-59 months remained stable at around 40% since 2011, but the prevalence of low hemoglobin in the same ages increased from 9% in 2011 to 14% in 2018. Data from the 2018 malaria indicator survey (MIS) showed that malaria prevalence varies across the country. Prevalence is higher in the Northern and Central regions (ranging from 29% in Sofala to 57% in Cabo Delgado) and lower in the Southern region (ranging from 1% in Maputo city to 35% in Inhambane).

The spread of COVID-19 has affected malaria activities in several ways. National data from 18 months after the onset of the pandemic show a 12 percent reduction of external consultations, when compared with a similar period before COVID-19. Disruptions in the global supply chain affected implementation of the national insecticide-treated net (ITN) campaign, which had to be postponed, and other malaria commodities such as rapid diagnostic tests (RDTs) and artemisinin-based combination therapy (ACTs) were also affected. The need to ensure social distancing and procure personal protective equipment led to increased costs for the ITN and indoor residual spraying campaigns and affected the implementation of social and behavior change (SBC) activities, training, and integrated supervision. While activities have resumed, the increase in COVID-19 cases in 2021 continues to influence malaria care-seeking, care provision, and the implementation of malaria activities.

The goals of the Mozambique NMCP, as described in the 2017-2022 National Malaria Strategic Plan, are by 2022, to reduce malaria morbidity and mortality at national level by at least 40%, compared to levels observed in 2015. The NMCP just started the process of devising the 2023-2027 NMSP and information related to the new goals is not yet available.

The objective of this cooperative agreement is to improve the provision of quality malaria services by improving adherence to malaria service delivery protocols in targeted areas, strengthening the generation and use of malaria data, and increasing the capacity of the MOH and local stakeholders to plan and manage evidence-based malaria interventions at all levels of the health system.

To maintain and accelerate the gains made in malaria prevention and control requires interventions that impact multiple levels and technical areas, including the following: the development and revision of relevant national malaria policies/guidelines and training materials, the integrated supervision of malaria services, the increased utilization of digital platforms, fostering a culture of timely, data-informed decision making, and the improvement of

¹ Ministry of Health, 2019

coordination of and planning for malaria activities.

A.3 Geographic Focus and Operations

Geographic Focus

In line with USAID/Mozambique’s geographic focus, in accordance with MOH recommendations, and in order to achieve meaningful and sustainable impact, this activity will be implemented in the provinces of Nampula, Zambézia, and Manica, and may be expanded depending on MOH and USAID priorities and funding availability.

The activity is expected to operate at the provincial and district levels in the targeted provinces, in addition to providing support at the central level. The recipient will be expected to specify the location and expected staffing levels of their headquarters and provincial offices, including those embedded at national, provincial, and district levels.

These focal provinces were selected based on the malaria prevalence, incidence and malaria burden and are aligned with forthcoming malaria social and behavior change activities. The presence of other USAID/donor activities and of USAID-funded provincial advisors was also used as criteria for determining the geographic focus of this activity. A landscape analysis of the malaria donor ecosystem identified three major donors currently funding malaria activities across Mozambique. Major donors include the U.S. President’s Malaria Initiative (PMI), which USAID implements, and which will fund this Cooperative Agreement; the Global Fund; and the Bill and Melinda Gates Foundation. According to the analysis, USAID and Global Fund are presently the only two donors supporting malaria activities across Nampula and Zambézia; Global Fund and Bill and Melinda Gates Foundation are the two donors supporting activities in Manica. Therefore, the applicant will need to ensure close coordination of malaria activities to prevent any duplication of efforts. The activity will also be expected to effectively coordinate and communicate with other USAID and non-USAID funded health activities, as appropriate.

Operational Model

The activity must strengthen local systems so that local actors continue to sustain key results after the activity ends. Efforts must also align with and support the priorities of local actors, leverage local resources, and increase local implementation over time to sustain positive changes. To achieve this approach, the recipient must work with a minimum of two local organizations as sub-partners and commit to strengthening the organizational and technical capacity of the selected local organizations, with the goal of transitioning key activities to the local organizations in a phased approach over the life of the activity. The prime implementing partner will need to have a clear capacity development strategy with appropriate indicators and benchmarks in place, to ensure that the local sub-partners are prepared to sustain key results after the activity ends. This will include assessing the baseline organizational and technical capacity, developing tailored capacity action plans, and implementing capacity-building interventions. Additionally, it is critical that clear capacity indicators and benchmarks are established, allowing USAID/Mozambique to monitor and assess the local organizations’ progress in real time. Prior to transitioning activities, USAID/Mozambique will require an external midterm evaluation of the project, with a significant focus on the local partners’ performance to determine if they are on track to transition.

A.4 Alignment with USAID/USG Strategies

The U.S. Government’s development approach in Mozambique is focused on improving the quality of life for all Mozambicans, targeting specifically the young and vulnerable. To reach this goal, the USG closely collaborates with the GRM, the private sector, and other donors, leveraging emerging opportunities to achieve inclusive socio-economic development.

In addition to alignment with USAID/Mozambique’s CDCS as mentioned above, this activity follows several relevant USAID statutory and policy requirements, including:

[Global Health Legislative and Policy Requirements](#)

[USAID Journey to Self-Reliance](#)

[Mozambique’s Country Road Map](#)

[USAID Local Systems: A Framework for Supporting Sustained Development \(2014\)](#)

[USAID Gender Equality and Female Empowerment Policy \(2012\)](#)

[USAID’s global priority of Preventing Child and Maternal Deaths](#)

A.5 Summary of Relevant USG and Donor Activities

It is essential that the activity collaborates closely with USAID/Mozambique’s other malaria, maternal child health (MCH), SBC, President’s Emergency Plan for AIDS Relief (PEPFAR), and supply chain activities described below, as well as other relevant future USAID programming. Additionally, the project is expected to coordinate with partners and activities of other major malaria donors working in the same districts and/or provinces. The activity should also seek opportunities for better coordination among GRM ministries and other major donors. Strong USAID/GRM/donor coordination may include joint annual work plan development with partners in the target geographic areas; establishment of joint mechanisms for coordination and dialogue with relevant GRM institutions, civil society and citizen stakeholders; and joint monitoring and evaluation, planning, and implementation.

This activity will leverage resources and build upon successes of the following USAID and other donor activities:

Global Health Supply Chain Program-Procurement & Supply Management (GHSC-PSM), 2015-2023, Chemonics: The GHSC-PSM project provides direct support to CMAM, the Provincial Public Health Directorates (DPS), and the Central Department of Laboratory (DCL) to strengthen and improve health commodity procurement, logistics, quality assurance, and data visibility, to increase Mozambicans’ access to high-quality and low-cost medicines and health commodities. The activity also aims to sustain the long-term availability of health commodities by providing training to staff at the central and provincial level. The malaria activity will work closely with GHSC-PSM to ensure adequate commodities are forecasted and available.

Last Mile Supply Chain (LMSC), 2018-2023, VillageReach: LMSC supports the development of a more streamlined and effective distribution system to address chronic logistics and transport challenges at the local level. VillageReach is working in partnership with the MOH and technical

partners to improve the transport and logistics systems to primary health facilities and is also supporting MOH in supply chain integration to combine the distribution of medicines and vaccines into a single supply chain under the management of Central Medicine Stores (CMAM). LMSC also serves as a third part monitorer of the newly awarded activity Commodities for Health: Ensuring Guaranteed Access and Reliability (CHEGAR).

Commodities for Health: Ensuring Guaranteed Access and Reliability (CHEGAR), 2021-2024, Balloré Transport & Logistics Moçambique, Lda: CHEGAR supports the distribution of health commodities to the last mile by transporting medicines from the warehouse at the provincial level with monthly deliveries in all districts across the country, including in Zambézia, Nampula and Manica provinces, CHEGAR works closely with CMAM and the National Malaria Control Program, to ensure the availability of malaria commodities at the health facility level, while LMSC serves in an oversight role. The program allows for malaria commodities that are essential for malaria services to be available at health facilities.

Alcançar, 2019-2024, FHI 360: The project aims to improve health services for women and children in Nampula province by providing support to the Nampula provincial health directorate, district health directorates, and frontline healthcare providers in building individual and organizational capacity to make improvements in service quality and efficiency.

