



# USAID | PAKISTAN

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Issue Date: December 06, 2024  
Deadline for Question: December 20, 2024  
Closing Date: February 06, 2025  
Closing Time: 1630 Pakistan Standard Time

Subject: Notice of Funding Opportunity (NOFO) - Number:  
72039125RFA00002

Program Title: Inclusive Water Governance Activity (IWGA)

Federal Assistance Listing Number: 98.001

## Potential Applicants:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the Inclusive Water Governance Activity. Eligibility for this award is restricted to local entities.

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](http://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](http://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](mailto: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.9. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Please send any questions to the point(s) of contact identified in Section G. 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](http://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,

–/S/–

Jean-Jacques Badiane  
Agreement Officer

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## SECTION A: PROGRAM DESCRIPTION

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

### 1. Background and Problem Analysis

Pakistan’s water management sector simultaneously faces the immediate and dual risks of frequent floods and water scarcity. Climate change is further stressing the fragile water balance due to unpredictable variations in the intensity and frequency of rainfall and runoff. As discussed below, hill torrents, urban groundwater recharge, and rural water storage are three critically-important yet under-resourced areas of work.

Governance is an integral element that underpins these three water sector challenges. Literature review shows that the “the real bottlenecks often are related to governance challenges such as narrow mandates and capacities of main organizations, ineffective operational procedures besides institutional fragmentation, lack of systematic planning and inadequate financial systems.” The absence of locally-led inclusive and robust policy and implementation mechanisms, lack of systemic coordination among key stakeholders, limited and unreliable data, inadequate water service delivery and financial unsustainability of water systems are some of the major causes that lead to mismanagement of flood water.

#### 1.1. Hill Torrents

A hill torrent is a temporary stream collecting rainwater runoff in steep mountain ravines generating rapid runoff. During heavy rainfall events, hill torrents can cause flash floods of short duration and high intensity causing huge damage to infrastructure, crops and loss of human and animal lives. Hill torrents are mostly situated in the [Sulaiman Range](#) (covering parts of Khyber Pakhtunkhwa, Punjab and Balochistan provinces) and [Kirther region](#) (covering parts of Balochistan and Sindh provinces). The damage from hill torrents lies downstream but the solution lies upstream. It is not water alone but also the mountain slope that turns rainfall into flash flood which leads to severe erosion of the loose soil and thus amplifies the destructive force of water flows laden with silt. The challenge is to slow down its speed upstream to save millions of people and land downstream, and make beneficial use of the flood water. This will be possible only through a basin<sup>1</sup> level integrated approach.

Flash floods occur during monsoon period which threatens lives (human and livestock), devastates properties and damages agriculture by erosion of fertile topsoil, irrigation infrastructure and crop submergence. However, at the same time, the flood is a blessing as it

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<sup>1</sup> A hill torrent basin is commonly divided into three portions, i.e. catchment (upper section), command (middle section) and drainage areas (lower section). Each part has its unique challenges which also vary from one torrent to the other.

enables agricultural activities in the command area (locally called Pachad area in Punjab) where no other source of irrigation is available. The flood also brings fertile soil through silt deposition and replenishes aquifers in some parts. The development challenge is to minimize the negative impacts while amplifying the benefits in a sustainable manner.

Management of flash floods generated in the Sulaiman and Kirther ranges remains a challenge due to weak governance and inadequate management capacity of stakeholders. A fragmented, top-down and infrastructural approach (managing flood with embankments only) in the past did not deter the recurring floods in areas located in the foothills of Sulaiman Range. The current practices to manage hill torrents has been limited to construction of downstream embankments and dispersion structures. An integrated basin level governance and management approach is required to reduce the speed of stream flows in the upstream catchment area and harness the floodwater for economic, social and environmental benefits while minimizing flood risks for the downstream communities.

### **1.2. Urban Groundwater Recharge**

In recent years, major cities like Lahore, Karachi, Peshawar, Islamabad and parts of Balochistan were flooded by intensive rainfall. In spite of these floods, all major cities and towns are facing water shortages for domestic, commercial, and environmental purposes. Due to shortage of water, households are dependent on private vendors (water tankers). Climate change will further exacerbate this supply-demand gap.

Dwindling groundwater supply and urban flooding are twin problems in many cities. A lack of adequate rainwater harvesting, inadequate drainage capacity, and reduced groundwater recharge due to expanding urbanization are some of the leading causes of urban flooding. Climate change coupled with unplanned expansion of cities poses a huge threat to the limited groundwater reserves that supply 90% of the water for domestic and 100% for industrial purposes in major cities of Pakistan. Without proper groundwater recharge and regulation, most of the country's urban centers will continue to have an increasing number of people who have to rely on unsafe and costly water from the private vendors (water tankers). Floods provide an opportunity to store excess water in the aquifers for future uses.

### **1.3. Rural Water Storage**

Most of the past investments in the water sector focused on construction of large dams on the main Indus River System, while water conservation through conventional low-cost small scale water storage ponds at individual and community level remain largely unexplored. Despite huge potential for private and community level investments<sup>2</sup> water storage through small-scale structures in remote rural areas remains inadequate. Locally developed, small-scale water conservation initiatives, such as ponds, wetlands, diversion structures, check and delay action

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<sup>2</sup> Afaq dam in District Khushab (Punjab) is an excellent example of local investments in construction of small-scale water storage structures where a community in collaboration with an individual donor completed the dam at PKR 30 million that provides drinking water for 2,000 households, besides other socio-economic and environmental benefits (groundwater recharge).

water retention structures, and command area development, are hindered by a lack of technical assistance, enabling policies, and sustainable financial models.

Community level water conservation initiatives that leverage local materials and resources, including the private sector, would not only increase water storage and availability for local economic and social benefits but also reduce the magnitude of flooding for downstream communities. Increased local water storage/conservation/recharge capacity embedded with flood resilience mechanisms will provide a cushion against water scarcity in the command area and enhance groundwater recharge.

## 2. Summary of Relevant USG and Donor Activities

Relevant USAID's activities include:

- **Recharge Pakistan Project (2023-2028):** The Recharge activity is building resilience of communities and natural assets through introduction of green infrastructure and ecosystem-based adaptation approach to tackle floods and droughts.
- **Water Management for Enhanced Productivity (2018-2025):** The Water Management for Enhanced Productivity activity has been working with the host government, communities and civil society to build water management institutions and introduce technologies for informed decision-making and improved water delivery service in the agriculture sector.
- **Citizen Engagement Activities (2023-2028):** (HumAhang and BUILD) in Sindh, Punjab, Balochistan, and KP also focussing on flood rehabilitation work engaging local communities and government in different districts.
- **Pakistan Climate Finance (2024-2029):** This activity aims to facilitate Pakistan's transition to a low-carbon, climate-resilient economy by mobilizing public and private finance for climate mitigation, resilience, and adaptation.
- **Acumen Climate Action Fund (2024-2029):** This fund seeks to demonstrate commercially viable business models, improve farmers' climate adaptive capacity, and catalyze capital towards Pakistan's national climate adaptation priorities in the agriculture sector.

Other relevant development partners and host-country activities include:

- **Federal Government:** The federal government has the National Flood Protection Plan IV (NFPP-IV).
- **Provincial and Local Government Government's Initiatives:** Provincial and local governments have their own initiatives on hill torrents, urban flooding and rural water storages.
- **Development Partners:** Development partners have been working on hill torrents in Punjab, KP, Sindh and Balochistan.

## 3. Lessons Learned

The activity may capitalize on the following lessons learned:

- Climate change poses significant risks for the geographic focus area with increasing severity and frequency level of flooding over time.
- A systems change approach should be taken when analyzing flood and drought events. The underlying patterns (recurring floods and devastation), structures (administrative, social and economic), mental models (popular belief about floods being natural and unavoidable events, expecting only public sector-driven solutions), and financial sustainability need to be addressed to provide sustainable solutions.
- Communities, the private sector and academia have to play a central role in the systems change approach to transform flash floods in hill torrent areas and rainfall-floods in urban and rural areas into economic opportunities, and hence their inclusion and active engagement in project design, implementation and management will be critical for sustainability purposes.
- Using natural systems and green infrastructure to promote nature-based solutions to better prepare for and respond to floods and droughts. The activity should work on low-cost community and private sector driven green infrastructure interventions to develop sustainable models.
- All risks associated with the proposed interventions, such as established water rights, land tenure rights, customary water rights, ownership of interventions, operation and maintenance, financial sustainability, and environmental safeguards have to be identified upfront, so that mitigation measures could be proposed and implemented effectively.
- Collaboration with the relevant public sector institutions, development partners and civil society organizations should be strengthened for informational and coordination purposes.

