Issue Date: August 4, 2022
Deadline for Questions: August 15, 2022
Closing Date for Concept Papers: September 16, 2022
Closing Time for Concept Papers: 11:59 a.m. Eastern Standard Time (EST)

Subject: Notice of Funding Opportunity (NOFO) Number 720BHA22RFA00001

Program Title: Augmenting Humanitarian Capacity for Infectious Disease Emergencies with Epidemic or Pandemic Potential

Federal Assistance Listing Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) Bureau for Humanitarian Assistance (BHA) is seeking applications from qualified entities to implement the *Augmenting Humanitarian Capacity for Infectious Disease Emergencies with Epidemic or Pandemic Potential* program. U.S. and non-U.S. non-governmental organizations (NGOs) and public international organizations (PIOs), including UN agencies may apply.

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. Interested applicants must submit a concept paper first to the designated agency point of contact no later than the closing date and time indicated on the cover letter. Only applicants with successful concept papers will be invited to submit full applications for further consideration by a due date that will be enclosed in the invitations to submit full applications. BHA will review concept papers and full applications against the criteria set in Section E respectively for concept papers and for full applications.

Subject to the availability of funds, under this phased NOFO, BHA intends to make up to the number of awards as described in detail in the Program Description of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. Please refer to the Program Description for a complete description of possible activities. 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 an award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check

the website to ensure they have the latest information pertaining to this NOFO and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

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

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

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

The NOFO includes the following sections:

SECTION A – PROGRAM DESCRIPTION
SECTION B – FEDERAL AWARD INFORMATION
SECTION C – ELIGIBILITY INFORMATION
SECTION D – APPLICATION AND SUBMISSION INFORMATION
SECTION E – APPLICATION REVIEW INFORMATION
SECTION F – FEDERAL AWARD ADMINISTRATION INFORMATION
SECTION G – FEDERAL AWARDING AGENCY CONTACTS
SECTION H – OTHER INFORMATION

BHA cannot make final awards until funds have been fully appropriated, apportioned, allocated, and committed. While BHA anticipates that these procedures will be successfully completed, BHA hereby notifies potential applicants of these requirements and conditions for award.

Per 2 CFR 200 and 2 CFR700, USAID regulations do not award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the agreement activity and which are in accordance with applicable cost standards, may be paid under the agreement.

BHA may (a) reject any or all applications, (b) accept applications for reasons other than cost, or (c) accept more than one application (see Section E - Application Review Information). BHA intends to award cooperative agreements but reserves the right to award any other form of assistance agreement. BHA may waive informalities and minor irregularities in applications

received.

In the event of any inconsistency between this NOFO and the documents referenced in the NOFO, the NOFO takes precedence over any referenced documents, except statutes and regulations. In the event of an inconsistency in the NOFO documents or in the text of the NOFO, it will be resolved at the discretion of the Agreement Officer (AO).

Thank you for your interest in USAID programs.

Sincerely,

Renee Newton
Agreement Officer

ABBREVIATIONS AND ACRONYMS USED IN THIS NOFO

AO: Agreement Officer
BHA: Bureau for Humanitarian Assistance
BS/MP: Branding Strategy and Marking Plan (BS/MP)
CDC: U.S. Centers for Disease Control and Prevention
CBO: Community Based Organization
COVID-19: Coronavirus disease 2019
EOC: Emergency Operations Center
EVD: Ebola Virus Disease
FAA: Foreign Assistance Act
HHS: Health and Human Services
IASC: Inter-agency Standing Committee (IASC)
ID: Infectious Disease
IDAP: Infectious Disease and Pandemic Initiative
I/NGO: International Non-governmental Organization
L3: Level 3
NGO: Non-Governmental Organization
NOFO: Notice of Funding Opportunity
PHEIC: Public Health Emergency of International Concern
PIO: Public International Organization
PVO: Private Voluntary Organization
RCCE: Risk Communication and Community Engagement
TPQ: Office of Technical and Program Quality
UN: United Nations
USAID: United States Agency for International Development
USG: United States Government
WASH: Water, Sanitation and Hygiene
WHO: World Health Organization

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**

The Bureau for Humanitarian Assistance (BHA) was created in 2020 by merging the expertise and resources of two USAID offices, the Office of Food for Peace and the Office of U.S. Foreign Disaster Assistance, giving USAID one influential voice on humanitarian assistance. BHA's mission is to save lives, alleviate human suffering, and reduce the physical, social and economic impact of rapid and slow-onset disasters by supporting at-risk populations to build stable foundations for their journey to self-reliance. BHA is fully committed to implementing USAID's mandate as the lead U.S. Government coordinator for international disaster response.

The Office of Technical Program Quality (TPQ) leads BHA's efforts to ensure high quality programmatic and technical leadership, oversight, and guidance. TPQ captures, applies, and strengthens capacity in technical best practices and contextually appropriate programmatic approaches focused on all dimensions of BHA programming from humanitarian response and transition into longer-term resilience programming, as well as risk analysis and early warning.