Integrated Social Behavior Change Communication (SBCC), 2019-2024, PIRCOM: PIRCOM aims to increase the reach, recall, and quality of priority health messages by developing an integrated health SBCC package, in which messages will be disseminated by faith leaders and community radios. Considering PIRCOM implements activities in Nampula, Sofala, and Zambézia, the applicant will need to coordinate with PIRCOM and utilize relevant IEC and BCC materials developed by the SBCC project in all service delivery points at both facilities and at the community level.

Finally, it is also expected that this activity will work in close collaboration and coordination with a new USAID/Mozambique malaria social behavior change activity that the Mission plans to award. It is expected that these two activities will leverage funding and will complement their approaches.

A.6 Lessons Learned

A review of USAID’s Integrated Malaria Program (IMaP) generated important findings and lessons that should inform this activity. The overall goal of IMaP is to contribute to the reduction of malaria-associated mortality, morbidity, and parasitemia in four high malaria burden provinces (Zambézia, Nampula, Cabo Delgado, and Tete).

According to IMaP’s data, the proportion of inpatient deaths due to malaria in targeted health facilities of the four focus provinces reduced from 6% to 2%, in the first three years of the project. These findings are consistent with NMCP data, which shows that the number of reported in-hospital malaria deaths reduced from 734, in calendar year 2019, to 563, in calendar year 2020. These results may be related to improvements in malaria case management practices. In

fact, the NMCP carried out a nationwide training on malaria case management and started the roll out of a new integrated supervision package. IMaP provided technical support for the design of the integrated supervision package. In addition, IMaP provided support for the roll-out of the case management training in Nampula province and for the implementation of the integrated supervision package in the four target provinces. Despite these improvements, there are still many challenges. Findings from the integrated supervision visits show that there are still gaps in malaria case management practices. Moreover, a mortality analysis conducted by NMCP and partners in health facilities from the center and northern Mozambique found under-reporting of malaria deaths. As such, there is a need to continue to invest in this area, and to better target the support to address specific problems.

In relation to malaria in pregnancy activities, the proportion of pregnant women who received two or more doses of IPTp for malaria, in targeted health facilities, increased from 52% to 75% in the first three years of the project. Similarly, the proportion of pregnant women who received four or more doses of IPTp for malaria, in targeted health facilities, increased from 28% to 50%, in the same period. More work is needed to support the continued increase in IPTp uptake to achieve the set target of 85%. These improvements in IPTp uptake were associated with better availability of sulfadoxine-pyrimethamine at health facility level, improved supervision, and better collaboration between the NMCP and the maternal health program.

IMaP also included the implementation of an SBC package aimed at promoting key malaria behaviors. The package included a combination of health facilities and community interventions. However, the implementation of the SBC activities was delayed, especially those at community level. To make the implementation process more efficient, PMI Mozambique decided that the case management partner should only focus on the SBC activities implemented at health facility level. A different partner should focus on implementing SBC activities at community level. This will require a high level of coordination and collaboration between the two partners. This can be achieved by strengthening the existing coordination platforms at central, provincial and district level.

A.7 Development Hypothesis and Results Framework

The high-level intended impact of this activity is to deliver cost-effective, lifesaving malaria interventions alongside catalytic technical and operational assistance to support Mozambique to end malaria. The objective of the project is to improve the provision of quality malaria services (by improving adherence to protocols, strengthening data generation and use, and increasing the capacity of the MOH and local stakeholders to plan and manage interventions at all health system levels), resulting in decreased morbidity and mortality due to malaria.

In order to contribute to this impact and objective, the activity is driven by the following development hypothesis:

If Mozambique's malaria program is strengthened by implementing evidence-based practices that improve the quality of malaria service provision, strengthen data generation and use for informed decision-making, and increase the management capacity at the community, national, provincial, district levels and service delivery points

Then utilization of quality key malaria prevention and control interventions can be improved

Leading to a decreased impact of malaria morbidity and mortality in Mozambique

Contributing to healthier Mozambicans.

The activity results framework outlined in Figure #1 below provides a more detailed overview of the intended results. Each intermediate result is supported with a list of illustrative approaches and indicators provided below.

Figure #1: Project Results Framework

Objective: Improved provision of quality malaria services		
IR 1: Improved adherence to malaria service delivery protocols in targeted areas	IR 2: Strengthened generation and use of malaria data	IR 3: Increased capacity of MOH and local stakeholders to plan and manage evidence-based malaria interventions at all levels of the health system

Intermediate Result (IR) 1: Improved adherence of malaria service delivery protocols in targeted areas.

Context: Quality service delivery is an essential component of this malaria program as it enables evidence-based prevention and control interventions to be executed in order to decrease malaria morbidity and mortality. Malaria service delivery requires a well-trained and supervised health workforce at facility and community levels to ensure adherence to protocols, the capacity and resources to facilitate quality diagnosis at the point of care and the laboratory, administration of appropriate therapeutics, and distribution of targeted malaria messages and materials. In order to achieve this intermediate result, this activity will be expected to work across various levels of the health system, engage various partners, and coordinate with existing efforts to improve healthcare service delivery.

Illustrative approaches:

- Support the design/update of relevant national malaria policies, strategies, guidelines and training materials.
- Support for integrated supervision of clinical health staff, in public health facilities and at the community level, to promote appropriate case management of malaria cases.
- Support provision of quality malaria diagnosis services, including implementation of laboratory QA/QC activities, training, and supervision.
- Support integrated supervision of health staff to increase delivery of the full course of intermittent preventive treatment to pregnant women (IPTp).
- Support integrated supervision of health staff to improve malaria case management among pregnant women.

- Support implementation of social and behavior change (SBC) activities at health facility level, including provision of malaria talks, interpersonal communication by health facility providers, and printing and distribution of SBC materials for use at health facilities.

Mandatory Indicators:

- Percent of trained health care workers who are observed following identified critical case management protocols.
- Number of health workers in targeted provinces trained in malaria laboratory diagnostics (RDTs or microscopy) with USG funds.
- Percentage of children under five years of age who were tested positive for malaria that received treatment.
- Percentage of pregnant women who were tested positive for malaria that received treatment.
- Number of health workers in targeted districts trained in case management with artemisinin-based combination therapy (ACTs) with USG funds.
- Number of health workers in targeted districts trained in intermittent preventive treatment in pregnancy (IPTp) with USG funds.
- Percent of pregnant women who received IPTp2/4 for malaria in targeted health facilities.

Intermediate Result (IR) 2: Strengthened generation and use of malaria data.

Context: Malaria data in Mozambique consists of information generated during the provision of service delivery, maintenance of the supply chain and commodity distribution, the integrated supervision of the health workforce, and many other sources. In order to achieve this intermediate result, this activity will be expected to support teams (national, provincial, district, and community-based) to generate and use quality data, encourage the use of digital data platforms across the health system, and implement approaches that help to foster a culture that utilizes and applies the information generated for the improvement of malaria services and efforts.

Illustrative approaches:

- Support improvement of quality of routine malaria case management, prevention and commodity data collection and analysis through activities such as integrated supervision, data quality checks, data meetings, among others.
- Support the increased utilization of digital platforms at provincial, district and health facility and community level.
- Support the Ministry of Health to foster a culture of data-informed decision-making.
- Implement evidence-generation activities to inform the national and provincial malaria control programs, including conducting operations research.

Mandatory Indicators:

- Percent of health facilities in the targeted provinces that report complete and on time HMIS data through DHIS2.
- Percent of health facilities receiving quarterly supervision visits that perform analysis of key malaria indicators and identify recommendations for improvements.
- Number of health providers trained in Surveillance Monitoring and Evaluation (SM&E) topics.

- Percent of health facilities in the targeted provinces with data accuracy greater than 80 percent.

Intermediate Result (IR) 3: Increased capacity of MOH and local stakeholders to plan and manage evidence-based malaria interventions at all levels of the health system.

Context: Despite the GRM commitments and progress made to ensure a successful malaria program, challenges persist within the health system in general and more specifically related to the malaria program, in terms of quality, coverage, and sustainability. These challenges are exacerbated by the limited capacity of malaria program management at the national, provincial, district, and facility levels; inadequate cross-sectoral coordination and institutionalization across relevant GRM ministries; lack of capacity for collection, collation, and use of quality data for decision making at all levels; and absence of local implementing partner organizations with the capacity to lead, manage and implement comprehensive malaria programs at the national level. In addition, stagnant domestic resource mobilization, insufficient infrastructure and commodities, supply chain bottlenecks, a critical shortage of human resources, limited private sector participation, humanitarian emergencies such as COVID-19 and multiple cyclones, and high dependence on donor funding affect the sustainability of malaria and other public health programs. This activity will support efforts to improve the management capacity, technical capacity, and coordination of actors at various levels of the health system to ensure the successful implementation of malaria activities.