#### **4. Theory of Change and Logical Framework**

##### **4.1. Theory of Change**

**IF** communities participate in integrated hill torrent water governance and strengthened disaster preparedness activities, and **IF** urban groundwater recharge is supported, and **IF** water conservation opportunities are increased in rural areas to harness rainfall-floods, **THEN** there will be improved resilience to floods and droughts leading to increased economic opportunities for communities in focus areas.

##### **4.2. Logical Framework**

**Goal:** Improved resilience of communities to floods and droughts and increased economic opportunities of communities.

**Intermediate Result 1 (IR-1):** Integrated hill torrent water governance and strengthened disaster preparedness for floods and droughts

- Sub IR-1.1: Strengthened capacity of local stakeholders
- Sub IR-1.2: Policy, plans, and regulations developed and implemented
- Sub IR-1.3: Demonstration green infrastructure built

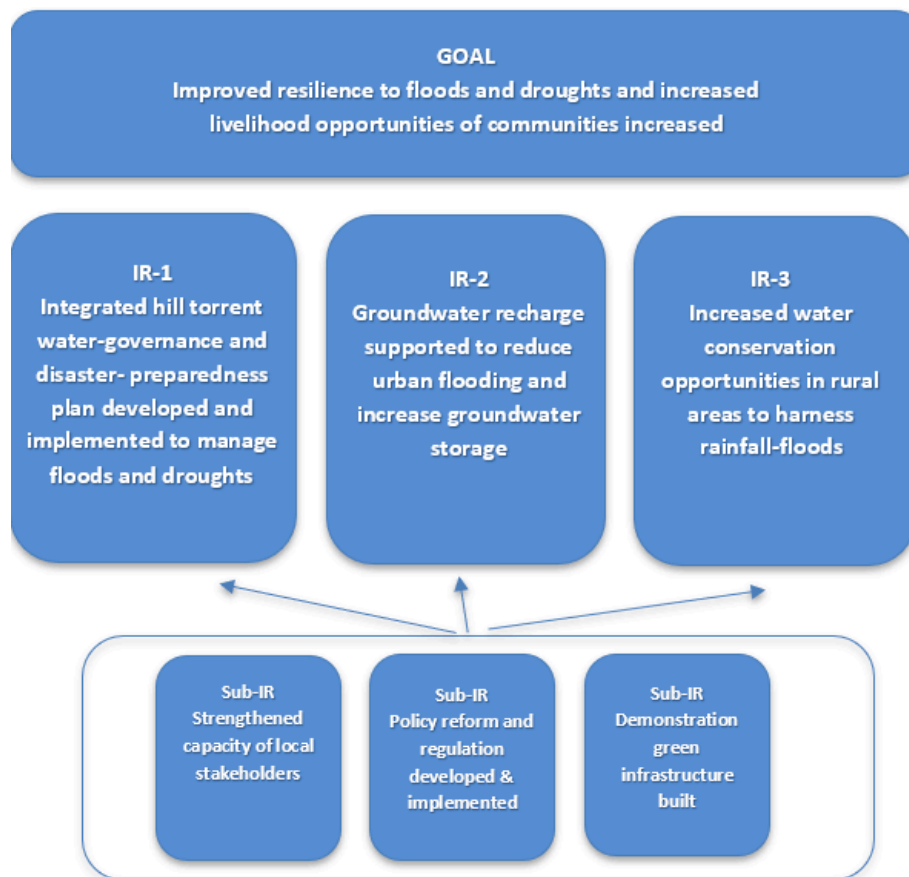
**Intermediate Result 2 (IR-2):** Groundwater recharge supported to increase urban groundwater storage

- Sub IR-2.1: Strengthened capacity of local stakeholders
- Sub IR-2.2: Policy, plans, and regulations developed and implemented
- Sub IR-2.3: Demonstration green infrastructure built

**Intermediate Result 3 (IR-3):** Increased water conservation opportunities in rural areas to harness rainfall-floods

- Sub IR-3.1: Strengthened capacity of local stakeholders
- Sub IR-3.2: Policy, plans, and regulations developed and implemented
- Sub IR-3.3: Demonstration green infrastructure built

**Figure 1: Logical Framework**



#### 4.3. Expected Outcomes

The activity is expected to achieve a number of outcomes, including fostering community organization and resilience building, policy reforms, strengthening local water governance and management, increasing surface water storage capacity, increasing the recharge of groundwater,



reducing flood risks, increasing economic opportunities and ensuring the institutional and financial sustainability of these interventions.

## 5. Activity Interventions

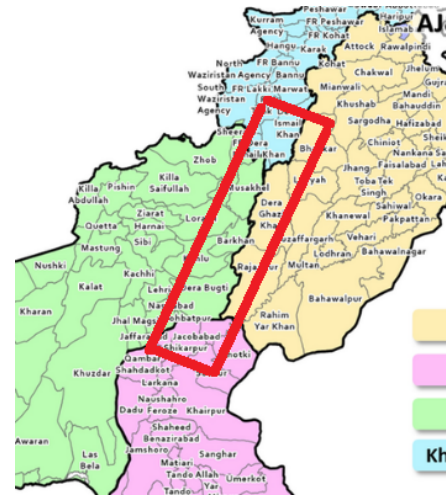
The proposed interventions will improve resilience of communities to floods and droughts and increase economic opportunities by building more efficient and effective water governance systems through collaboration and interconnection of local communities, governments at all levels (relevant federal, provincial and local government agencies), the private sector and other actors. Across this work, the recipient will explore and implement locally-led, inclusive, cost-effective, innovative and sustainable climate resilient water management solutions. The activity will implement the following three broad-level interventions.

### 5.1. Integrated Hill Torrent Water Governance

The recipient will work in the selected sites in Sulaiman and Kirther hill-torrent region (marked in red on the map), an area that encompasses four provinces and includes districts especially impacted by hill-torrent floods.

The activity will strengthen basin-wide governance and disaster preparedness, engage with the communities to develop local adaptation plans, and facilitate construction of low-cost green infrastructure to better prepare communities to manage floods and drought.

Selection and prioritization of hill torrent should be done in close coordination with the provincial government and development partners who are also planning to work in hill torrents areas. Some of the considerations for selecting a basin include vulnerability, need, accessibility, security, local interest, and opportunity to leverage on-going community, governmental, private-sector, and donor activities. The same model could then be replicated to other prioritized hill torrents. Following are the two sub-categories under this intervention.



#### 5.1.1. Basin Hill-Torrent management and Community Engagement

The main idea of hill torrent water management under this activity is to slow down water flows in the upper catchments, middle and lower sections of the basin by increasing surface and groundwater storage to reduce flood risks for downstream communities and increase opportunities for water-based livelihoods. It is critical that the proposed work explores and experiments with cost effective local solutions that keep front and center how the work could be institutionally and financially sustainable.

The activity will take a basin-wide (including sub-basins) integrated and inclusive governance approach for improved hill torrent water management. The activity will assist in developing

mechanisms for resolving conflicts over water access and usage, promoting peaceful coexistence and dispute resolution, and protecting water rights.

A critical aspect of this work is that it will involve the whole hill torrent basin as one unit. The recipient will engage local communities to support low-cost water management activities in the watershed level (upper section of the hill torrent basin), the command area (the middle section of hill torrent basin), and in the drainage area (the lower section of the hill torrent basin). Recognizing the fact that a hill torrent basin may cross provincial and administrative boundaries, the recipient will involve all relevant stakeholders for effective basin governance structure.

The activity will provide technical and limited financial support (e.g., grants) to communities to mobilize local resources and additional financing from the private sector, for low-cost water management solutions. The proposed work will creatively explore the financial and administrative sustainability of the interventions addressing community needs. The activity must work with vulnerable, underrepresented, and marginalized groups, to ensure that they participate in the proposed interventions at all stages of the activity implementation. This includes engagement with youth, women, religious minorities and persons with disabilities.

#### *5.1.2. Disaster Preparedness and Risk Reduction*

The IWGA activity will work with communities and relevant public sector institutions to improve disaster preparedness and risk reduction. Tapping their institutional knowledge is critical for success. Additionally, to strengthen disaster preparedness, the activity is expected to strengthen the linkages between local communities and relevant government departments. Finally, the activity is expected to help ensure that there is a reliable weather and flood forecasting system in the selected water basin that communities understand and trust.

It is critical that women and other marginalized groups participate in planning, understand the early-warning system, and know what to do when a flood or drought hits. The activity will work with women and minorities, highlighting their special needs and circumstances. The activity will identify challenges during emergencies and how they may be addressed through local networks and connections to local government and response teams.

## **5.2. Urban Groundwater Recharge**

Water table levels are rapidly falling in urban areas (including peri-urban areas) due to excessive use of groundwater for growing populations. As such it is important that urban areas establish a network of passive water recharge structures, in order to harness rainfall and increase the flow of water into the aquifers.