TPQ intends to continue an initiative to build infectious disease (ID) "readiness to respond" capacity for outbreaks of epidemic and pandemic potential that are in or become humanitarian contexts. The Infectious Disease and Pandemics Initiative (IDAP) in BHA is focused on actors and systems that have traditionally responded to ID outbreaks in the humanitarian context and crisis settings. This applies specifically to ID outbreaks that require designation of an Inter-agency Standing Committee (IASC) Humanitarian System-wide Scale-Up Activation for the Control of ID Events and is not meant to address health emergencies writ large but to address humanitarian needs and the needs of the health crisis in an integrated manner, and prevent a siloed health response from the humanitarian response. This project will address multi-sectoral gaps in essential capacity needed by response implementers to establish and maintain operational and technical readiness to ensure rapid response to IDs with epidemic or pandemic potential that are in or may reach the scale of a humanitarian emergency. For the purposes of this NOFO and related project, BHA defines Emergency ID "Readiness" as an organization's capacity to rapidly respond to large-scale ID Events of Epidemic or Pandemic Potential in a humanitarian setting, capable of engaging in internationally recognized coordination structures, and responding through an integrated humanitarian - ID response approach. Multi-sectoral, by definition for this NOFO, is the implementation and integration of the different humanitarian sectors such as water, sanitation and hygiene (WASH), protection, nutrition, agriculture and food security to achieve a holistic response that takes in account more than just health in order to meet the overall needs of the affected population. This is not to be meant as responding to second order impacts.

This project is intended to be executed by the awardee to enhance the readiness of actors in the

humanitarian sectors and scale up essential community- and population-level interventions in response to ID events that meet the criteria described above. This may include activities such as (but not limited to) contingency planning; augmentation of operational readiness; enhancing multi-sectoral and regional coordination mechanisms; development or adaptation of toolkits, training, or technical guidance; and support to development of staffing surge capacity. As evidenced by the 2014 and 2018 Ebola Virus Disease (EVD) outbreaks, the 2009 H1N1 pandemic, and the ongoing Coronavirus 2019 (COVID-19) pandemic, there continues to be operational and technical limitations in local, national, regional, and global capacity to respond to public health emergencies that occur in or become a humanitarian emergency.

Throughout the past year, the IDAP team has conducted extensive market research in order to better understand the current landscape of ID readiness and response capacity. The IDAP team reviewed publications and reports from IDAP partners, academic institutions, governmental and non-governmental response agencies. The team also held consultations with BHA regional teams in both Washington, D.C. and the field and worked with an external consultant to conduct a comprehensive landscape analysis aiming to identify gaps and challenges in the readiness of the humanitarian community to deliver efficient and effective responses to outbreaks within the context of humanitarian emergencies and large-scale ID outbreaks that become humanitarian emergencies. This analysis included consultations with nearly 50 key stakeholders from local and international response non-governmental organizations (NGOs), academic and research partners, private sector stakeholders, coordinating bodies, donors and technical agencies and included a cross section of USG stakeholders, including key informants from Health and Human Services' Centers for Disease Control and Prevention (HHS/CDC), BHA and USAID's Bureau for Global Health.

The findings of this learning exercise, along with consultations with field teams and a review of reports from IDAP partners, contributed to the determination that the humanitarian aid community is in need of additional resources to improve leadership and coordination of emergency response, build human resource capacity, increase and enhance operational readiness, and update and consolidate technical guidance across sectors for large scale ID events. Clear guidance on coordination and specific roles and responsibilities was identified as a critical gap, and operationalizing guidance and tools for multi-sectoral integration with health interventions was identified as an ongoing need. Across the humanitarian community there is a consensus that community engagement strategies should be synergized and prioritized, with an eye towards localization, but there is still a gap in technical and operational guidance for humanitarian implementers engaged in risk communication and community engagement (RCCE) in outbreaks.

There are also numerous and detailed lessons learned and challenges from recent outbreaks including EVD and COVID-19. These include, but are not limited to, the following:

- Ineffective and weak coordination hindered the global response; there was a leadership gap and significant gaps in training for coordination entities
- Unclear roles and responsibilities led to gaps in response efforts, and in some cases, a duplication of efforts
- Weak community engagement strategies, often stemming from a failure to integrate community engagement appropriately, harnessing existing community networks, and

allowing communities to devise solutions as part of the response and develop evidence-based communications in the early phases of an outbreak
- Humanitarian leadership capacity for outbreak response at the local, regional and international levels is critical, and building and maintaining this is an ongoing challenge
- There is consensus around the need for localization but a gap in guidance on how to operationalize a localized approach
- The need for consolidated operational and technical guidance on how to invest in and maintain readiness for implementing partners, including local and international NGOs, public international organizations (PIOs) and academic and private sector partners.

Under this solicitation, USAID/BHA encourages applicants to work with partner organizations based on different sectoral competencies to enhance the readiness of humanitarian actors to scale up essential community- and population-level interventions in response to ID events in or that become humanitarian situations. This includes, but is not limited to, consortium models or technical working groups.