Illustrative approaches:

- Assess malaria-related health system constraints and appropriate solutions.
- Apply blended technical assistance approaches that include coaching and mentoring in addition to enhancing technical skills to strengthen and sustain capacity of program managers and implementers at all levels to mobilize, plan and execute resources for malaria.
- Strengthen the management and technical capacity of non-government local actors (civil society organizations, local NGOs, and the private sector) to manage and implement malaria programs.
- Develop and implement innovative approaches that support the coordination of community engagement and coordinate with health management committees at all levels to strengthen accountability, ownership, quality, demand and use of services.
- Support the National Reference Laboratory to conduct WHO external competency assessment for malaria microscopy.
- Improve capacity for detection of malaria parasites by supporting certification of the National Reference Laboratory.

Mandatory Indicators:

- Number of provinces/districts receiving well defined blended technical assistance packages.
- Percentage of district health management teams or other administrative units that have developed a monitoring plan, including annual work objectives and performance measures.

- Number of microscopists certified through the World Health Organization External Competency Assessment for Malaria Microscopists process.
- Number of non-government local actors that received management and technical support to manage and implement malaria programs.

A.8 Strategic Considerations

A.8.1 Gender

Women and girls face important structural, cultural and normative barriers to early and appropriate access to antenatal care (ANC) services and, in turn, the associated malaria prevention in pregnancy interventions. Promoting gender equality, empowering women, and advancing the status of women and girls is vital to achieving USAID's development objectives. The recipient is expected to address gender by ensuring that the activity builds upon Mozambique's existent legal framework, which promotes gender equality, is responsive to existent gender cultural norms and beliefs and roles, access to resources, and patterns of power and decision-making. Attention to the implications this has on malaria prevention and treatment among youth, communities, and health providers is essential.

According to USAID/Mozambique's [2019 gender analysis](#), conducted to inform CDCS development, gender roles and power dynamics between men and women significantly influence health-related decisions and access to and utilization of health services. Cultural norms also create barriers to access and utilization of health services by women, men, boys, and girls - particularly from their parents and other relevant community influencers, including health providers. In most cases, men manage the household economic resources and serve as the household decision-makers, controlling women's decisions and timely access to health services. The recipient must implement approaches to reducing gender gaps, fostering girls' and women's empowerment, and developing constructive engagement of boys and men in the Mozambique context to support health care seeking and adopt healthy behaviors in their families.

Per USAID Policy ADS 205, gender must be mainstreamed and integrated into all USAID interventions. All proposed interventions must be designed using a gender lens and demonstrate gender-responsive and gender-sensitive approaches at the individual, community, structural, social and political levels. The recipient will be required to conduct a gender analysis within 60 days of receiving the award. The recipient will also be required to conduct a gender analysis and develop gender-specific indicators in its Monitoring, Evaluation, and Learning (MEL) plan and, where applicable, to report on standard [U.S. Foreign Assistance gender indicators](#), including tools and processes for monitoring and data collection.

A.8.2 Self-Reliance and Sustainability

As a long-term strategy to promote sustainability and assist Mozambique on its journey to self-reliance, the activity will identify opportunities to strengthen public institutions and systems and build local partners and private sector capacity. The implementation methodology must be adapted to the local situation; particularly where existing systems are weak, the strengthening of systems must be balanced with the delivery of benefits. For more information on this approach,

see Local Systems: A Framework for Supporting Sustained Development.

The activity must strengthen local systems so that local actors continue to sustain key results after the activity ends. In order to achieve this, efforts must align with and support the priorities of local actors, leverage local resources, and increase local implementation over time to sustain positive changes. The activity must focus on sustainably strengthening the capacity of the GRM to manage FP malaria programs and strategic information systems that would enable use of data for decision making at the national, provincial, district, and facility levels. Therefore, the recipient will adopt an approach which works extensively through local government systems - ensuring close partnership and accountability between the activity and local institutions. The operational model described in Section A.3 directly contributes to this strategic consideration.

A.8.3 Host Government, Donor, and Other Counterpart Collaboration

The recipient will maintain transparent, collaborative partnerships with Mozambican government entities, other USG funded programs, and non-USG donors and partners in implementing activities under this program. Note that throughout the life of the Activity, the engaged host government counterparts, donors and partners are likely to change, and the recipient is expected to stay abreast of these changes and continue collaborating with relevant key partners and government representatives.

The recipient must ensure strong engagement with the GRM on policy issues, alignment with national priorities, joint planning, and dissemination of performance reports and data to develop a shared vision for successful implementation of the activity. The recipient must also collaborate with other USG-funded program activities to develop synergies to maximize expected outcomes. Such activities include, but are not limited to, other USAID-funded programs and programs funded by other USG Agencies such as the Centers for Disease Control and Prevention (CDC), as well as with other donors such as the World Bank, Health Partners' Group (HPG) members, United Nations Agencies and other non-governmental organizations (NGOs) as appropriate. This collaboration is expected to take place via participation in key meetings such as the FP malaria Technical Working Group (TWG), Commodities Technical group, and other relevant TWGs.

A.8.4 Climate Change Integration

Climate change is a cross-cutting issue that can have significant impacts on regional, national, and local development efforts in all sectors. In recognition of the Executive Order (EO) 13677, which requires all US agencies to factor climate change into their foreign assistance planning and manage the associated climate risks, the recipient will consider expected climate change impacts over the life of the activity and work toward reducing those risks in order to ensure sustainability of the activities objective by working with the AOR on a Climate Risk Management (CRM) plan before implementation of the Activity.

A.8.5 Science Technology Innovation and Partnerships (STIP)

Where feasible, the recipient must integrate science, technology, innovation and establish

strategic partnerships to improve program performance, cost-effectiveness and to advance the achievement of USAID’s malaria activity objectives. The recipient is encouraged to propose innovative approaches to achieve activity objectives during implementation. For additional information consult the [U.S. Global Development Lab](#) website.

A.8.6 Transparency and Accountability

Fostering transparency and accountability is an important focus for the U.S. Mission in Mozambique. All data (as appropriate) generated from the activity will be made broadly available to the public, government and civil society stakeholders. This data should be easily accessible, reusable, complete, and timely, in accordance with USAID Policy ADS 579.

A.8.7 Environmental Compliance Considerations

The recipient is required to be in compliance with regulation 22 CFR 216. 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 must adhere to the conditions set forth in the Mission Initial Environmental Examination (IEE) and any other environmental documents developed and approved by USAID prior to the initiation of the Activity. In addition, the recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID.

A.8.8 Rapid Response Funds

As part of the activity, a Rapid Response Fund (RRF) will be established to enable the recipient to respond efficiently and effectively to rapid-onset natural and/or man-made disasters in the activity’s target geographic districts. The purpose of the RRF is to quickly respond to, or mitigate, natural emergencies or crisis originated emergencies, which can lead to the outbreak of disease and acute shortage of critical malaria commodities.

Given the potential for known and unknown risks to project implementation, the RRF will be a dedicated line item of \$1,000,000 in the activity budget which, with an estimated \$200,000 annually. Rapid Response Funds will only be allocated if the need arises. Project use of RRF will be agreed to in principle by USAID through a detailed concept note, and written approval by the Agreement Officer will be required prior to use of funds for activities not foreseen in the annual work plan. All activities funded by RRF will be reported on a quarterly basis and should be included in annual performance reports.

A.9 Collaborating, Learning and Adapting (CLA)

This activity is expected to contribute to USAID/Mozambique’s commitment to a multi-faceted Collaborating, Learning and Adapting (CLA) approach to development. The CLA approach is based on the understanding that development efforts yield more effective results if they are coordinated and collaborative, test promising, new approaches in a continuous yet also rapid, targeted search for generating improvements and efficiencies, and build on what works and eliminate what doesn’t. CLA creates the conditions for fostering broader development success by:

- Collaborating: Facilitating collaboration internally and with external stakeholders to promote increasingly local-led development (e.g., enhancing existing stakeholder engagement into learning platforms and substantially coordinating with other USG or other complementary activities to ensure complementarity and reduce overlap, while also facilitating learning among activities to reduce the collective cost while enhancing shared results faster). The recipient is expected to collaborate with other USAID implementing partners, with the GRM, and with USAID staff as directed by their AOR. Also, the recipient must participate in partners’ meetings organized by USAID, and report to USAID as requested on the ways in which they are coordinating with other IPs and with the GRM.
- Learning: Generating and feeding new learning, innovations, and performance information back into the system to inform program management, design, USG-GRM policy dialogue opportunities and funding allocations; (e.g., creating pauses for reflection within the activity implementation scheme, engaging stakeholders for shared ‘learning moments’, conducting analytical review of existing and/or new evidence that may support or contradict common understanding);
- Adapting: Translating learning (from within the implementation experience or external sources) and considering changing conditions, along the lines of the risks, assumptions and game changers, into strategic and programmatic adjustments (e.g., adjusting workplans to account for contextual shifts or tacit learning from a team’s experience, from previous implementation’ experience, while clearly and explicitly capturing and sharing the rationale for adjustments along the way).