The recipient will assess potential urban areas in which to work, and will select initially one urban area based on local need, popular demand from local community and likelihood of success. The recipient will work with local governments, communities, private sector, housing societies, and other stakeholders to build their capacity and provide technical assistance. The activity will provide limited financial support for the construction of recharge wells for

demonstration purposes and seek to tap additional financing from local stakeholders for replicating the intervention.

In addition to facilitating the construction of recharge wells, the activity will provide technical support for policy reforms, developing new regulations, as needed, and supporting the implementation of any existing policies and regulations around groundwater recharge and groundwater use for achieving better Water, Sanitation and Hygiene (WASH) outcomes.

The activity will also provide technical assistance to communities, government, especially local governments, housing societies, commercial centers and water user organizations on demand basis for improved water governance processes and devising of climate resilient water management plans. The activity will work with the private sector to build their capacity in provision of services related to rainwater harvesting for groundwater recharge. A system change approach will be adopted in the planning process to manage local water systems (municipal, common water pond and groundwater wells) on a sustainable basis.

### **5.3. Water Storage in Rural Areas**

Local communities and the private sector have taken some initiatives to construct small ponds to provide water for drinking, sanitation and hygiene (e.g., WASH related services) and agricultural purposes. The activity will work with local communities and the private sector to mobilize local institutions and resources for the improvement, rehabilitation, restoration and construction of small-scale low-cost water ponds, reservoirs, wetlands, lakes, diversion and conveyance structures. The activity will provide technical assistance and limited bridge financing for demonstration purposes to develop and upscale sustainable models for increasing surface and groundwater storage capacity and improve water productivity for economic (e.g. agriculture, forestry) and social outcomes (e.g., WASH).

## **6. Policies and Guiding documents**

The Activity directly contributes to USAID's 2023-2028 Country Development Cooperation Strategy (CDCS), and aligns with the [U.S. Government Global Water Strategy](#) (2022-2027), and the [USAID Climate Strategy](#) (2022-30). The activity will promote and implement USAID's [localization approach](#) and [A&A strategy](#) focusing on locally led inclusive development by strengthening local systems and capacity. Similarly, the activity is aligned with Pakistan's [National Water Policy](#) (2018), [National Climate Change Policy \(2021\)](#), [Nationally Determined Contributions](#) (2021), [National Action Plan](#) (2023) and the [Living Indus Initiative](#) (2022). Proper water management is also critical for the achievement of Sustainable Development Goal 6 and 16 to ensure the availability and sustainable management of water and sanitation for all by 2030. Additionally, this activity will contribute to the Government of Pakistan's climate action plan for adaptation and mitigation, and apply [Resilient, Recovery, Rehabilitation, and Reconstruction Framework \(4RF\)](#).

## **7. Geographic Focus**

The activity will work, nationwide, with stakeholders in areas vulnerable to frequent floods, droughts and chronic or recurring water scarcity, and are faced with extreme poverty and geographic, social and political inequality. The activity will work in areas where there is a community demand and potential. For the hill torrent intervention, the recipient will work initially in one hill torrent basin in either the Sulaiman or Kirther ranges. For urban water recharge, the recipient will initially work in one city including peri-urban areas. Similarly, for the rural water storage, the recipient will initially work in one selected rural area. All the three interventions could be replicated in other areas, subject to time and funds availability.

## **8. Strategic Considerations**

### **8.1. Gender**

Promoting gender equality and advancing the status of women and girls is vital to achieving USAID's development objectives. USAID policy requires all applicants to mainstream and integrate gender into their interventions. Therefore, the applicant will be expected to demonstrate compliance with [USAID Policy ADS 205](#), and should explicitly state how this activity supports the gender policies and strategies of the United States, including [USAID's 2023 Gender Equality and Women's Empowerment Policy](#), as well as gender policies and strategies of the Government of Pakistan.

The IWGA activity will support socially, economically, geographically and politically marginalized individuals, people with disabilities, and women in hill torrents and flood- and drought-prone areas, both urban and rural. The applicant shall identify interventions that empower marginalized communities through better protection against flood, increased access to land and water resources, livelihood opportunities, adoption of advanced technology, and promotion of sustainable agricultural practices, capacity building and awareness campaigns. The applicant will also identify opportunities for inclusion of commonly under-represented social groups and marginalized communities including persons with disabilities, minorities, and people who identify as transgenders.

The proposed work should conduct a gender analysis to identify factors limiting inclusion of women and girls in water governance-related activities in the areas of the activity's work. The proposed work must track the differential impacts of the project's work on males and females, with relevant indicators disaggregated by gender.

### **8.2. Local Systems**

The activity will work with local communities and institutions, engaging them in design, implementation and operation of water governance systems to strengthen water management. The activity must incorporate guidance from USAID's [localization](#) policy and [Local Capacity Strengthening Policy](#). The activity should work with NGOs, preferably local, to strengthen

community mobilization and participation in watershed management and command area development, agricultural and forestry interventions.

Consistent with Program Cycle principles defined in [USAD ADS 201.3.1.2](#), the interventions should not only be designed to achieve clear and measurable results, but also should be aimed at strengthening local systems so that local actors continue to sustain key results after the activity ends. USAID activities should be designed to align with the priorities of local actors; leverage local resources; and increase local implementation over time to sustain positive changes. Use of local systems is not just limited to direct funding of partner governments or local NGOs; it also includes building the capacity of partner government service providers or local NGOs, leveraging USAID's influence and convening power, facilitating local service delivery, and mobilizing domestic resources, among other tactics.

### **8.3. Youth and Marginalized Communities**

Youth is a cross-cutting issue identified in the USAID/Pakistan's Country Development and Cooperation Strategy (CDCS), and is considered a key focus group for USAID/Pakistan. The activity must incorporate guidance from USAID's [Youth in Development Policy \(2022\)](#). Tapping into the potential of unemployed and marginalized youth in the rural areas is critical as youth can be the agents of change and are more willing to take risks with regards to adoption of new practices and technologies, use of digital technologies and innovation.

In addition, it is critical to promote the inclusion of individuals from marginalized communities in order to achieve USAID's development objectives. As such, the activity must also incorporate guidance from USAID's [Diversity, Equity and Inclusion Strategy](#). The proposal should identify opportunities for inclusion of commonly under-represented social groups and marginalized communities, including persons with disabilities, minorities, and people who identify as transgenders.

### **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. [Executive Order 13677](#) requires all U.S. Agencies to factor climate change into their foreign assistance planning and manage the associated climate risks.

The IWGA activity is primarily an adaptation intervention to build resilience of local communities, public and private sectors and physical infrastructure to adapt to the climate change related uncertainties such as floods and droughts. The activity should integrate climate considerations into local water governance in areas vulnerable to frequent floods and water scarcity. Interventions should address current and anticipated climate risks and facilitate vulnerable communities to more fully participate in community development decisions and democratic processes, while strengthening multiple governance actors' accountability to communities.

### **8.5. Environmental Compliance**

The activity must follow USAID's 22 CFR 216 Environmental Compliance procedures as outlined in the Initial Environmental Examination (IEE), approved on June 3, 2024 and will expire on December 31, 2030 (IEE No. Asia 24-078). The threshold determination is categorical exclusion for soft activities (capacity building and policy support) and Negative Determination with Conditions for green infrastructure interventions (rehabilitation and construction of small-scale community-owned water ponds and recharge wells).

[Climate risk management](#) (CRM) is an integral part of environmental compliance. CRM is the process of assessing, addressing and adaptively managing climate risks that may impact the ability of USAID programs to achieve their objectives (see USAID's [ADS 201mat](#), [ADS 201mal](#), and [USAID's Climate Risk Screening and Management Tools](#) that facilitate assessing and addressing climate risks). All risks identified in the CRM will be addressed by the recipient and reported as part of the environmental compliance reporting.

### **8.6. Host Government, Donor, and Stakeholder Collaboration**

To incorporate local concerns and ideas into decision-making, as well as to improve coordination within the government, the activity should work with relevant federal, provincial and district government departments. In addition, the activity should facilitate leveraging governmental resources, to implement worthwhile activities identified by local communities.

### **8.7. Private Sector Engagement**

The recipient will be expected to work as much as possible with the private sector, in order to leverage private sector expertise, innovation, and resources to address water sector issues in selected areas. The activity should seek private sector-led opportunities to increase the production and adoption of climate-resilient water and agriculture technologies/ICT tools.

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## **SECTION B: FEDERAL AWARD INFORMATION**

### **1. Estimate of Funds Available and Number of Awards Contemplated**

USAID intends to award a Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide \$14 million in total USAID funding over a 5 year period. However, USAID reserves the right to change the type of award, if determined to be more appropriate.

### **2. Start Date and Period of Performance for Federal Awards**

The anticipated period of performance is five years. The start date will be determined prior to issuance of the award.