2. **Program Scope and Statement of Objective(s)**

BHA is soliciting applications to support program(s) that establish and strengthen humanitarian capacity to improve readiness of and between responders from national and/or international NGOs, PIOs, academic and private institutions, improving technical capacity and coordination for an integrated, effective multi-sectoral response to an ID outbreak of epidemic or pandemic potential that is in or becomes a humanitarian emergency. Applicants must possess internal institutional capacity and mechanisms to rapidly respond to large-scale ID outbreaks that are in or become a humanitarian emergency and then be able to support and assist in building these internal mechanisms to improve other humanitarian response organizations' institutional capacity to rapidly respond and deploy to an ID outbreak that is in or becomes a humanitarian emergency. This includes support to organizational capacity to augment or pivot response efforts to keep up with changing needs, and/or to provide support to coordination L3 responses that includes actors from multiple agencies or sectors. USAID/BHA recognizes ongoing capacity building initiatives supported by other donors that are focused on governments; this NOFO is specifically focused on building humanitarian actors' capacity for readiness for a humanitarian response.

Applicants must also consider building mechanisms to improve their own engagement and coordination of L3 responses that include actors from multiple agencies or sectors, such as disease pillars, clusters, Emergency Operation Centers, and other coordination mechanisms that are stood up as part of the IASC scale up for ID response. This developed capacity must be sustainable, including training of technical staff, as well as increasing organizational capacity to manage a response at all levels, while reducing silos. Capacity development may occur at multiple levels that include humanitarian partners, staff, local organizations, and should include development of tools and processes to rapidly engage communities in a response. This program should include a systematic strategy and a process of institutional learning and change, which can be done through a combination of initiatives. Finally, the program must incorporate lessons learned and best practices through systematic processes of

planning, implementation, and measurement that are reflected in organizational practices of adaptive learning and innovation to ensure they are sustained beyond the life of the project cycle.

BHA is interested in applicants who are able to propose methods, platforms and strategies to advise and support humanitarian agencies interested in investing in their operational capacity to respond to ID outbreaks. BHA considers staffing, budgeting, procurement, pre-positioning, and security to be essential elements of operational capacity for readiness.

Applicants must address all the following objectives:

1. **Improve local and international NGO and PIO operational and technical capacity for coordination with critical ID coordination platforms, including global clusters and Emergency Operation Centers (EOC), to ensure clear lines of effort and effective, integrated, multi-sectoral approaches in response to outbreaks in humanitarian settings or to those that reach the scale of a humanitarian emergency.**

Illustrative activities may include but are not limited to the following:

- Strengthen appropriate linkages promoting effective coordination with existing platforms (e.g. national structures, cluster systems, Emergency Operations Centers, etc).
- Recommend and participate in systematic updating and dissemination of response plans in high risk countries and guidance on linkages to the humanitarian system in the event an ID outbreak is or becomes a humanitarian emergency.
- Develop tools for operationalizing guidance on multi-sectoral integration and mainstreaming for ID and pandemic responses.
- Engage in effective coordination between Public Health and Livestock actors in the setting of a disease of zoonotic origin that has sustained human-to-human transmission (e.g. pandemic influenza) in humanitarian settings. This should complement the work that is currently being done under the One Health platform to establish functional mechanisms for responding to infectious zoonotic diseases.
- Adapt and update internal operational protocols and systems under the principles of the Incident Management System (IMS) in existing EOCs and links to cluster systems; operational protocols must ensure multi-sectoral links between clusters or coordination bodies in order to enable effective coordination between public health actors and humanitarian actors.
- Improve capacity for development and humanitarian actors to work together in crisis, and strengthen the capacity of existing institutions rather than create new ones.
- Update/Drafting of contingency plans to include ID outbreaks
- Implement simulation exercises and after-action reviews and consider where these are housed for future reference.

2. **Strengthen local and international organizations' operational capacity* to rapidly respond to future ID outbreaks of epidemic or pandemic potential that are in or**

become humanitarian. This would include augmenting internal systems to scale up quickly and launch a multi-sectoral integrated response.
*operational capacity for this NOFO is defined as having the necessary human resources, logistics, supply chains, plans, etc in place to respond rapidly and effectively to an ID outbreaks of epidemic or pandemic potential that are in or become humanitarian.

Illustrative activities may include but are not limited to the following:

- Build appropriate standby capacity with international NGOs (I/NGOs) identified under grants component of the NOFO award to deploy and respond quickly to the public health impacts and humanitarian consequences of ID outbreaks, which may include but is not limited to internal capacity building within the requesting organization (e.g., development of a cadre of public health emergency responders with the appropriate technical skills, financial management, public relations, program reporting, performance monitoring and data collection, and technical management skills).
- Produce integrated multi-sectoral operational guidance on an approach for rapid scale up and augmentation in order to respond to a surge of cases for humanitarian response.
- Establish methods to advise humanitarian agencies on how to strengthen human resources systems and processes to support rapid deployments and surge capacity, maintain and increase cadres of trained responders, streamline mobilization, and enact measures to provide safety for local and expatriate healthcare providers.
- Develop measurement metrics to assess capacity building of targeted NGOs.
- Strengthen internal expertise in supply chain and logistics operations and related staffing as relevant for ID outbreaks that become humanitarian emergencies. Organization's staff will need to show educational and/or experiential credentials that demonstrate successful logistics and supply chain capacity and readiness planning for a multi-agency response, including contingency planning.
- Assess and strengthen general internal logistics capacity through auditing of systems and conducting general capacity training based on humanitarian logistics best practices. Training should focus, but is not limited to humanitarian supply chain management and medical logistics.
- Design, implement, and strengthen supply chains via preferred suppliers of WHO-approved pandemic response commodities
- Establish/strengthen relationships with WHO supply and logistics colleagues as well as Global Logistics Cluster and UNHRD to ensure that these efforts are complementing and not duplicating ongoing initiatives.
- Ensure programming that strategically links and complements across other existing IDs and pandemic readiness and readiness programs (i.e. Global Health Security Agenda, CDC, PIOs) where possible.
- Assess and analyze the internal operational capacity of the organization (global and country level) and identify gaps in readiness, response, and scalability.
- Strengthen capacity to operationalize existing guidance.
- Design and implement RCCE programming and ensure RCCE inclusion in readiness work.
- Strengthen/establish innovative and adaptive platforms, including virtual, for the delivery of training and TA to local actors

3. **Review current technical resources and develop new common support tools/capacities /technical resources as needed to support an integrated multi-sectoral response for ID outbreaks of epidemic or pandemic potential that are in or become humanitarian, and where appropriate, an integrated humanitarian-ID response.**

Illustrative activities may include but are not limited to the following:

- Disseminate operational protocols and/or toolkits on responding to a L3 ID outbreak, technical guidance and training materials in key sectors, e.g. RCCE, Health (Case management, Infection Prevention and Control), WASH, Nutrition, Protection, Food security, etc.
- Streamline management of on the job training for key local coordinators and responders that is sustainable.
- Establish the concept of centrality of protection (or protection mainstreaming) to be operational for ID outbreaks.
- Provide just-in-time training (virtual and/or in-person modalities)
- Establish readiness activities that target all levels of care to ensure accessibility and timeliness of training for local health care workers.
- Regionally develop or adapt guidance documents, toolkits, training materials (e.g., training of trainer activities and modules) to address relevant cultural, social, security, and economic factors.

The illustrative activities are provided as examples only and are not an exhaustive list: BHA welcomes creativity and new ideas to address the challenges outlined. The listing of illustrative activities under each objective does not represent the only activities BHA will support or activities that BHA will necessarily support; it is intended only to help guide or inform applicants

3. <u>Geographic Scope</u>

USAID/BHA expects the program to have a global scope, providing support, capacity building, tools and recommendations that would be relevant across a wide range of humanitarian contexts. Each applicant must use the best geographic approach for its application. Applicants can include focus at local, national, and regional levels as needed. Applicants must include robust assessment information from primary and/or secondary sources to justify interventions in the proposed area. As the nature of IDs is extremely fluid and unpredictable, applicants will need to demonstrate the ability to adjust programming accordingly.

4. <u>BHA Technical Guidance</u>

BHA will only consider supporting readiness programs that seek to improve the ability of the humanitarian community to design and implement high-impact, evidence-based interventions

aimed at responding to large-scale ID outbreaks of epidemic or pandemic potential, and mitigating the humanitarian impact across all sectors that are in or become humanitarian contexts.

Applicants must include robust assessment information from primary and/or secondary sources to justify interventions in the proposed area(s).

- Demonstrated the ability to adjust programming accordingly, as the nature of IDs is extremely fluid and unpredictable.
- Develop and adapt operational and technical guidance across critical sectors including Health, WASH, Nutrition, Protection, Agriculture and Food Security to strengthen multi-sectoral response capacity with appropriate lead technical agencies (under NOFO sub-awards for example) to ensure that frontline workers receive just-in-time multi-sectoral training, which will serve to augment their capacity to respond and prepare to respond. Due to USAID/BHA's mandate for focusing on emergency-specific interventions and based on global level guidance, best practices, and evidence, special considerations should take into account the technical guidance that is developed, in addition to existing guidance from technical agencies such as the World Health Organization (WHO), UNICEF, and the US Centers for Disease Control and Prevention (CDC) ;
- Provide an integrated multi-sectoral response approach to IDs outbreaks that meet the criteria above;
- Submit, define and justify geographic coverage with consideration of regionality/ism across all three objectives;
- Ensure sustainability and linkage to other existing humanitarian and ID readiness and readiness programs;
- Address capacity across geographic variations and cultural/religious/socio-diversity and differences, accessibility to resources, income level, etc.;
- Tailor local capacity and tools from global towards local cultures, customs and traditions; community-centric approach that involves community members as actors in the response;
- Include scientific and epidemiological technical knowledge and analysis to guide the response to inform program implementation;
- Demonstrate integration of science, population studies, social sciences, customs and cultures into the readiness and readiness interventions;
- Include social and behavior change, community engagement and social mobilization – adapted to location and integrate communication piece as part of the intervention;
- Demonstrate ability to mobilize, empower and train across national, local and district/provincial; aware of governance structure (i.e. so can integrate contact tracing and regimen of transportation) and decentralization;
- Monitoring and Capacity Building: be able to track how knowledge and science inform partners' ID response; demonstrate ability to develop appropriate monitoring and data collection systems; important to establish milestones; demonstrate ability to evaluate training and methodology that is effective; report back to BHA on some impact and changes;
- Utilize a multi-sectoral response to leverage experiences in and across relevant response sectors.