A.10 Monitoring, Evaluation, And Learning

Monitoring and evaluating the activity’s results-focused progress towards achieving its objectives is critical to successful implementation. The recipient must develop a monitoring, evaluation, and learning (MEL) plan and conduct performance monitoring of the activity, as further described in Section F.

A.10.1 Monitoring

Performance monitoring is the ongoing and systematic collection of performance indicator data and other quantitative or qualitative information to reveal whether implementation is on track

and whether expected results are being achieved. Performance monitoring includes monitoring the quantity, quality, and timeliness of activity outputs within the control of the implementer, as well as monitoring the outcomes expected to result from the combination of these outputs and other factors. The implementer must analyze performance monitoring data in order to inform judgments about the outputs and outcomes of the activity as a basis to improve effectiveness and/or inform decisions about current and future programming. The recipient must track all indicators, as well as indicators related to gender equity and female empowerment and youth. Indicators will be finalized at time of award and during work plan development. The recipient must capture, document and report on the impact of USAID assistance, while strengthening and using relevant national, provincial, and district-level reporting systems.

The recipient will be held accountable for building the technical and organizational capacity of select Mozambican CSO partners (and other local entities, as discussed and agreed upon). This will include assessing the baseline organizational and technical capacity, developing tailored capacity action plans, and implementing capacity-building interventions. Additionally, clear indicators and benchmarks will be established, allowing USAID to monitor and assess the local organizations' progress in real-time and via quarterly reviews on capacity action plan progress.

The recipient will conduct a baseline survey to establish the pre-intervention conditions to inform the development of tailored interventions and provide a basis for monitoring activity results and impacts. All supported facilities must have individual baseline assessments against which measurable improvements in the provision and quality of service delivery, management, and other aspects of the activity can be measured. The assessments should provide gender-disaggregated statistics and also investigate specific gaps that exist between males and females with respect to the problem that is being addressed and explain or indicate potential causes of those gaps and indicate what opportunities there are to promote women's leadership and empowerment related to project outcomes.

A.10.2 Use of Geographic Information Systems (GIS)

The recipient should incorporate GIS for analysis, interpretation and reporting of activity results and ensure the use of geo-enabled performance management data to track progress, identify trends, and resolve challenges across interventions that are implemented at the health facility and community levels.

A.10.3 Evaluation

USAID will plan for and commission an external evaluation to take place at mid-term of the activity. The evaluation will assess progress toward the objectives and achievement of targets and project objectives and will consider a significant focus on the local sub-partners performance to determine if they are on track to lead the management and implementation of key activities. Based on the findings and recommendations provided by the mid-term evaluation, USAID along with the prime will determine if local sub-partners are prepared to take the lead on specific technical areas. USAID will contract and fund the external evaluation separately from this award.

Illustrative evaluation questions include:

- In targeted areas, to what extent have the interventions contributed to: a) Improve quality of malaria case management practices, both at health facilities as well as at community level and b) Improving leadership and commitment to support the malaria program at all levels of the health system.
- How has the organizational and technical capacity of local sub-partners members been impacted as a result of the targeted capacity building interventions?
- What were the most significant challenges encountered during program implementation and what are the best strategies to address these?

A.10.4 Environmental Monitoring and Mitigation Plan (EMMP):

The EMMP will be developed by the applicant and approved by USAID prior to the launch of each activity having a potential adverse impact on the physical and natural environment.

A.10.5 Key Personnel

Key personnel are considered essential to the work being performed under this grant. Please be advised that these are full time positions and must not be shared with other activities. USAID seeks to emphasize its support for capacity building and professional development of Mozambican staff.

USAID stipulates the following qualifications for the five key personnel positions:

Chief of Party: The Chief of Party (COP) will provide overall strategic leadership and oversight to the activity. The COP must demonstrate the following:

- A Masters' degree or higher in public health or in a related field
- Minimum of 12 years of managerial and operational experience, preferably in managing large donor projects involving coordination with multiple implementing partners or institutions in Mozambique or the Sub-Saharan region;
- Demonstrated experience in managing programs with a technical scope similar to the activity;
- Experience in developing activity work-plans, budgets, managing implementation, and staff and short-term technical assistance;
- Experience working with USG supported projects and knowledge of financial rules and regulations at a senior level;

- Excellent representational and communication skills, and written and oral proficiency in English and Portuguese;
- Demonstrated experience building capacity and health systems strengthening;
- Excellent past performance references.

Deputy Chief of Party: The Deputy Chief of Party (DCOP) supports the COP in the provision of leadership and oversight. The DCOP must demonstrate the following:

- A Masters' degree or higher in public health or in a related field;
- Minimum of 7 years of managerial and operational experience, preferably in managing large donor projects involving coordination with multiple implementing partners or institutions in Mozambique or Sub-Saharan region;
- Demonstrated experience in managing programs with a technical scope similar to the activity;
- Experience working with USG supported projects and knowledge of financial rules and regulations at a senior level;
- Experience and demonstrated expertise in health system assessment and strengthening;
- Strong oral and written communication skills in Portuguese and English.

Technical Director: The Technical Director (TD) will be responsible for overseeing the programmatic and technical aspects of the activity. The TD must demonstrate the following:

- A clinical degree in medicine or nursing, or a Master's degree in public health or in a related field;
- At least 10 years of experience in health service delivery, including at least five years of project management experience in malaria or other public health program;
- Demonstrated experience in malaria case management and/or malaria in pregnancy;
- Strong oral and written skills in Portuguese and English;
- Experience working on international projects related to the subject area of this activity;
- At least 5 years of experience working in Mozambique, with a strong understanding of the Mozambican context;
- Demonstrated ability to work with multiple partners on collaborative projects.

Surveillance and Monitoring and Evaluation Specialist: The Surveillance and Monitoring and Evaluation (SM&E) Specialist will be responsible for overseeing all programmatic and technical aspects related to surveillance and monitoring and evaluation activities. The SM&E Specialist must demonstrate the following:

- A Master's degree in public health, or M&E related field;
- At least 7 years of experience in implementing public health programs;
- Demonstrated experience in surveillance and monitoring and evaluation of public health programs. Preference will be given to candidates with specific training and experience in surveillance and monitoring and evaluation of malaria programs;
- Strong oral and written skills in Portuguese and English;
- Experience working on international projects related to the subject area of this NOFO;
- Strong skills in data management, analysis, reporting, use and interpretation;
- Experience in designing and implementing operational research projects.
- Experience with GIS tools and analysis, interpretation and reporting of M&E activities.

Finance and Operations Director: The Finance and Operations Director (FOD) will be responsible for overseeing project finances and other operational and administrative duties. The FOD must demonstrate the following:

- Bachelor's degree in Business Administration, Finance, Accounting or other relevant field;
- Minimum 8 years of experience in administrative and financial management of large-scale and complex international development assistance programs;
- Strong financial and operational management experience with proven management skills;
- In-depth knowledge of U.S. Government financial management rules and regulations;
- Strong interpersonal and team-building skills with significant experience building strong host country national teams.

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

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

USAID intends to award one Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide up to \$29.9 million in total USAID funding over a five-year period.

B.2 Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five years. The estimated start date will be on [TBD].

B.3 Substantial Involvement

USAID/Mozambique considers collaboration with the recipient crucial for the successful implementation of this program. Substantial involvement during the implementation of this award will include the following:

- Approval of the recipient's Annual Implementation Plans, which describe the specific activities to be carried out under the Agreement;
- Approval of specified key personnel and any changes in key personnel: key personnel positions will be identified and stated in the award. The recipient must request prior approval from the USAID/Mozambique for the replacement of key personnel or changes in the key personnel positions;
- Agency and recipient collaboration or joint participation: USAID will participate as determined by the AOR on selection committees for the review and selection of sub-awards, if any.
- The recipient must request prior concurrence and approval from the AOR and the AO before entering into any sub-awards under the performance of this agreement;
- Approval of the recipient's Activity Monitoring, Evaluation and Learning (MEL) Plan.