### **3. Substantial Involvement**

Consistent with ADS 303.3.11, USAID/Pakistan anticipates a close working partnership with the recipient to achieve the objectives of this Agreement. The specific areas of USAID involvement will include, but are not limited to:

1. AOR approval of the
  - Annual Work Plans,
  - Annual Progress Reports,
  - Quarterly Progress Reports,
  - Final Completion Report and
  - Any other study/assessment/baseline reports, capacity building or training plan, exchange tours, formation of stakeholders committee(s) or forums, computer models and policy documents prepared by the recipient and/or its subcontractors
  - Success stories
2. AOR approval of selection and replacement of Key Personnel.
3. AOR approval of small grants for communities and sub-awards including grant manual, concept reviews and clearance from the vetting office, if the total amount of the subaward exceeds \$25k
4. AOR approval of the Monitoring, Evaluation and Learning (MEL) Plan; and will review and approve final versions of all print or electronic publications before release for publication. USAID may engage in discussion and/or provide technical guidance to the recipient; monitor performance quality; and ensure that the activity is aligned with the policies and strategies of USAID.
5. USAID third party monitoring and evaluation of the activity interventions; The Recipient shall provide full support to USAID approved third party for monitoring and evaluation of activity interventions, access to activity staff, documents and geographical sites.

6. Collaborative involvement in selection of advisory/steering committee members, if the program will establish an advisory committee that provides advice to the recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.

## **5. Authorized Geographic Code**

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

## **6. Nature of the Relationship between USAID and the Recipient**

The principal purpose of the relationship with the recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Inclusive Water Governance Activity which is authorized by Federal statute. The successful recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

## **7. Selection of Instrument**

The USAID design team consists of staff from the Climate and Sustainable Growth office (CSG) and Democracy Rights and Governance (DRG). Working in partnership across technical offices, the design team conducted site visits to areas in Punjab, Sindh and Khyber Pakhtunkhwa which were vulnerable to floods and climate change. They held extensive consultations with affected communities and the public and private sector stakeholders. The design team with the help of consultants from Washington DC held over fifty consultations with key stakeholders, including a wide range of organizations working in the field of water management, agriculture, environment, climate crisis, and disaster preparedness.

Additionally, the design team with the assistance of OAA, conducted market research, through a Request For Information (RFI), to determine if sources capable of satisfying the agency's requirements exist. The purpose of this rigorous market research was to explore the market of actors and institutions with experience addressing the climate crisis, assess capabilities of for-profit and nonprofit organizations, and other institutions operating in similar thematic areas of water governance; and learn about stakeholders' perspective on challenges and feasible solutions for more effective water governance and management. A total of 24 national and international organizations submitted their responses to RFI, which were reviewed by the design team. Key findings are:

- All organizations national and international demonstrated experience working in



different geographic areas of Pakistan on thematic areas related to climate resilience, community engagement, water governance and management.

- All organizations have expertise to conduct technical feasibility studies, assessments and evidence-based research; provide technical assistance to the government; and engage the private sector.
- Some local organizations demonstrated experience engaging local government, local communities, youth and women. Several organizations indicated substantial experience working with local communities as well as diverse outreach at the grassroots level in Pakistan. Furthermore, they have also worked on climate action and emergency response in Pakistan. It is noted that several organizations have already worked on development projects supported by USAID or other donors. They have experience working in close collaboration with other local and international organizations to build the capacity of institutions and communities and sustain program results.

After conducting extensive market research, the Design Team learned and determined that the purpose of this activity is aligned with the mandate of local and international organizations which are working in similar areas to advance their goal. After the market research it was noted that Agency's programmatic needs would be best met by providing funds support to another organization, who then acts as a pass-through entity to provide a benefit to a third party or the beneficiaries. The IWGA activity will support local adaptation plans, policy reforms and climate resilient water management interventions by the local communities and the public and the private sectors. Subsequently, the team determined that assistance, particularly a cooperative agreement, would be the most effective mechanism for this activity.

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## **SECTION C: ELIGIBILITY INFORMATION**

### **1. Eligible Applicants**

Eligibility for this NOFO is restricted to local organizations or local entities. USAID defines a “local entity” as an individual, a corporation, a nonprofit organization, or another body of persons that:

- (1) Is legally organized under the laws of; and
- (2) Has as its principal place of business or operations in; and
- (3) Is
  - (A) majority owned by individuals who are citizens or lawful permanent residents of; and
  - (B) managed by a governing body the majority of who are citizens or lawful permanent residents of the country receiving assistance.

For purposes of this definition, ‘majority owned’ and ‘managed by’ include, without limitation, beneficiary interests and the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means.

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

Faith-based organizations are eligible to apply for federal financial assistance on the same basis as any other organization and are subject to the protections and requirements of Federal law.

### **2. Cost Sharing or Matching**

Cost sharing is not a requirement under this NOFO.

### **3. Local Registration Requirement**

Applicants are expected to comply with host government regulations, ensuring adherence to necessary laws and requirements for operations in Pakistan. This includes, but is not limited to, the capability to operate lawfully within the country. Local institutions or affiliates of international organizations must have the ability to operate effectively in Pakistan, either through prior legal registration in the country or by demonstrating the means to establish necessary operations post-award, ensuring compliance with local laws and regulations for effective implementation within Pakistan.

### **4. Number of Applications**

The prime applicant may submit only one application. An organization can submit applications as a sub-partner for multiple prime applications. Applicants are directed to review the other requirements for applications specified herein, including, but not limited to Section D and E.

**5. Other**

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

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## **SECTION D: APPLICATION AND SUBMISSION INFORMATION**

### **1. Agency Point of Contact**

Name: Muhammad Ali Bilal  
Title: Administrative Agreement Officer  
Email: MBilal@usaid.gov  
Mail Address: USAID, U.S Embassy, Diplomatic Enclave, Ramna 5, Islamabad, Pakistan.

Name: Sufyan Javed  
Title: Acquisition & Assistance Specialist  
Email: SJaved@usaid.gov  
Mail Address: USAID, U.S Embassy, Diplomatic Enclave, Ramna 5, Islamabad, Pakistan.

Name: Aaqib Hameed  
Title: Acquisition & Assistance Specialist  
Email: [Aahameed@usaid.gov](mailto:Aahameed@usaid.gov)  
Mail Address: USAID, U.S Embassy, Diplomatic Enclave, Ramna 5, Islamabad, Pakistan.

### **2. Questions and Answers**

Questions regarding this NOFO should be submitted by email to the agency point of contact mentioned above no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

### **3. General Content and Form of Application**

The applicant is expected to review, understand, and comply with all aspects of this NOFO, and must furnish the information required by this NOFO.

Preparation of Applications:

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

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

- Name of the Prime organization(s) submitting the application;
- Name and addresses of any partner/sub-awardee organizations;
- 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);
- UEI for the Prime Organization;
- Activity name
- Notice of Funding Opportunity number

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

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

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English.
- Use standard A4 paper size, single sided, single-spaced, 12 point Calibri font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- a 10 point font can be used for graphs and charts. Tables however, must comply with the 12 point Calibri font 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.

#### **4. Application Submission Procedures**

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

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

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email or indicate in the file name if submitted via grants.gov that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

Applicants are reminded that email is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of \*.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Pakistan cannot guarantee their acceptance by the internet server. File size must not exceed 25Mb.

## 5. Technical Application Format

The technical application should be specific, complete, and presented concisely. The Technical Application must not exceed eighteen (18) A4 sized pages excluding Cover Page, Table of Contents, Executive Summary, Abbreviations Page, and Annexes. The application must demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and merit review criteria found in this NOFO.

Technical application must be organized in the following manner:

- a. Cover page (See Section D.3 above for requirements).
- b. Table of Contents
- c. Executive Summary – **not to exceed one (01) page**
- d. Proposed Program/Technical Approach
- e. Management and Staffing Plan
- f. Past Experience and Institutional Capacity
- g. Annexes - See below
  1. Staffing Pattern / Organizational Chart
  2. Resume and Letter of Commitment of the key personnel
  3. Partner Letters of Commitment
  4. History of Performance

The following items will not count towards page limitation.

- Cover Page
- Table of Contents
- Executive Summary
- Annexes

(a) Cover Page (Does not count towards page limitation) See section D3 for requirements.

(b) Table of Contents (Does not count towards page limitation) Include major sections and page numbering to easily cross-reference and identify merit review criteria.

(c) Executive Summary (One page, does not count towards page limitation) The Executive Summary must provide a high-level overview of key elements of the Technical Application.

(d) Proposed Program /Technical Approach (no more than 8 pages)

The applicant must present a detailed technical approach demonstrating an in-depth evidence based understanding of the context to achieve the expected outcomes in the most effective manner as defined in the Program Description. The applicant must clearly articulate how the strategic consideration, as provided in the Program Description, will be mainstreamed within the technical approach along with integrated, practical, cost-effective and sustainable approaches. The applicant must clearly demonstrate an approach that will achieve the objectives to engage, enhance and sustain local capacity and leadership of individuals, institutions and systems.