5. BHA Program Design Guidelines

- BHA strongly encourages creative and innovative ideas;
- BHA will prioritize programs that have an emphasis on practical and operational approaches;
- BHA strongly encourages programs that will include operational advising, support and strategies for both localized responses and improvements within the international response community, understanding the tensions that are inherent in both global and localized coordination.
- Cross-fertilization between academic institutions, local and international NGOs, humanitarian practitioners and the UN is strongly encouraged;
- BHA will prioritize programs that include multi-sectoral partnership and collaboration between NGOs, I/NGOs, the UN, academic institutions and national NGOs that can demonstrate engagement with, and participation in, the humanitarian assistance architecture along with strong ID response readiness; Response capacity strengthening programs should be worldwide in scope;
- BHA will prioritize programs that demonstrate broad participation from the local, national and international NGO community, including community-based organizations (CBOs);
- BHA will prioritize programs that demonstrate their adaptability to respond to different response / beneficiary groups (i.e. I/NGOs, national NGOs, CBOs, etc.);
- Applicants must demonstrate an understanding of, and experience working with, the established humanitarian assistance architecture —both in the field and at headquarters (HQ) locations. Applicants should elaborate on UN and NGO roles and engagement with multiple elements of the humanitarian community, as well as identify strengths in training colleagues in these areas;
- BHA will prioritize programs that capture lessons learned from prior and ongoing large scale outbreaks (e.g. COVID-19, EVD, H1N1, etc.) and recommendations from studies, evaluations, and other reports that have been produced on the cluster approach, the humanitarian coordination system, financing, accountability, partnerships, readiness, and broadening the stakeholder base for humanitarian action;
- The application must demonstrate creative thinking on the part of the applicant on how best to educate and train community-based, national and international NGOs on their collaboration during humanitarian emergencies that require international support and roles in the cluster approach, humanitarian financing, and partnerships (UN, NGO, regional entities, affected populations, and non-traditional actors among others) and participation within the existing frameworks;
- Programs should strongly link any proposed training activities with follow-on mentoring for training participants
- Ensure coordination and not duplicate efforts within USG, other donors, PIOs and NGOs,

- Disclose other ID funding resource(s) and explain how the application will complement and deconflict with other donor funds to complement and maximize impact and synergy in programming interventions.
- Demonstrate appropriate monitoring, evaluation and learning of all activities throughout the duration of the program.

6. **Implementation Approach**

Implementation approaches should include strategies to strengthen operational and technical capacity, and leadership of responding organizations, promote collaboration and coordination across humanitarian, development and civil society organizations, and empower communities to engage. Humanitarian assistance should be nimble and flexible, where appropriate utilize modalities (i.e. quick impact project, technical assistance, etc.,) as relevant, to adapt and respond to changing IDs and pandemic outbreak needs, country context and scenarios. Implementation approaches should include strategies to protect the integrity of activities and to ensure compliance with USG policy/legal parameters and implementing agencies should be able to demonstrate results given the operational environment.

Partnerships and key strategic alliances, across all levels, are fundamental to achieving program objectives, create common advocacy platforms that address longer term solutions, strengthen multi-sectoral collaborations for effective IDs and pandemic readiness and readiness. Program design should demonstrate interventions to strengthen effectiveness of existing joint platforms for collaboration across sectors. Implementation approach should harmonize and align accordingly to adapt programs to existing programming to avoid duplication of efforts to ensure linking up to existing platforms(i.e. to USAID, CDC, other donor funded programs) or other efforts to maximize overall effectiveness.

Applications must demonstrate evidence-based programming, identify necessary research and data for monitoring and programming, harmonize monitoring and data systems to meet community, programmatic and multi-sectoral needs.

7. **Partners and linkages**

Central to this program is partnership and collaboration among stakeholder groups. Applications must include appropriate systems to encourage better coordination, collaboration and harmonization among key actors in related subjects to achieve better outcomes, leverage and avoid duplication. Include illustrative examples of coordination with these various stakeholders and organizations. These partners include host country government agencies, non-governmental organizations, civil society organizations, national-regional - CBOs, donors, UN agencies, USG agencies, private sector, and communities.

8. **Management Plan and Governance Structure**

Applications must demonstrate the full range of capabilities to undertake all the activities proposed in this program. Applicants may determine that to ensure the full range of capabilities required by this program and to strengthen collective efforts that provide assistance across sectors and geographic areas of need, they will partner with other institutions, local organizations, and other technical support partners with proven experience and knowledge of local conditions. The application will include and place emphasis on partnerships with local NGOs and CBOs with proven capacities and experiences to lead in strategic decision making and program implementation. The applicant is strongly encouraged to work with other organizations; however, principal responsibility for implementation of the program will rest with the prime applicant.