B.4 Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is 935, which includes the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source.

B.5 Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the recipient and under the subject program is to

transfer funds to accomplish a public purpose of support or stimulation of the Malaria Capacity Strengthening (MCAPS), 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

C.1 Eligible Applicants

Eligibility for this NOFO is not restricted.

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

C.2 Cost Sharing or Matching

Cost sharing is not required for this activity, though it is encouraged, and the use of cost share funds may lead to a program with greater impact.

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

D.1 Agency Points of Contact

Patrice Lopez
Agreement Officer

Email: patlopez@usaid.gov

Faizallet Sultan

Acquisition and Assistance Specialist

Email: fsultan@usaid.gov

D.2 Questions and Answers

Questions regarding this NOFO should be submitted in writing to the points of contact and the e-mail addresses above by the date and time indicated on the cover letter.

D.3 General Content and Form of Application

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

Both the Technical and Business (Cost) Applications must include a cover page/[summary page](#) containing the following information:

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

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 [or justified](#) and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.

- 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

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

D.4 Application Submission Procedures

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, as amended. 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.

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

USAID's preference is that the technical application and the cost application each be submitted separately and consolidated into as few attachments as possible. Please avoid using *.zip files and limit attachments to 15 MBs.

D.5 Technical Application Format and Content

The Technical Application will contain the following Sections. The below list includes the only Annexes authorized under this solicitation. No other supporting documentation will be reviewed or evaluated.

1. Cover Letter
2. Table of Contents

3. Acronym List
4. Technical Approach
5. Key Personnel, Staffing and Management Plan
6. Institutional Experience and Capability and Past Performance
7. Annexes:
 - a. Annex 1: Monitoring, Evaluation and Learning (MEL) approach (up to 2 pages)
 - b. Annex 2: CVs/resumes (up to 3 pages each), references, and signed statement of commitment for each of the Key Personnel
 - c. Annex 2 3: Organizational Chart(s) (up to 2 pages)

The Technical Application is limited to 21 pages. Not included in the 21-page limitation are the following:

- Cover Letter
- Table of Contents
- Acronym List
- Annexes (please follow the above individual page limits)

D.5.1 Technical Approach (Suggested 12 pages)

Applicants must propose a technical approach that demonstrates an in-depth understanding of the development challenges in Mozambique. Applicants must convincingly describe how the proposed technical approach, methodologies, and activities will successfully achieve the proposed intermediate results, and accomplish the objective of the Activity. The approach will address the strategic considerations contained in the program description. Applicants are requested to present a theory of change (TOC) that is aligned with their proposed approach.

Applicants are encouraged to propose an innovative yet realistic approach that is most appropriate in the Mozambican context, as well as methods by which the approach will be analyzed and adapted. Applicants should also identify and describe the risks associated with the proposed approach and propose effective strategies to mitigate or reduce these risks.

The approach must be sustainable and propel local stakeholders toward self-reliance. It must include a strategy for strengthening the technical and organizational capacity of the recipient's local partners, other selected local organizations, institutions, and the GRM at all levels to design, deliver, scale up, and sustain the use of evidence-based approaches and quality malaria services.

The applicants' approach will also address coordinating and engaging with key public and private sector stakeholders to ensure local ownership, maximize synergy and resources and minimize overlap. Demonstrate a clear plan for collaborating with USG and other donor activities, contribute to, build upon the investments made, carry forward lessons learned, and contribute towards strengthening the overall health system.

The applicants will also propose a clear plan and approach to implement SBC activities at health

facility level. Also, the applicants will describe a coverage plan that reaches selected health facilities in the target geographic area in a strategic manner, providing differentiated packages of assistance and support tailored to the needs of individual facilities.

In an annex, and in support of the proposed technical approach, the applicants must also propose a summary MEL approach (up to two pages) inclusive of performance, context, and complementary monitoring. The applicant will provide a summary of the MEL methodologies, tools, and processes they will employ, and particularly how they will describe objectively verifiable outcome and output level indicators and targets for the proposed approach to achieve the Activity objective, as well as assure adaptive management throughout the life of the Activity. USAID will not assess the values of targets at this stage, rather the approach applicants propose to define them. Targets will be finalized after the award in consultation with USAID and relevant stakeholders. The applicant must articulate the principal sources of data, minimizing the use of systems parallel to existing government data sources. Also describe an approach for continuous learning over the life of the project, and illustrative learning agenda examples, that draw from: the application and generation of evidence, testing and scaling innovations, routine monitoring of program indicators, performance and quality improvement data, experiential learning, and other opportunities.

D.5.2 Key Personnel, Staffing and Management Plan (Suggested 6 pages)

Key Personnel

USAID/Mozambique determined that five (5) personnel positions are key for the MCAPS Activity: the Chief of Party, Deputy Chief of Party, Technical Director, Surveillance and Monitoring and Evaluation Specialist, and Finance and Operations Director.

For this NOFO, applicants need to **only** identify the proposed Chief of Party, Technical Director and the Surveillance and Monitoring and Evaluation Specialist. No other individual should be identified nor will be evaluated. Rather, the successful applicant will propose candidates for the remaining key personnel positions after award.

The three proposed key personnel must meet the minimum qualifications outlined in Section A.11. In the main body of the application, at a minimum, applicants must describe, for the key personnel positions, the rationale for proposing the individual and describe how key personnel's technical expertise, education and experience is conducive to achieving expected results of the Activity.

In the annexes to the technical application, the applicant must submit the following documents for the proposed Chief of Party, Technical Director and the Surveillance and Monitoring and Evaluation Specialist candidates:

- Current CV/resume including three (3) professional references with contact information (email and telephone number), (maximum 3 pages). It should be noted that USAID reserves the right to solicit references beyond those submitted. The

- resumes must, at a minimum, identify the start year and month and end year and month for each former/current employment listed.
- Signed statement of commitment, confirming immediate availability from the Key Personnel candidate and his/her intention to serve for the term of the proposed Activity (no page limit). USAID discourages the use of exclusivity agreements.

Staffing

The applicant must propose a staffing plan that convincingly demonstrates the applicant's ability to successfully implement the Activity. The applicant must describe how the proposed staffing plan (including the five proposed key personnel positions, home office, and field personnel) will ensure successful implementation. The applicant is encouraged to maximize use of local experts in both key and non-key positions and seek meaningful gender balance and diversity in its overall staffing. The applicant may propose a multidisciplinary staffing plan that includes members with expertise and experience in cross-cutting topics such as gender issues, maternal and child health, and health systems strengthening.

Management Plan

The management plan must define the roles of the prime recipient, sub-partners and any resource organizations proposed, clearly delineate lines of communication, knowledge sharing and authority among all partners. The plan will also lay out a coordination strategy with other stakeholders, including projects funded by the USG, to optimize collective development impact and efficiency. It will also specify the geographic location for project offices outside of Maputo and how they will enhance results, while ensuring collaboration.

The role of the prime organization and sub-partners and the comparative advantage of each organization must be clearly laid out in the management plan. Clear explanation of the experience, roles and responsibilities of all partners, including significant technical contributions from local partners, must be described

The applicant must present an operational model which includes a minimum of two local organizations as sub-partners and a clear plan to strengthen the technical and organizational capacity of those organizations and transition work to these organizations. The applicant should develop and implement innovative strategies for assessing institutional and technical capacity, identifying development needs, and monitoring local implementing partner progress on their journey to self-reliance.

The applicant is encouraged to maximize decision making for the activity, including financial decisions, by the implementation team in Mozambique. USAID seeks to emphasize its support for capacity building and professional development of Mozambican staff.

In the annexes, the applicant must provide an organizational chart depicting its staffing plan and the reporting relationships among staff. The chart should include any proposed central office and/or any field offices. The chart must specify which personnel, if any, are employed by a sub-partner.

D.5.3 Institutional Experience and Capability (Suggested 3 Pages)

The applicants must describe its team's recent experience (performed within the past 5 years) and capability, including that of any proposed subrecipients, in implementing activities similar in scope, size, and complexity to those included in the program description. Relevant experience in Mozambique and Sub-Saharan Africa is preferred.

D.6 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 200.206. Applicants should not submit any additional information with their initial application.