(e) Management and Staffing Plan (no more than 5 pages)

The Management and Staffing Plan should provide a well-articulated approach that clearly shows how the proposed staffing plan is appropriate and how technical expertise, local capacity and partnerships are integrated to achieve the objectives set forth in the proposed program/technical approach. USAID welcomes collaborative applications structured as a prime and sub-awardee relationship with project staff clearly defined under one single management structure. Partnerships without a clear hierarchy and delineation of responsibility among members are discouraged. When applicable, the applicant must describe the relationship between the prime and sub-awardee, clearly defining how each sub-awardee is selected to contribute to meet the objectives set forth in the proposed program/technical approach. The applicant must also explain how it plans to achieve the results through collaborating with local organizations and strengthening their organizational capacity.

The applicant must include no less than three Key Personnel - a Chief of Party, Water Resources Management Specialist, and Governance and Community Engagement Specialist. The applicant may propose additional positions based on the proposed management approach contributing to the success of the proposed technical approach. The applicant must describe roles and responsibilities, and specific qualifications for the Key Personnel positions, and must also describe how the proposed qualifications demonstrate technical and leadership capabilities are conducive to achieving the expected results of the activity. The applicant must propose a suitable office(s) location to achieve the expected results and outcomes for operational efficiency and cost effectiveness and present a staffing plan that demonstrates relevant expertise and reasonable structure.

(f) Past Experience and Institutional Capacity (no more than 5 pages)

The applicant must explain how their organization and potential partners possess the relevant experience and institutional capacity to successfully implement this activity.



The applicant must describe how its past experience with relevant previous and/or existing projects, of similar scope and complexity, are evidence of its organizational capacity to achieve the activity results and outcomes, and must provide details about how they approached local engagement and capacity building from an organizational perspective. The applicant must describe no more than three projects/activities implemented during the last five years that demonstrate the performance, experience and capacity of the applicant and its proposed partners to manage and execute similar or relevant projects/activities of similar size, scope, complexity, and operational environment.

(g) Annexes

1. Staffing Pattern / Organizational Chart - The Applicant must provide an organizational chart depicting its staffing plan including the reporting relationships among staff. The chart must specify which personnel, if any, are employed by a sub-awardee, if any. The title and position description of each of the key personnel positions must be included in this Annex.
2. Resume and Letter of Commitment of the key personnel (COP only). Each resume must include a minimum of three (3) references with current email and telephone number contact information. It should be noted that USAID reserves the right to solicit references beyond those submitted. The resume may not exceed five pages and must, at a minimum, identify the start year and month and end year and month for each former/current employment listed. Also, a signed letter of commitment must be submitted, indicating (a) his/her intention to serve for a stated term of the service [state the period in the letter], and (b) agreement to the compensation level which corresponds to the levels set forth in the cost application.
3. Partner Letters of Commitment - Applicants who intend to propose teaming arrangements must include Letters of Commitment for all proposed major subrecipients included in the application, indicating their anticipated roles in the activity. These letters of commitment will not be considered as exclusivity agreements.
4. History of Performance - The Applicant must provide information regarding its recent history of performance for no more than five (5) projects performed within the past five (5) years involving approaches similar to what is proposed under the application, as follows:
  - Name of the Awarding Organization;
  - Activity Title;
  - A brief description of the activity;
  - Period of Performance;
  - Award Amount; and
  - Name of at least two (2) 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 information from relevant sources concerning an Applicant's history of performance and may consider such information in its review of the Applicant's performance risk.

## 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 (which are further elaborated below this listing with the letters for each requirement):

- a) **Cover Page** (See Section D.3 above for requirements)
- b) **SF 424 Form(s)**

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at <https://www.grants.gov/forms/forms-repository/sf-424-family> or using the following links:

<b>Instructions for SF-424</b>	<a href="https://www.grants.gov/web/grants/forms/sf-424-family.html">https://www.grants.gov/web/grants/forms/sf-424-family.html</a>
<b>Application for Federal Assistance (SF 424)</b>	<a href="https://www.grants.gov/web/grants/forms/sf-424-family.html">https://www.grants.gov/web/grants/forms/sf-424-family.html</a>
<b>Instructions for SF 424A</b>	<a href="https://www.grants.gov/web/grants/forms/sf-424-family.html">https://www.grants.gov/web/grants/forms/sf-424-family.html</a>

<b>Budget Information (SF-424A)</b>	<a href="https://www.grants.gov/web/grants/forms/sf-424-family.html">https://www.grants.gov/web/grants/forms/sf-424-family.html</a>
<b>Instructions for SF 424B</b>	<a href="https://www.grants.gov/web/grants/forms/sf-424-family.html">https://www.grants.gov/web/grants/forms/sf-424-family.html</a>
<b>Assurances (SF-424B)</b>	<a href="https://www.grants.gov/web/grants/forms/sf-424-family.html">https://www.grants.gov/web/grants/forms/sf-424-family.html</a>

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

**c) Required Certifications and Assurances**

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

- (1) ANNEX 1 - 2024 Interim Certifications, Assurances, Representations, And Other Statements Of The recipient ADS 303 document found at :  
<https://www.usaid.gov/sites/default/files/2022-12/303mav.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 2010 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. The Budget Narrative (separate detailed word/pdf document) must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including assumptions and sources for costs to support USAID’s determination that the proposed costs are fair and reasonable.

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any

potential sub-applicants for the entire period of the program. See Annex 2 for Budget Template

- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

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

1. Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.
2. Fringe Benefits – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
3. Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
4. Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if

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

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA

Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency’s discretion, a provisional rate may be set forth in the award subject to audit and finalization. See USAID’s Indirect Cost Rate Guide for Non Profit Organizations for further guidance.

Method 3 - De minimis rate of 15% of modified total direct costs (MTDC)

Eligibility: Any applicant that has never received a NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

#### Method 4 - Indirect Costs Charged As A Fixed Amount

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

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

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

If the applicant does not have an approved NICRA and does not elect to utilize the 15% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

#### 8. Security Costs

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

Security Format

The applicant shall submit a Security Plan and budget as a part of their application. The Security Plan shall be based on a credible threat analysis and risk assessment. The plan shall provide a coherent, integrated security plan, which demonstrates that the applicant has undertaken a thoughtful review of their security needs and includes analysis of the various elements of a security system showing how threats will be mitigated. The security budget shall delineate and justify for reasonableness of all costs. The security budget shall be complete and include comprehensive budget notes. The Security Plan and budget shall also include a point of contact to answer questions or provide clarifications regarding security throughout the life of the program. The applicant is encouraged to acquire professional advice from an expert of its choosing to assist in establishing an overall security plan/system. The security plan accompanied by the budget will be reviewed together with the technical and cost applications, and will need to demonstrate that the security needs to successfully implement the Program Description as presented in the applicant's technical approach have been addressed/considered. See Annex 3 for Sample Security Plan Template.

#### **7. Prior Approvals in accordance with 2 CFR 200.407**

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

#### **8. 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
- Unique Entity Identifier (UEI)
- 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.

## 9. Unique Entity Identifier (UEI) and SAM Registration

Applicants must obtain a Unique Entity Identifier (UEI) and register in the System for Award Management (SAM) (<https://sam.gov/>) in order to be eligible to receive federal assistance, such as grants and cooperative agreements. Unless an exemption applies (see [ADS 303maz](#)), applicants must be registered in SAM prior to submitting an application for award for USAID's consideration. Recipients must maintain an active SAM registration while they have an active award. Each applicant (unless the applicant is an individual or entity that is exempted from UEI/SAM requirements under 2 CFR 25.110) is required to:

1. Provide a valid UEI for the applicant and all proposed sub-recipients;
2. Be registered in SAM before submitting its application.
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.

Applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video, on <https://sam.gov/>.

## 10. Branding Strategy & Marking Plan

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

### Branding Strategy – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(END OF PRE-AWARD TERM)

### **Marking Plan – Assistance (June 2012)**

- a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brandmark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at <http://www.usaid.gov/branding>. Section VI of the NOFO will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Marking Plan must include all of the following:
  - (1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:
    - (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
    - (ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
    - (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
    - (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
    - (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.
  - (2) A table on the program deliverables with the following details:
    - (i) The program deliverables that the applicant plans to mark with the USAID Identity;

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

(iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;

(iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and

(v) The rationale for not marking program deliverables.

(3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:

(i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.

(ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.

(iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as a host-country government item or product.

(iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.

(v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.

(vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.

(vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

- f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

## 11. 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 **{may 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.

## 12. Conflict of Interest Pre-Award Term (August 2018)

### a. Personal Conflict of Interest

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

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

b. Organizational Conflict of Interest

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

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## **SECTION E: APPLICATION REVIEW INFORMATION**

### **1. Criteria**

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to:

- (a) identify the significant matters which the applicants should address in their applications, and
- (b) set the standard against which all applications will be evaluated.