If the applicant teams with other organizations, the applicant will include a management plan that outlines the level and type of services envisioned for each organization, the relationship and lines of authority and reporting, including a detailed description of the roles and responsibilities of each organization, and/or methods proposed to establish new relationships. It is necessary to describe how elements of the cooperative agreement will be implemented through any types of partnership. It is expected that applicants will have continuous field presence to ensure effective on-the-ground implementation. The applicant will designate one individual (Chief of Party) to be the liaison with BHA. Since international coordination (i.e. PIOs) is integral to the success of this project, applicants should demonstrate how it intends to provide systematized engagement with other organizations, which may include but is not limited to regular feedback mechanisms. Applicants must propose a very solid, streamlined management plan that includes a Chief of Party and Deputy Chief of Party (or equivalent) and at least one Senior Technical Advisor (expert for the objectives/areas identified in the Program Description). A successful intervention with minimal long-term staff combined by a high level of short term technical assistance consultants is highly desirable.

The applicant will be expected to increase the capacity of humanitarian actors across a spectrum of local and global partners to respond effectively and efficiently in an integrated, multi-sectoral approach to target populations and communities and where possible transition the management of new and ongoing programs under the award to government and/or local relief organizations. Capacity building in programming should complement and strengthen other sector activities as well as the partners' operational capacity, including supply chain and logistics, and should not stand alone. Applicants must demonstrate their willingness and capacity to coordinate and collaborate with other relief organizations to ensure adequate coverage and to avoid duplication and overlap.

The applicant should have a clear staff training plan and must demonstrate a commitment to local capacity development in terms of the implementation of program activities and achievement of program objectives. The applicant must propose an organizational structure that is most effective in implementing the proposed program.

9. **Adaptive Management Approach**

In addition to the management structure, applicants must explain how their management approach will ensure holistic, integrated, and adaptive management. This must include a description of:

- Adaptive management approaches that will enable feedback cycles that foster experiential learning and analysis of data from assessments, surveys, research, and routine monitoring, as well as scenario planning around activity responses to anticipated shocks and/or changes in the political, social, environmental or market context. The applicant must describe the management processes that will enable the application of analysis and learning in adjustments to the Implementation Plan.
- Performance management strategies that measure how interventions contribute to achieve intended outcomes. These must include a description of how the applicant will monitor for, identify, and, through linkages with adaptive management strategies, address implementation quality issues throughout the life of the award.
- Monitoring and adaptive management for unintended consequences of the award/activity.

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award **up to three Cooperative Agreements** pursuant to this NOFO, subject to funding availability. The total funding for this NOFO is **$15 million** for all the awards. Each award will have a period of performance of up to five years. BHA may only make one award for up to $15 million under this NOFO. Each applicant may therefore submit an application for up to $15 million for a period of performance for up to five years.

USAID reserves the right to fund one, multiple or none of the applications submitted.

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

Performance indicators, targets, baseline data, and data collection will be determined with the Applicant once proposed activities are identified. As part of the Technical Application, the Applicant should propose draft indicators, targets, baseline data, and data collection as part of the Monitoring and Evaluation Plan. Please see *Section D* for the monitoring, evaluation, and learning plans.

3. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is up to five years. The estimated start date will be on or about April 3, 2023.

4. Substantial Involvement

In accordance with the ADS 303.3.11, a cooperative agreement, as distinguished from a grant, provides for substantial involvement between the Federal awarding Agency and the recipient in carrying out the activity contemplated by the Federal award (the examples of substantial involvement below are a guide, not a checklist). The Agreement Officer will determine the appropriate level of substantial involvement based on the programmatic requirements of the award and include only those elements of substantial involvement as needed. Examples of potential areas of substantial involvement during performance include the following:

- Approval of the recipient's annual implementation plans as well as monitoring, evaluation and learning plans during performance.
- Ability to immediately halt an activity if the recipient does not meet detailed performance specifications.
- Review and approval of one stage of work, before work can begin on a subsequent stage during the period covered by the cooperative agreement.

- Review and approval of substantive provisions of proposed subawards or contracts (see definitions in 2 CFR 200). These would be provisions that go beyond existing policies on Federal review of recipient procurement standards and sole-source procurement.
- Involvement in the selection of key recipient personnel.
- BHA and recipient collaboration or joint participation, such as when the recipient's successful accomplishment of program objectives would benefit from BHA's technical knowledge.
- BHA monitoring to permit specific kinds of direction or redirection of the work because of the interrelationships with other projects or activities.
- Direct BHA operational involvement or participation to ensure compliance with statutory requirements such as civil rights, environmental protection, and provisions for the handicapped that exceeds BHA's role that is normally part of the general statutory requirements understood in advance of the award.
- Highly prescriptive USAID requirements established prior to award that limit the recipient's discretion with respect to the scope of services offered, organizational structure, staffing, mode of operation, and other management processes, coupled with close monitoring or operational involvement during performance over and above the normal exercise of Federal stewardship responsibilities to ensure compliance with these requirements.
- For specifics and additional detail, please refer to ADS 303.3.11 - Substantial Involvement and Cooperative Agreements.