The Cost Application must contain the following sections:

- a) Cover Page/Summary Page
- b) SF-424 Forms
- c) Certifications, Assurances, Representations, and Other Statements of the Recipient
- d) Budget and Budget Narrative
- e) Approval of Subawards
- f) Dun and Bradstreet and SAM Registration
- g) Funding Restrictions (no documents required)
- h) Conflict of Interest Pre-Award Term

For apparently successful applicants, when requested by the AO:

- i) History of Performance
- ~~j) Branding Strategy & Marketing Plan~~

Detailed instructions are as follows:

a) Cover Page/Summary Page

The Cost Application Cover Page/Summary Page must contain the same information as the Technical Application Cover Page/Summary Page.

b) SF-424 Forms

The applicant must submit the application using the SF-424 series:

- SF-424
- SF-424A (attached)
- SF-424B

Forms and instructions can be found at the following link: <https://www.grants.gov/forms/sf-424-family.html>.

Failure to accurately complete these forms could result in a non-funded application.

c) Certifications, Assurances, Representations, and Other Statements of the Recipient

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

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

d) 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. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award and may result in a rejection of the cost application. The Budget 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, 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, 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.
- Detailed Budget, including a breakdown by year, by budget category and budget line items, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant’s program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

- Detailed Budgets for each sub-recipient, for all federal funding, broken out by budget category and by year, by budget category and budget line items for the entire implementation period of the program.

Applicants must provide a summary budget table in the below format:

Description	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Year 4 (\$)	Year 5 (\$)	Total (\$)
Personnel						
Fringe Benefits						
Travel and Transportation						
Equipment						
Supplies						
Contractual (Subawards and Contracts)						
Other Direct Costs						
Total Direct Charges						
Indirect Charges						
Total Estimated USAID Amount						
Total Estimated Program Amount						

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

- 1) Personnel (Salaries and Allowances) – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do

not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

- 2) **Fringe Benefits** – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown 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.
- 3) **Travel and Transportation** – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant’s normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
- 4) **Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property** – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.

Note to Applicants: There is an ongoing malaria activity, which is expected to overlap with the new USAID MCPAS program. Some equipment will be transferred to the Recipient of the resulting Cooperative Agreement. **However, all applicants should develop their budget for the equipment required to accomplish the project objectives.**

- 5) **Contractual** (Subawards and Contracts) – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant’s budget, including those related to fringe and indirect costs.
- 6) **Other Direct Costs** – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

- 7) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200. 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 does not have a current 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 for further information.

Method 4 - Indirect Costs Charged as A Fixed Amount

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

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

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

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

e) Approval of Subawards

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

- Name of organization
- DUNS Number (USAID will accept in a “submitted” status for new local sub-recipients. However, please note that by the time of award, the prime and all subs must have DUNS and SAM registrations complete).
- 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 200.332(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

f) Dun and Bradstreet and SAM Requirements

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

1. Provide a valid DUNS number for the applicant and all proposed sub-recipients (for sub-recipients, USAID will accept the “submitted” status. However, please note that by the time of award, the prime and all subs must have DUNS and SAM registrations complete).
2. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.beta.sam.gov).

3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

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

DUNS number: <http://fedgov.dnb.com/webform>

SAM registration: <http://www.beta.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.beta.sam.gov, navigate to Help, then to International Registrants.

g) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

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

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

h) Conflict of Interest Pre-Award Term

The pre-award term entitled “**CONFLICT OF INTEREST PRE-AWARD TERM (August 2018)**” is hereby incorporated by reference. The full text can be found at the following link: <https://www.usaid.gov/sites/default/files/documents/1868/303mba.pdf>.

i) History of Performance

The apparently successful applicant will be asked to provide history of its performance. Applicants should not provide this information unless requested by the AO.

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 five awards, as follows:

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

If the applicant 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.

D.7 Branding Strategy & Marking Plan

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

The pre-award terms entitled “**1. Branding Strategy – Assistance (June 2012)**” and “**2. Marking Plan – Assistance (June 2012)**” are hereby incorporated by reference. The full text can be found at the following link:

<https://www.usaid.gov/sites/default/files/documents/1868/303mba.pdf>.

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

E.1 Merit Review

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. The Technical Application will be scored by a Selection Committee (SC) using the ratings described in this section.

E.2 Review, Selection and Award Process

USAID will conduct a merit review of all applications received that comply with the instructions in this RFA. Applications will be reviewed and evaluated in accordance with the following criteria shown below:

a) Ratings

Adjective	Definition
Exceptional	<p>An Exceptional application has the following characteristics:</p> <ul style="list-style-type: none"> • A comprehensive and thorough application of exceptional merit. • Application meets and fully exceeds the Government expectations or exceeds NFO objectives and presents very low risk or no overall degree of risk of unsuccessful performance. • Strengths significantly outweigh any weaknesses that may exist.
Very Good	<p>A Very Good application has the following characteristics:</p> <ul style="list-style-type: none"> • An application demonstrating a strong grasp of the objectives. • Application meets NFO objectives and presents a low overall degree of risk of unsuccessful project performance. • Strengths significantly outweigh any weaknesses that exist.
Satisfactory	<p>A Satisfactory application has the following characteristics:</p> <ul style="list-style-type: none"> • An application demonstrating a reasonably sound response and a good grasp of the objectives. • Application meets NFO objectives and presents a moderate overall degree of risk of unsuccessful project performance. • Strengths outweigh weaknesses.
Marginal	<p>A Marginal application has the following characteristics:</p> <ul style="list-style-type: none"> • The application shows a limited understanding of the objectives. • Application meets some or most of the NFO objectives, but presents a significant overall degree of risk of unsuccessful project performance. • Weaknesses equal or outweigh any strength that exists.

Unsatisfactory	<p>An Unsatisfactory application has the following characteristics:</p> <ul style="list-style-type: none"> • The Application does not meet the NFO objectives or requires a major rewrite of the application. • Presents an unacceptable degree of risk of unsuccessful project performance. • Weaknesses demonstrate a lack of understanding of the Government's needs. • Weaknesses significantly outweigh any strength that exists.
-----------------------	---

E.23 Merit Review Criteria

The technical applications will be reviewed in accordance with the criteria set forth below. The criteria are listed in descending order of Importance:

Criteria
1. Technical Approach
2. Key Personnel, Staffing and Management Plan
3. Institutional Experience and Capability

Criterion 1. Technical Approach

The extent to which the technical approach convincingly demonstrates an in-depth understanding of the development challenges and the applicant's ability to achieve the overall objective of the Activity.

Criterion 2. Key Personnel, Staffing and Management Plan

The extent to which the applicant convincingly demonstrates that the proposed key personnel, staffing and management plan will ensure effective implementation of the Activity and achievement of the Activity objective.

Criterion 3. Institutional Experience and Capability

The extent to which the applicant, including any proposed subrecipients, convincingly demonstrate institutional capability and recent experience (performed within the past 5 years), in implementing activities similar in scope, size, and complexity to those included in the program description.

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

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

F.1 Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award.

F.2 Administrative & National Policy Requirements

The resulting award from this NOFO will be administered in accordance with the following policies and regulations. For US organizations: [ADS 303](#), [2 CFR 700](#), [2 CFR 200](#), and [Standard Provisions for U.S. Non-governmental organizations](#). For Non-US organizations: [Standard Provisions for Non-U.S. Non-governmental Organizations](#).

See Annex 1, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

F.3 Reporting Requirements

All reports listed below shall be submitted by the specified due dates for approval by the USAID AOR unless otherwise agreed upon with the AOR. Recipients will consult the AOR on the format and expected content of reports prior to submission. The recipient should always be ready for revision in program indicators and reporting requirements.

The table below summarizes the main deliverables under this activity.