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

### **2. Review and Selection Process**

#### **a) Merit Review**

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

#### **Merit Review Criteria #1: Proposed Program /Technical Approach**

The extent to which the applicant's proposed program and technical approach demonstrates an understanding of USAID's requirements as described in Program Description (Section A) while

implementation challenges and risks are anticipated, and practical mitigation methods to address them are identified. The below criteria are not considered sub-factors but will as a whole be used to evaluate the proposed program/technical approach.

- The extent to which the technical approach demonstrates an evidence-based understanding of the context and challenges to achieve the expected results and outcomes as outlined in the Program Description.
- The extent to which the Proposed Program/Technical Approach to implement the activity interventions and justify why the applicant believes that these are the most effective means to achieve the expected results and outcomes, as described in the Program Description
- The extent to which the Proposed Program/Technical Approach clearly exhibits integrated, practical, cost-effective and sustainable approaches to achieve long-term results under this activity after USAID funding has ended.
- The extent to which the applicant integrates strategic considerations, lessons learnt, relevant policies and other ongoing development efforts into implementation Proposed Program/Technical Approach as described in the Program Description.
- The extent to which the proposed approach will achieve the objectives to engage, enhance and sustain local capacity and leadership of individuals, institutions, and systems.

### **Merit Review Criteria #2: Management and Staffing Plan**

The below criteria are not considered sub-factors but will as a whole be used to evaluate the proposed Management and Staffing Plan by the applicant.

- The extent to which the applicant's well-articulated management approach demonstrates how technical expertise, local capacity, and partnerships are integrated into the management structure to meet the objectives set forth in the Proposed Program/Technical Approach.
- The extent to which the sub-partners have been selected to contribute to meet the objectives set forth in the Proposed Program/Technical Approach.
- The extent to which the proposed staffing plan demonstrates relevant expertise, reasonable structure and office location for staff to implement the interventions proposed by the applicant.
- The extent to which the applicant proposed Key Personnel demonstrates technical and leadership capabilities.



### **Merit Review Criteria #3: Past Experience and Institutional Capacity**

The below criteria are not considered sub-factors but will as a whole be used to evaluate the Past Experience and Institutional Capacity of the applicant.

- The extent to which past performance and experience demonstrates the likelihood of successful implementation of this activity.
- The extent to which the institutional capability demonstrates successful implementation and management of a dynamic, multi-sector project of the size and scope envisioned by this activity.
- If partnership is proposed, the extent to which the proposed sub-partners have the institutional capacity to contribute to the implementation of this activity.

#### **b) Business (Cost) Review**

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

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

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

The AO will perform a risk assessment (2 CFR 200.206). 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).

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## SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

### 1. Federal Award Notices

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

### 2. Administrative & National Policy Requirements

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

For Non-U.S. organizations: 2 CFR 200 Subpart E and [Standard Provisions for Non-U.S. Non-governmental Organizations](#).

See Annex 4, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

### 3. Reporting Requirements

- **Financial Reporting:**

- The recipient must submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format to the U.S. Department of Health and Human Services (<http://www.dpm.psc>). The recipient must submit a copy of the FFR at the same time to the Agreement Officer and the Agreement Officer's Representative (AOR).
- On a quarterly basis, the AOR may require additional information related to financial accruals and pipeline of funds. This information will help to ensure that the activity has an adequate pipeline to conduct its programs. These reports/forms will be submitted when requested within 30 calendar days from the end of each quarter. In addition to this, Awardee will submit accruals reports to the AOR as well as respond to the AOR's ad hoc financial related information requests as required by the Mission.

- **Performance Reporting**

- **Annual Work Plans:** The work plans for all USAID/Pakistan activities are aligned with the USG Fiscal Year Calendar (October 1 to September 30). The recipient will submit its first work plan to the AOR for approval within 30 days of Award. The

first work plan will cover the period from the start date of the Award until the end of the first USG Fiscal Year of the Activity – therefore the first work plan may cover less than twelve months depending on the date of Award. The AOR will provide comments within 20 working days to the recipient and the recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days. All subsequent work plans will be submitted to the AOR no later than September 1 and will cover an entire Fiscal Year, i.e. October 1 to September 30. The AOR will provide comments within 20 working days to the recipient and the recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days. All work plans must be developed in consultation with the AOR, other relevant USAID/Pakistan activities, donor programs, government plans, beneficiary participating communities, and all other relevant stakeholders as suggested by the AOR. The first work plan should include a section on Gender and Social Inclusion (GESI) analysis and an action plan to incorporate the findings and recommendations of analysis.

- **Monitoring, Evaluation and Learning (MEL) Plan:** The illustrative MEL Plan and Performance Indicator Reference Sheet plan must be submitted as part of application in response to the NOFO. The recipient will submit to the AOR a life of project revised MEL Plan covering the full implementation period within 90 days of the Award (with the submission of the first work plan) that include Performance Indicators for the first year and for the Life of the Project (LOP). For all subsequent years of operation, the recipient will modify the MELP to align with the annual work plan, if required by the AOR. The AOR will then provide comments within 20 working days to the recipient and the recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days.
- **Quarterly Progress Report:** Quarterly reports will summarize the following: program highlights, achievements, and major activities; budget information; problems encountered, proposed remedial actions and impact achieved against the objectives. The applicant shall report progress on environmental compliance, as per approved IEE/EMMP, in the Quarterly Progress Report. The recipient shall submit an electronic copy of a performance report to the AOR. The performance reports are required to be submitted quarterly (30 calendar days after the quarter). Please refer to 2 CFR 200.328 (b) (1). Along with the quarterly progress report, the Awardee will provide one success story (*Telling Our Story*) from its program as well as respond to the AOR's ad hoc requests for information. Success stories should be no more than one page. In addition, reporting will also be done through the mission's online performance monitoring system. The recipient will collect the people level data on sex disaggregated format.

- **Annual Reports:** The annual report shall be submitted within 90 calendar days after the end of each USAID fiscal year for each authorized year of performance. The Annual Performance Report shall follow the same format as the quarterly report, but with additional focus on cumulative accomplishments, progress and problems toward achievement of results, performance measures, indicators and benchmarks tied to the Annual Work Plan and the MEL Plan targets, for the quarter and the entire previous fiscal year, which runs from October 1-September 30. The recipient shall also submit an annual environmental compliance report to the AOR for review of the Mission Environmental Officer.
- **Outreach and Communication Strategy:** A communication and outreach strategy shall be developed on an annual basis and incorporated as a section of the Annual Work Plan. The strategies will include the overall communication message of the program, as set forth in the Branding and Marking Plan. The annual strategies must also focus on opportunities for USG visibility through the components of the project in terms of branding and marking but also with regard to events and other direct engagements. The project offers opportunities for signing ceremonies, graduation ceremonies and engagement with the NGOs and their target audiences throughout the course of the project. The strategy must ensure the use of traditional and social media.
- **Final Activity Report:** The Final Report must cover the full period of the Award and contain an executive summary of the accomplishments and results achieved; an overall description of the activities and accomplishments; a summary of problems/obstacles encountered during implementation; an assessment of the performance in accomplishing the Activity's objectives; significance of these activities; findings; comments, recommendations and other pertinent information. The recipient shall submit the original and one copy to the Agreement Officer (if requested), the AOR, and to the Development Experience Clearinghouse (DEC). Submission instructions to DEC can be found at: <http://dec.usaid.gov>.
- **Short-Term Consultant Reports, Technical Briefs/Reports, Special and External Reports:** If applicable, upon completion of the services of each short-term consultant, the recipient shall submit a report to the AOR summarizing the activities, accomplishments and recommendations of the consultant. This can be either in written or verbal form as determined by the AOR. In addition, the recipient shall provide copies of all technical reports including analyses, policy recommendations, comparative studies, etc. to the AOR as these are developed.
- **Closeout Plan:** Ninety (90) days prior to the end of the Agreement, the recipient shall submit a closeout plan to the AOR and the Acquisition and Assistance Office. The closeout plan shall include: brief program summary; brief program timeline;

financial status report; final Financial Status Report timeline; latest NICRA or indirect cost rates; anticipated balance of federal funds after expiration of the instrument; final inventory of residual non-expendable property, which was acquired or furnished under the instrument; program and activity end date; recipient responsibilities during phase out; subawardees and/or partnership phase out; status of all program audit reports per the instrument's provisions; final audit report timeline; final report timeline; personnel phase-out timeline; personnel phase-out plan; and job descriptions for personnel anticipated to serve during the closeout phase.

- **Development Experience Clearinghouse Requirements:** The recipient shall be required to submit any technical reports produced under this program, in English, to USAID's Development Experience Clearinghouse (DEC) according to the instructions found at <https://dec.usaid.gov/dec/content/submit.aspx>.
- **Foreign Tax Reports:** Standard report will be issued for each Fiscal Year and delivered prior to April 16th of each year. On a quarterly basis, the AOR may require additional information related to financial accruals and pipeline of funds. This information will help to ensure that the activity has an adequate pipeline to conduct its programs. These reports/forms will be submitted when requested within 30 calendar days from the end of each quarter. In addition to this, the recipient will submit accruals reports to the AOR.