5. Authorized Geographic Code

The geographic code for the procurement of goods and services under this program is Code 935; USAID reserves the right to modify this.

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 activities as described in this NOFO 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.

BHA intends to award predominantly cooperative agreements, but reserves the right to award any other form of assistance agreement. BHA may waive informalities and minor irregularities in applications received.

BHA may (a) reject any or all applications, (b) accept applications for reasons other than cost, or (c) accept more than one application. BHA may award the resulting assistance award(s) based on

initial applications received, without discussions or negotiations. Therefore, each initial application must contain the applicant's best terms from a technical and cost standpoint. However, as part of its evaluation process, BHA may elect to discuss technical, cost, or other pre-award issues with one or more applicants. Alternatively, BHA may proceed with award selection based on its evaluation of initial applications received, use an alternative process, and/or commence negotiations solely with one applicant.

SECTION C: ELIGIBILITY INFORMATION

1. **Eligible Applicants**

   - U.S. and Non-U.S. Non-Profit Organizations
     Qualified U.S. and non-U.S. non-profit organizations may apply for funding for an assistance award under this NOFO. Foreign government-owned parastatal organizations from countries that have certain legal restrictions for receiving assistance under the FAA or related appropriations acts are ineligible.

   - U.S. and Non-U.S. For-Profit Organizations
     Qualified U.S. and non-U.S. for-profit organizations may apply for funding for an assistance award under this NOFO. Foreign government-owned parastatal organizations from countries that have certain legal restrictions for receiving assistance under the FAA or related appropriations acts are ineligible.

     Potential for-profit applicants should note that pursuant to 2 CFR 200.400(g) and 2 CFR 700.13, the payment of fee/profit to the prime/consortium lead recipient under grants and cooperative agreements is prohibited. However, if a prime recipient has a contract with a for-profit organization for the acquisition of goods or services (i.e., if a buyer-seller relationship is created), fee/profit for the contractor may be authorized.

   - U.S. and Non-U.S. Colleges and Universities
     Qualified U.S. and non-U.S. colleges and universities may apply for NOFO funding under this NOFO. USG and USAID regulations generally treat colleges and universities as NGOs, rather than governmental organizations; hence, both public and private colleges and universities are eligible. Non-U.S. colleges and universities in countries that have certain legal restrictions for receiving assistance under the FAA or related appropriations acts are ineligible.

   - A U.S. or non-U.S. NGO, including Private Voluntary Organizations (PVOs)
     An NGO is defined by USAID as any non-governmental organization or entity, whether non-profit or profit-making.

   - Public International Organizations (PIOs)
     PIOs as defined in ADS 308 may apply for funding for an assistance award under this NOFO. A Public International Organization (PIO) is an international organization composed principally of countries, or any other organization that USAID designates as a PIO. Please refer to ADS 308 for further details about the definition and designation of PIOs.

Other eligibility information

USAID also encourages applications from organizations that intend to work together in a consortium. In the case of a consortium, the applicant must be the consortium lead and must

identify any other members of the consortium or individuals tied to the implementation of the activity as described in the application, along with all sub-awardees. The respective roles of any other members of the consortium or individuals, including all sub-awardees, must be described and separate detailed budgets must be attached for each at the application stage. The principal responsibility for implementation of the program will rest with the prime applicant/consortium lead.

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.

BHA welcomes applications from organizations that have not previously received financial assistance from USAID (new partners) and local organizations. Awards to new partners may be significantly delayed if BHA must undertake necessary pre-award surveys of these organizations in order to determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills in order to achieve the objectives of the program, or whether specific conditions will be needed (see *Section D* of this NOFO). These organizations should take this into account and plan their implementation dates and activities accordingly.

Non-eligible Applicants:

- Under this NOFO, BHA will not accept applications from, or provide awards to individuals, parastatal organizations, or other U.S. Government departments and agencies. These organizations are also excluded from being sub-recipients under this NOFO.

2. **Cost Sharing or Matching**

Cost share is not required. However, if an applicant proposes cost share and receives an award, cost share will be incorporated into the award budget. (Note that since cost share is not required, in accordance with 2 CFR 200.306, it will not be used as a separate factor during the merit review of applications). Cost share will not be considered in the merit review since cost share is not required.

3. **Limit on Number of Applications**

Each applicant may only submit one application under this NOFO. Sub-awardees may be on more than one application.