Reports/Deliverables	Due Date	Deliver to
Annual Workplan	1st Draft 60 calendar days after award date for the first fiscal year and by August 1 for the following fiscal years	AOR
Final Workplan	90 calendar days after award date for the first fiscal year and by August 30 for the following year	AOR
Quarterly Progress Report	1st Draft 30 calendar days after the end of each fiscal year quarter. Reports are required to include quarterly and cumulative data	AOR

Annual Performance Report	1st Draft, 30 calendar days after the end of the fiscal year. Final Report, 60 calendar days after the end of the fiscal year	AOR
Monitoring, Evaluation, and Learning Plan	1st draft - 60 calendar days after award date for the 1st year and by August 1 for the following fiscal years Final MEL plan - 90 calendar days after award date for the 1st year and August 30 for the following year	AOR
Baseline report	6 months after award	AOR
Environmental Monitoring, and Mitigation Plan	60 calendar days after award	AOR
Grants Manual	90 calendar days after award	AO
Branding and Marking Plan	60 calendar days after award	AOR
Gender Analysis and Action Plan	Gender Analysis due 60 calendar days after award; Gender Action Plan due 90 days after award	AOR
Final Report	1st Draft, 30 calendar days after end of award. Final draft, 90 calendar days after end of award	AOR
Quarterly Financial & Pipeline Analysis Report	30 calendar days after the end of each fiscal quarter	AOR and OFM
Other Tax Report	30 calendar days after end of each fiscal quarter	AOR and OFM
Ad Hoc Reporting	Mutually agreed time, when required	AOR
Security Plan	45 calendar days after award	AOR
Close-Out and Disposition Plan	180 days before completion of the award	AO and AOR

A. Program Reporting:

- **Annual Workplan:** Based on the Activity Description, the recipient shall prepare and submit a draft annual work plan **within 60 calendar days of the award date**, and by August 1 for subsequent project years to guide the implementation process with a breakdown of activities and timelines and anticipated progress in the achievement of the activity results (consistent with the Activity MEL Plan), as well as the associated costs. The recipient shall ensure a collaborative process in work plan development, consulting beneficiaries, partners, USAID and other relevant stakeholders in preparing the annual workplan to ensure complementarity and shared ownership. In addition, the AOR may work with the recipient to define particularly relevant sections of the workplan that would enhance implementation, such as key assumptions and risks (as well as plans to mitigate and update these), lessons learned and workplan adjustments going forward.
- **Quarterly Progress Reports:** The recipient shall submit quarterly reports that include narratives of quarterly achievements, and progress against the work plan, and agreed upon performance indicators. A format for the quarterly report shall be approved by the AOR. The quarterly report shall describe and assess the overall progress to date based upon agreed performance indicators. The reports shall also describe the accomplishments of the recipient and the progress made during the past quarter; include information on key activities, both ongoing and completed during the quarter (e.g., meetings, trainings, workshops, significant events, subcontracts, and grants). Quarterly reports must include information on Environmental Monitoring and Mitigation Plan implementation, if applicable. Reports must be submitted via the Mission’s MEL database (DevResults). In addition to the quarterly report, all targets and results for performance indicators must be submitted via the DevResults database, and when available, the Development Information Solution (DIS). Other forms of reporting can be agreed with the AOR and the recipient.

The quarterly reports should provide information on the extent to which gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs, and gender inequalities emerged or remained. Recipients shall notify USAID of developments that have a significant impact on the award-supported activities.

The quarterly report provides the opportunity to discuss impacts of learning on the program, updates in key assumptions and the underlying development hypotheses. Also, notification shall be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award, or which may have an impact on the development hypothesis or theory of change for the activity, and/or other activities (USG-funded or not) which might be informed by such learning. This notification shall include a statement of the action taken or contemplated, and any assistance needed to resolve the situation. The recipient shall also prepare **quarterly financial reports** showing the amount of funding and level of effort spent and accrued during the quarter, cumulative spending, and estimates for the next quarter. The quarterly activity and financial reports are to be submitted **within 30 calendar days** after the end of each fiscal quarter to the AOR at USAID/Mozambique, through the DevResults

system, except the financial reports.

- **Annual Performance Report:** Annual performance reports on the project activities and progress against indicators are the responsibility of the recipient and are needed by USAID/Mozambique to provide timely input to the USG's Operational Plan. To the extent possible, the annual performance report should cover activities and results through the end of the fiscal year, and should review the cumulative experience, learning, adaptations and the implications of these for the year. However, the draft annual performance reports must be received by USAID **within 30 calendar days** after the end of the year and in final no later than **60 calendar days** after the end of the year.
- **Activity Monitoring, Evaluation and Learning (MEL) Plan:** The activity MEL plan is a management tool that enables the applicant and USAID to track whether desired results are being achieved and project implementation is being adapted to changing conditions. This plan should define critical performance indicators, data collection methods and the recipient's plans for analyzing, utilizing and sharing information for reporting, accountability, learning and adaptation. The activity M&E plan is a required document, due **within 90 calendar days** of the award. For activities that plan to implement interventions in more than a single Province, the applicant must plan to develop, implement and report on indicators disaggregated by province.
- **Baseline report:** The recipient should plan and implement a baseline survey to establish the pre-intervention conditions to inform the development of tailored interventions and provide a basis for monitoring activity results and impacts. The assessment should provide sex and age-disaggregated statistics and also investigate specific gaps that exist between males and females with respect to the problem that is being addressed and explain or indicate potential causes of those gaps and indicate what opportunities there are to promote women's leadership and empowerment to project outcomes. This baseline and therefore the baseline report should be conducted after the applicant has secured an approved activity MEL plan but **within 6 months** of the award.
- **Environmental Monitoring and Mitigation Plan:** The draft plan will be developed by the applicant and approved by USAID **within 60 calendar days** after award and updated as needed prior to the launch of each activity having a potential adverse impact on the physical and natural environment. For any activity with a Negative Determination with Conditions, the recipient must develop EMMPs to implement these conditions. If a project contains no sub grants and all project activities are known in advance, the EMMP shall be included in the work plan and/or submitted with the work plan at the onset of the project (an annotated EMMP template can be found at <http://www.usaidgems.org>). Information on implementation of the EMMP must be reported through Quarterly Performance Reports. If a project contains sub grants, subcontracts, or any activities that are not known at the time of the preparation of the work plan, subproject Environmental Reviews with EMMPs signed by the AOR/COR/AM and the MEO are necessary prior to the approval of a sub grant or sub activity. Signed Environmental Review Forms (ERFs) and Environmental Review Reports (ERRs) will be kept in USAID's official files.

Formats for ERF and ERR can be found at the following website:

<http://www.usaidgems.org>

- **Grants Manual:** The recipient must comply in all material respects with USAID's Automated Directives System (ADS) Chapter 303 (including mandatory and supplementary references) in awarding and administering grants. The recipient must submit a Grants Manual, **no later than 90 calendar days** after award, detailing the process for identifying, evaluating, vetting, awarding, and monitoring grant activities. The Grants Manual will be approved by the Agreement Officer.
- **Branding and Marking Plan:** The recipient must comply with USAID regulations as stipulated in the USAID Graphic Standards Manual and Partner Co-Branding Guide², **no later than 60 calendar days** after the award.
- **Gender Analysis and Action Plan:** Gender analysis is a tool for examining the differences between the roles that women and men play in communities and societies, the different levels of power they hold, their differing needs, constraints and opportunities, and the impact of these differences on their lives.

The recipient should plan to conduct a gender analysis that identifies root causes of existing gender inequalities or obstacles to female empowerment in the context of the activity, so that the applicant can seek out opportunities to promote women's leadership and participation. The gender analysis should also identify potential adverse impacts and/or risks of gender based exclusion that could result from planned activities, including: (a) Displacing women from access to resources or assets; (b) Increasing the unpaid work or caregiver burden of females relative to males; (c) Conditions that restrict the participation of women or men in project activities and benefits based on pregnancy, maternity/paternity leave, or marital status; (d) Increasing the risk of Gender Based Violence, including sexual exploitation or human trafficking, sexually transmitted diseases, and HIV/AIDS; and (e) Marginalizing or excluding women in political and governance processes. Because males and females are not homogenous groups, the gender analysis should also to the extent possible disaggregate by income, region, caste, race, ethnicity, disability, and other relevant social characteristics and explicitly recognize the specific needs of young girls and boys, adolescent girls and boys, adult women and men, and older women and men. **The Gender Analysis is due 60 calendar days after the award, and the Action Plan is due 90 calendar days after the award. Both are required documents.**
- **Final Report:** A draft final report should be submitted to the AOR no later than **30 calendar days** after the completion of the activity. The final report is **due 90 calendar days** after the end of the award. Three copies should be submitted to the AOR. The report shall summarize the accomplishments of the agreement, methods of work used, and recommendations regarding unfinished work and/or program continuation, as well as key

² https://www.usaid.gov/sites/default/files/documents/1869/USAID_GSM-02_04_2020.pdf

learnings from the total implementation experience. In addition, the report should specifically address how the activity addressed gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs, and gender inequalities emerged or remained. It shall cover the entire period of the award and include the cumulative results achieved, an assessment of the impact of the program, lessons learned and recommendations, any particularly notable impact stories (or challenges), and detailed financial information. It should be grounded in evidence and data. The final/completion report shall also contain an index of all reports and information products produced under the award.