#### 4. Program Income

No program income is anticipated under this award.

#### 5. Environmental Compliance

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

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

The activity must follow USAID's 22 CFR 216 Environmental Compliance procedures as outlined in the [IEE No. Asia 24-078](#) for this activity, approved on June 3, 2024 and will expire on December 31, 2030 . The threshold determination is categorical exclusion for soft activities (capacity building and policy support) and Negative Determination with Conditions for green infrastructure interventions (rehabilitation and construction of small-scale community-owned water ponds and recharge wells).

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

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

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

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

- The implementer is required to ensure that equipment, commodities (see also ADS 312) and materials are procured from certified retailers; environmental safety and quality certificates conforming with national and/or international standards are available; equipment and materials are used in an environmentally sound and safe manner, properly disposed of when applicable at the end of their useful life in a manner consistent with best management practices according to USG, European Union or equivalent standards acceptable to USAID.
- Environmental Mitigation and Monitoring Plan (EMMP) is required to identify and mitigate a potentially significant adverse effect approved by the Mission Environment Officer (MEO).

For any sub-grants under this award; therefore, the recipient will be required to use an Environmental Review Form (ERF) or Environmental Review (ER) checklist using impact assessment tools to screen grant proposals to ensure the funded proposals will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. Use of the ERF or ER checklist is called for when the nature of the grant proposals to be funded is not well enough known to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated. Implementation of sub-grant activities

cannot go forward until the ERF or ER checklist is completed and approved by USAID. recipient is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented.

The recipient will be responsible for periodic reporting to the USAID AOR as specified in the Reporting Requirements of this solicitation.

**Climate Risk Management:** [Climate risk management](#) (CRM) is an integral part of environmental compliance. CRM is the process of assessing, addressing and adaptively managing climate risks that may impact the ability of USAID programs to achieve their objectives (see USAID's [ADS 201mat](#), [ADS 201mal](#), and [USAID's Climate Risk Screening and Management Tools](#) that facilitate assessing and addressing climate risks). All risks identified in the CRM will be addressed by the recipient and reported as part of the environmental compliance reporting.

## 6. Other Requirements

### I. Security Conditions, Plan And Reporting Requirements

#### a. Security Conditions

The recipient must be aware of security conditions in Pakistan, and by entering into an agreement, assumes full responsibility for the safety of its facilities and employees. Prior to commencing work, the Contractor/recipient shall ensure that adequate procedures are in place to advise its employees of situations or changed conditions that could adversely affect their security. In order to keep abreast of security conditions in Pakistan, the recipient shall seek information from relevant available sources, including the USAID Pakistan Executive Office (EXO)/Partner Liaison Security Office (PLSO), for all areas in which its employees work or travel. The recipient acknowledges that security conditions are subject to change at any moment, that USAID cannot guarantee the accuracy of any information that it may provide to the Contractor/recipient and that USAID assumes no responsibility for the reliability of such information. The recipient has sole responsibility for anticipating, scheduling, budgeting, receiving country clearance and securing required USAID approvals, as applicable, for all travel for its employees and/or his/her dependents traveling to post.

The recipient shall also be responsible for immediately notifying USAID Pakistan and the U.S. Embassy American Citizen Services section in the event a U.S. citizen employee does not return from travel as expected or does not report to work. In the event that USAID requests the Contractor/recipient to do so, the Contractor/recipient's Chief of Party (COP), or their designates shall assume responsibility for contacting all of its employees. The Contractor/recipient shall provide to the USAID Pakistan EXO/PLSO the name, current address, and current home and/or cellular telephone number of the COP, Security

Manager / Focal Person or an alternate designated employee. The Contractor/recipient shall be responsible for ensuring that the information on file in the USAID Pakistan EXO/LSO is up-to-date so that in an emergency, the COP or alternate can be reached immediately and he/she can rapidly contact all other affected employees.

Once the Agreement is awarded, the recipient will submit a list of the COP, D/COP, if any, and the Security Manager / Focal Person. The required list shall be submitted to the AOR and EXO/PLSO no later than 45 days after the effective date of the Contract/Agreement and must be updated each calendar quarter and in case of personnel changes.

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

#### **b. Security Plan**

The recipient will submit a Security Plan and associated budget. The Security Plan will be based on a credible Threat Analysis and Risk Assessment. The plan will provide a coherent, integrated security plan which demonstrates that the recipient has undertaken a thoughtful review of their security needs and includes analysis of the various elements of a security system showing how threats will be mitigated. The security budget will delineate and justify the associated costs with budget notes. The Security Plan and budget must also include a point of contact to answer questions or provide clarifications regarding security.

The recipient is encouraged to solicit professional advice from an expert of its choosing to assist in establishing an overall security plan/system.

The plan must include:

- Procedures for reporting and addressing security threats
- Procedures for reporting any deaths related to the activity or project
- Procedures for reporting and addressing any persons missing or kidnapping incidents
- A comprehensive Risk Assessment, Threat Analysis, Methods to Mitigate the threats, static office / field site security, security on the move, expected frequency of visits to field locations, accommodations being used for overnight stays, field visit monitoring / reporting / communication mechanisms and addresses of office locations (including a google maps satellite photo marking the office location and a sketch of the office with all static security measures like guards, CCTV cameras, safe havens, control room, emergency exits, fire fighting equipment, X-Ray



machines, walk through metal detectors, hand held metal detectors, drop arms, dragons teeth and emergency assembly / concentration areas etc).

- The name and contact information of the security officer/manager/contact person for the head office and regional office(s)
- The name, address and telephone numbers of COP, Security Manager / Focal Person or of an alternate designated employee in case of security situations/emergencies. The Contractor/recipient shall be responsible for passing security information to its staff.
- The Contractor/recipient is required to notify the AOR/COR and EXO/PLSO whenever the Security Manager / Focal Person listed in the security plan is replaced.
- Based on the changing security situations or other programmatic needs, the CO/AO may choose to send a formal written request to the implementing partner for submitting an
- Amended Security Plan.

### **c. Security Reporting**

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

- Partner Liaison Security Officer, Partner Liaison Security Specialist or any other USAID/Pakistan EXO designated official(s)
- Executive Officer (EXO)
- AOR

Subsequently, a USAID Security Incident Report (SIR) on a USAID SIR form shall be submitted to the above listed USAID/Pakistan representatives. The Contractor/recipient shall submit a Security Threat Assessment of all IP offices and project sites/location and develop a list of specific steps to track any potential/identified threats, which will be part of its overall security plan. All subcontractors/subawardees should be required by the Contractor/recipient to report any threats/incidents, who will immediately after, notify the above listed USAID/Pakistan representatives.

Security Incidents include (but are not limited to) the following:

- An incident that involves the death, injury, kidnapping of partner personnel and/or damage to partner's property.
- An incident that has critically damaged the funded program, such as fire, catastrophic flood, earthquake etc.
- An incident involving accidents, potential harm, suspicious persons or acts, threats or harassing actions against personnel or the program.

- Second hand information that may have bearing on the project, or impact on future operations.
- Any theft at the IP offices, field sites or robbery affecting IP staff.
- The Guidelines for submission of the Security Incident Report are as follows:
- Initial SIR must be reported verbally immediately, and within 4 hours of the incident occurrence/discovery.
- A Complete SIR must be filed in writing within 24 hours of the incident on the USAID/PLSO SIR form.
- Updated 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 USAID.

Telephonic communication is the preferred method to provide the initial information of an incident. A written report by email must follow as soon as possible within the above-described guidelines and it shall be as detailed as possible. The report shall follow the USAID SIR format 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/Pakistan Security personnel apprised of the situation.

## **II. Development Information Solution (DIS) Reporting**

USAID/Pakistan uses the Agency's portfolio management system Development Information Solution (DIS) to track the performance of mission-funded activities at the national, regional and district levels. By housing a large amount of USAID programmatic data in one place, DIS provides standardized and high-quality data, increased access to data, and time savings in managing data.

In accordance with the award; approved work plan; and activity Monitoring, Evaluation, and Learning (MEL) plan; the recipient shall update (quarterly, annually, or as approved in the MEL plan) performance data (including, but not limited to, performance indicator results, geolocations, performance reports, USAID initiative narratives, success stories, and photographs) into the DIS. The recipient shall appoint a point of contact, preferably a MEL staff, responsible for DIS functions. USAID will provide user access, training, and guidance to the recipient on the DIS.

## **III. Partner Vetting Pre-Award Requirements And Award Term**

(a) USAID has determined that any award resulting from this assistance solicitation is subject to vetting. An applicant that has not passed vetting is ineligible for award.