- **Close out and Disposition Plan:** The awardee must submit a Closeout Plan to the AO with a copy to the AOR for approval **6 months before the Agreement completion date**. The plan must include, but not be limited to: (1) a property disposition plan (2) a plan for the phase-out (3) a delivery schedule for all reports or other deliverables required under the Agreement.
- **PEPFAR Reporting:** If the award includes PEPFAR funding, the applicant will provide reports according to mandatory PEPFAR reporting requirements.
- **Ad Hoc Reporting:** The recipient may be asked to prepare additional reports in collaboration with USAID, with a mutually agreed upon timeframe and as required by the annual workplan process.
- **Security Plan:** The apparently successful applicant/s will be asked to provide a Security Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award.

As the security situation continues to deteriorate in the Northern Provinces of Mozambique, it is imperative that applicants have a comprehensive Security Plan in place to ensure safety and security of its personnel as well as U.S Government Property. The successful applicant/s will provide a draft Security Plan as part of the application submission and a finalized plan from the winning applicant no later than **45 days after award**. The successful applicant/s must be aware of security conditions in the geographic locations in which the award will be performed and provide a detailed Security Plan that will ensure the safety and security of the project staff as well as Government Property. The Security Plan must be based on a credible threat analysis and risk assessment, must be coherent, integrated, comprehensive, and demonstrate that the applicant has undertaken a thorough review of its full security needs and includes analysis of the various elements of a security system showing how threats will be mitigated.

To keep abreast of security conditions and threats, the successful applicant/s shall seek information from available sources for all areas in which program staff will work or travel. The successful applicant/s acknowledges that security conditions are subject to change at any moment, that USAID cannot guarantee the accuracy of any information that it may provide to the successful applicant/s and that USAID assumes no responsibility for the reliability of such

information. The successful applicant/s has sole responsibility for approving all travel plans for its employees and/or its dependents traveling to post if allowed by the applicant's personnel internal policies. In addition, the plan must comply with all United States Government regulations and Mozambican law. The plan is to be implemented and maintained also by all applicable subcontractors (and/or sub-grantees).

The successful applicant/s must appoint a Safety and Security Manager that will be responsible for overseeing the overall Security Plan as well as implementing and coordinating the security posture of the project.

The plan shall include, at a minimum:

- Procedures for reporting and addressing security threats.
- Procedures for reporting any deaths or significant injuries related to the project.
- Procedures for reporting and addressing any persons missing or kidnapping incidents.
- Name and contact information of the security contact person.

The successful applicant/s acknowledges and understands that the Agreement Officer review of the successful applicant/s security plan does not amount to certification by USAID of the sufficiency of the applicant's plan, but to ensure the successful applicant/s has a plan. USAID assumes no responsibility or liability relating to the successful applicant/s's implementation of its Security Plan, or for that of the successful applicant/s subcontractors/sub-grantees.

To ensure the plan is fully budgeted for, applicants shall provide a security budget and comprehensive budget notes. The Security Plan and budget shall also include a point of contact to answer questions or provide clarifications relating to security throughout the life of the project. The successful applicant/s is encouraged to acquire professional advice from an expert of its choosing to assist in establishing an overall security plan. The Security Plan and security budget will be reviewed together with the technical and cost applications, and it needs to demonstrate that the security needs to successfully implement the scope of work (SOW) as presented in the applicant's technical approach.

SECURITY REPORTING

As part of the overall security requirements, the successful applicant/s shall report any security threats and/or incidents verbally/by telephone, immediately to the **(AOR)**.

Subsequently, **and no later than 3 business days**, a written report shall be submitted in accordance with approved procedures delineated below. The successful applicant/s shall develop a list of specific steps to track any potential/identified threats, which will be part of its overall security system. All subcontractors/sub-grantees will be required by the successful applicant/s to report any threats/incidents to the prime Recipient, who will immediately after, notify the above listed.

SECURITY REPORTING RESPONSIBILITIES

USAID requires appropriate Security reports be submitted to the (AOR). This notification requirement is in addition to any responsibilities that the awardee may have to report incidents to local law enforcement authorities and/or the USAID Office of the Inspector General (OIG).

The successful applicant/s shall report an Initial Threat Assessments and subsequent changes as often as the situation requires (monthly, quarterly etc.). The successful applicant/s is also required to notify USAID of any security related incident in a timely manner according to the following guidelines:

Incident Reporting

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

Serious Incident Report (SIR)

- An incident that involves the death, injury, kidnapping of IP personnel and/or damage to project/Government property.
- An incident that has critically damaged the funded program, such as fire, catastrophic flood, etc.
- Initial SIR must be reported verbally immediately, and within 8 hours of the incident occurrence/discovered.
- A Complete SIR must be filed in writing/e-mail within *3 business days* of the incident.
- Updated written SIR will continue to be filed on a timely basis (daily, weekly) as long as the situation exists. The timeline will be adjusted as required by AOR.
- Final Report SIR will summarize the incident, the subsequent happenings and the final resolution.

Incident Report (IR)

- An incident involving accidents, potential harm, SUSPICIOUS persons or acts, threats or harassing actions against personnel or the program.
- IR should be initially reported by phone Immediately, follow up with a written report filed no later than 5 business days.

Situation Report (SITREP)

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

- There is no predetermined reporting timeline. The report will be issued as needed and deemed necessary by the Safety and Security Manager.

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

- **Development Experience Clearinghouse (DEC) Requirements:** The recipient will be required to submit deliverables and reports to the Development Experience Clearinghouse and inform the AOR that they have been submitted. The following reports are development experience documentation: Performance Reports (quarterly, semi-annual or annual). Annual, semi-annual or quarterly reports describing the progress and accomplishments of the USAID-funded activity or project. Final performance reports submitted 90 days after the expiration or termination of the award. Submissions are done at the following DEC address: <http://www.usaid.gov/results-and-data/information-resources/development-experience-clearinghouse.dec>.

B. Financial Reporting

- **Quarterly Financial & Pipeline Analysis Report:** In accordance with 22 CFR 226.52 the Federal Financial Reporting Form (FFR) will be required on a quarterly basis. FFR 425 must be submitted **within 30 days after the end of each fiscal quarter** to the AOR at USAID/Mozambique.
- **Other Tax Reports:** The purpose of this clause is to enable USAID to implement the tax provisions of its bilateral agreement with the GRM. To comply with this clause, the applicant shall maintain records of all taxes paid to GRM with U.S. government funds as well as other financial information as may be required by USAID. The applicant shall furnish this information to USAID in accordance with guidance circulated by the Agreement Officer, as amended from time to time. For activities that will implement interventions in more than a single province, the applicant is requested to describe a plan to be able to report allocation and expenditures by province. Allocations and expenditures by province should add up to the total budget.

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

G.1 NOFO Points of Contact

Patrice Lopez
Agreement Officer

Email: patlopez@usaid.gov

Faizallet Sultan

Acquisition and Assistance Specialist

Email: fsultan@usaid.gov

G.2 Acquisition and Assistance Ombudsman

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

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

[END OF SECTION G]

SECTION H: OTHER INFORMATION

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

Applications with Proprietary Data

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

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

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

“Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application.”

[END OF SECTION H]

ANNEX 1 - STANDARD PROVISIONS

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

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

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

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
	X	RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
X		RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
	X	RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
	X	RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
	X	RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
	X	RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
	X	RAA12. INVESTMENT PROMOTION (NOVEMBER 2003)
X		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)

X		RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
X		RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
	X	RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
X		RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
X		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
	X	RAA25. PATENT REPORTING PROCEDURES (NOVEMBER 2020)
	X	RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
X		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
X		RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
		RAA29. RESERVED
	X	RAA30. PROGRAM INCOME (AUGUST 2020)
	X	RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
X		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (NOVEMBER 2020)
X		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
X		RAA8. SUBAWARDS (DECEMBER 2014)
X		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
	X	RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
X		RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
	X	RAA12. PATENT RIGHTS (JUNE 2012)
	X	RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	X	RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)
	X	RAA 15. COST SHARE (JUNE 2012)
	X	RAA16. PROGRAM INCOME (AUGUST 2020)
X		RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
	X	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)

	X	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	X	RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
X		RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
X		RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
		RAA30. RESERVED
	X	RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

[END OF ANNEX 1]

ANNEX 2 - INITIAL ENVIRONMENTAL EXAMINATION

(Attached)

[END OF SOLICITATION NO. 72065622RFA00004 - Revision I]