(b) The following are the vetting procedures for this solicitation:

(1) Prospective applicants review the attached USAID Partner Information Form, USAID Form 500-13, and submit any questions about the USAID Partner Information Form or these procedures to the agreement officer by the deadline in the solicitation.

(2) The agreement officer notifies the applicant when to submit the USAID Partner Information Form. For this solicitation, USAID will vet [insert in the provision the applicable stage of the selection process at which the Agreement Officer will notify the applicant(s) who must be vetted]. Within the timeframe set by the agreement officer in the notification, the applicant must complete and submit the USAID Partner Information Form to the vetting official. The designated vetting official is:

Vetting official: Dustin Knight

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

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

(3) The applicants must notify proposed subrecipients and contractors of this requirement when the subrecipients or contractors are subject to vetting.

Note:

Applicants who submit using non-secure methods of transmission do so at their own risk.

(c) Selection proceeds separately from vetting. Vetting is conducted independently from any discussions the agreement officer may have with an applicant. The applicant and any proposed subrecipient or contractor subject to vetting must not provide vetting information to anyone other than the vetting official. The applicant and any proposed subrecipient or contractor subject to vetting will communicate only with the vetting official regarding their vetting submission(s) and not with any other USAID or USG personnel, including the agreement officer or the agreement officer's representatives. The agreement officer designates the vetting official as the only individual authorized to clarify the applicant's and proposed subrecipient and contractor's vetting information.

(d)

(1) The vetting official notifies the applicant that it:

(i) Is eligible based on the vetting results,

(ii) is ineligible based on the vetting results, or

(iii) must provide additional information, and resubmit the USAID Partner Information Form with the additional information within the number of days the vetting official specified in the notification.

(2) The vetting official will coordinate with the agency that provided the data being used for vetting prior to notifying the applicant or releasing any information. In any determination for release of information, the classification and sensitivity of the information, the need to protect sources and methods, and the status of ongoing law enforcement and intelligence community investigations or operations will be taken into consideration.

(e) Reconsideration:

(1) Within 7 calendar days after the date of the vetting official's notification, an applicant that vetting has determined to be ineligible may request in writing to the vetting official that the Agency reconsider the vetting determination. The request should include any written explanation, legal documentation and any other relevant written material for reconsideration.

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

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

(f) Revisions to vetting information:

(1) Applicants who change key individuals, whether the applicant has previously been determined eligible or not, must submit a revised USAID Partner Information Form to the vetting official. This includes changes to key personnel resulting from revisions to the technical portion of the application.

(2) The vetting official will follow the vetting process of this provision for any revision of the applicant's Form.

(g) Award. At the time of award, the agreement officer will confirm with the vetting official that the apparently successful applicant is eligible after vetting. The agreement officer may award only to an apparently successful applicant that is eligible after vetting.

#### **IV. Partner Vetting**

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

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

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

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

Vetting official: Dustin Knight

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

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

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

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

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

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

(f) Reconsideration:

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

(2) Within 7 calendar days after the vetting official receives the request for

reconsideration, the Agency will determine whether the recipient's additional information merits a revised decision.

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

(g) A notification that the recipient has passed vetting does not constitute any other VETTING approval under this award.

### **Alternate II (JUN 2015)**

(j) Prospective contractors at any tier providing the following classes of services must pass vetting:

(i) Money or value transfer services are subject to partner vetting when the amount of the transfer plus service fee exceeds \$25,000, unless an exception in paragraph (ii) of this section applies.

(ii) Exceptions:

(A) the prospective service provider is: registered in the U.S. and regulated by the United States Government.

(B) the prospective non-U.S. service provider is a bank, savings bank, or credit union regulated by a competent authority, except when the service provider is regulated by an authority in Afghanistan, Syria or North Yemen. For inter-country transfers, this requirement applies to both the sending and receiving country.

(C) The prospective service provider is below the [AO to fill in] \_\_\_\_\_ tier.  
(Exception (C) applies only when the fill-in information is completed and included in the award.)

(iii) For the purpose of this paragraph (j) the following definitions apply:

Bank means a financial institution which in the normal course of its business operations accepts deposits; pays, processes, or transacts checks or other deposit accounts; and performs related financial services for the public. Also a bank generally makes loans or advances credit.

Competent authority means a regulatory or governmental body responsible for the supervision, registration, and regulation of the relevant financial service provider.

Credit union means a customer- or member-owned financial cooperative, democratically controlled by its members, and operated for the purpose of maximizing the economic benefit of its members by providing financial services at competitive and fair rates.

Money or value transfer services mean financial services that involve the acceptance of cash, checks, other monetary instruments, or other stores of value, and the payment of a corresponding sum in cash or other form to a customer by means of a communication, message, transfer, or through a clearing network to which the MVTs provider belongs. Transactions performed by such services can involve one or more intermediaries and a final payment to a third party, and may include any new payment methods. Sometimes these services have ties to particular geographic regions and are described using a variety of specific terms, including hawala, hundi, and fei-chen.

Savings bank means a financial institution organized to accept savings deposits and pay interest on those savings deposits. Recipients must not procure these services until they receive confirmation from the vetting official that the prospective contractor has passed vetting.

(End of Provision)

## **V. Office Of Inspector General (OIG) Hotline**

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

Fraud is defined as the wrongful or criminal deception intended to result in financial or personal gain. Fraud includes false representation of fact, making false statements, or by concealment of information.

Waste is defined as the thoughtless or careless expenditure, mismanagement, or abuse of resources to the detriment (or potential detriment) of the U.S. government. Waste also includes incurring unnecessary costs resulting from inefficient or ineffective practices, systems, or controls.

Abuse is defined as excessive or improper use of a thing, or to use something in a manner contrary to the natural or legal rules for its use. Abuse can occur in financial or non-financial settings.

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

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

U.S. Agency for International Development  
Office of Inspector General  
P.O. Box 657  
Washington, DC 20044-065

## **VI. Project Approval**

In order to fully implement the activity in Pakistan, the Recipient is required to comply with host government Registration, Memoranda of Understanding (MoU) and No-Objection Certificate (NOC) requirements. Registration/MoU/NOC approval is expected to take time and should be prioritized to ensure it is completed within a reasonable period of time. As such the Recipient is required to initiate the process immediately following the award. Failure to receive the necessary authorizations to initiate and fully implement program activities in a reasonable period of time may be deemed by USAID as a failure to make sufficient progress towards the accomplishment of program goals (See 2 CFR 200.340), which could result in the termination of the award. While seeking the necessary authorizations prior to full implementation, the Recipient will, in close consultation with the AOR, consider the timing related to hiring staff and other activity expenditures to ensure an efficient use of resources.

## **VII. Branding & Marking:**

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

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

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## **SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)**

### **1. NOFO Points of Contact**

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

Any questions or comments concerning this NOFO must be submitted in writing by email to:

Name: Muhammad Ali Bilal  
Title: Administrative Agreement Officer  
Email: MBilal@usaid.gov  
Mail Address: USAID, U.S Embassy, Diplomatic Enclave, Ramna 5, Islamabad, Pakistan.

Name: Sufyan Javed  
Title: Acquisition & Assistance Specialist  
Email: SJaved@usaid.gov  
Mail Address: USAID, U.S Embassy, Diplomatic Enclave, Ramna 5, Islamabad, Pakistan.

Name: Aaqib Hameed  
Title: Acquisition & Assistance Specialist  
Email: Aahameed@usaid.gov  
Mail Address: USAID, U.S Embassy, Diplomatic Enclave, Ramna 5, Islamabad, Pakistan.

### **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](mailto:Ombudsman@usaid.gov)

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## **SECTION H: OTHER INFORMATION**

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

### Applications with Proprietary Data

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

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

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

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

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**ANNEX 1 - 2024 CERTIFICATIONS, ASSURANCES, REPRESENTATIONS, AND OTHER STATEMENTS  
OF THE RECIPIENT**

Attached Separately with this NOFO To be duly filled, signed and re-submitted along with the application.

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**ANNEX 2 - SUMMARY BUDGET TEMPLATE**

Sample Budget Template Excel Sheet is attached separately with this NOFO as ANNEX-2.

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**ANNEX 3 - SAMPLE SECURITY PLAN**

A sample security plan is attached separately with this NOFO as ANNEX-3.

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**ANNEX 4 - 2024 STANDARD PROVISIONS FOR NON U.S NONGOVERNMENTAL ORGANIZATIONS**

The selected applicant will be required to comply with USAID’s standard provisions. The standard provisions included in the resultant award will be dependent on the organization that is selected.

The full text of these provisions may be found on USAID’s website here:

- Standard Provisions for non-U.S. Nongovernmental Organizations:  
<https://www.usaid.gov/ads/policy/300/303mab>, and

The resultant award will include the full text of current Mandatory Standard Provisions and the 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.

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