4. **Qualification Factors**

To qualify for an award(s) resulting from this NOFO, the applicant must:

(a) Have a satisfactory history of performance, including a satisfactory record of meeting expected performance goals and managing and executing programs or activities under

USG awards if it is a prior Recipient of USG awards (e.g., timeliness of compliance with applicable reporting requirements, conformance to the terms and conditions of the awards);

(b) Have institutional experience in delivering international or national level capacity strengthening programs for humanitarian actors

(c) Have a satisfactory record of integrity and business ethics;

(d) Have a Unique Entity Identifier issued by SAM.gov and is registered in the USG's System for Award Management (SAM) and not have any active exclusions in the SAM (http://www.sam.gov)

(e) Be financially stable and have adequate financial resources (or the ability to obtain such resources) as required during the performance of the award

(f) Have the necessary management systems and ability to meet required management standards, including the necessary processes and systems in place to comply with the reporting requirements of 2 CFR 170, if applicable;

(g) Have the ability to effectively implement statutory, regulatory, or other requirements imposed on recipients of USG assistance;

(h) Have the ability to meet the award terms and conditions considering all existing prospective Recipient commitments, both non-governmental and governmental;

(i) Not be indebted to the USG;

(j) Not appear on the Specially Designated Nationals (SDN) and Blocked Persons List maintained by the U.S. Treasury for the Office of Foreign Assets Control (OFAC);

(k) Not appear on the United Security Council Consolidated Sanctions List (https://www.un.org/securitycouncil/content/un-sc-consolidated-list); and

(l) Be otherwise qualified to receive an award under applicable laws and regulations.

(m) Must have received funding from USAID or a significant amount of funding from another U.S. Government agency within the last five years pursuant to USAID's funding requirements in ADS 303 or receive a successful pre-award survey from BHA.

5. Pre-Award Survey/Risk Assessment

If the applicant has not received funding from USAID or substantial funding from another U.S. Government agency within the past five years, a pre-award survey is required in accordance with the policy requirements in ADS 303.3.9.1. A pre-award survey examines the applicant's systems

to determine whether the applicant has the necessary organization, experience, accounting and operational controls, and technical skills in order to achieve the objectives of the program and manage USAID funding. An applicant must receive a successful pre-award survey in order to be considered for direct funding from USAID.

In order to determine whether an applicant qualifies for an award, the USAID Agreement Officer must assess the risks posed by applicants in accordance with the following:

> • For U.S. and Non-U.S. NGOs: 2 CFR 200.205 and ADS 303.3.9

A positive risk determination means that the prospective non-Federal entity possesses or has the ability to obtain the necessary management competence to plan and carry-out the assistance program to be funded, and that the prospective non-Federal entity will practice mutually agreed-upon methods of accountability for funds and other assets provided by USAID.
Depending on the result of this risk determination the Agreement Officer may: (a) make the award; (b) not make the award; or (c) make the award with specific conditions.

6. Sources of Information

In assessing applicant risk vis-à-vis the qualification factors, the USAID Agreement Officer will utilize:
- Information available through any OMB-designated repositories of USG-wide eligibility qualification or financial integrity information, as appropriate;
- Information available in the U.S. Department of the Treasury's "Do Not Pay" system;
- Information available in SAM;
- Integrity and performance information available through the Federal Awardee Performance and Integrity Information System (FAPIIS);
- Information available in the U.S. Department of the Treasury Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) and Blocked Persons List;
- Information available in the United Security Council Consolidated Sanctions List ;
- Reports and findings from audits, including Single Audit information available through the Federal Audit Clearinghouse (https://harvester.census.gov/facweb/);
- Information obtained from evaluations and assessments of prior work;
- Information received from references provided in the application, and references other than those provided in the application;
- The applicable statutory and regulatory certifications;
- If requested, copies of: (a) audited financial statements for the last three years; (b) projected budget, cash flow, and organization charts; and (c) copies of applicable policies and procedures (e.g., accounting, procurement, property management, travel, and personnel);
- Formal pre-award surveys (if applicable); and
- Other information that the USAID Agreement Officer may reasonably request

7. Results of Risk Assessment

As a result of the aforementioned risk assessment, the USAID Agreement Officer may do one of the following:

(a) Make an Award

If a positive risk determination is made, the USAID Agreement Officer would ordinarily be expected to make an award (assuming that mutual agreement can be reached on award terms and conditions and/or any other matter). A positive risk determination means that the applicant possesses or has the ability to obtain the necessary management competence to plan and carry out the assistance program to be funded, and that the applicant will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID.

(b) Not Make an Award

(1) If a positive determination cannot be made, the USAID Agreement Officer would ordinarily not make an award. If a positive risk determination cannot be made, it means that the applicant does not meet one or more of the qualification factors listed in *Section C.5*, and that specific conditions (see *Section C.8(c)* below) cannot appropriately mitigate the effects of the applicant's risk.

(2) In accordance with 2 CFR 200.212, if the USAID Agreement Officer determines that an applicant is not qualified for an award(s) because the applicant does not have a satisfactory record of: (a) executing programs or activities under USG grants, cooperative agreements, or contracts (see *Section C.5(a)* above); and/or (b) integrity and business ethics (see *Section C.5(c)* above), USAID must report that determination to the designated integrity and performance system accessible through SAM (currently FAPIIS) if it is the only basis for the USAID Agreement Officer's determination and if the award would have exceeded the simplified acquisition threshold (currently $250,000, but revised from time to time).

(3) In such cases, USAID will notify the applicant that the determination was made and reported to the designated integrity and performance system accessible through SAM (currently FAPIIS), and include with the notification an explanation of the basis for the determination. The information will be kept in the system for a period of five years from the date of the determination, and then archived. The applicant may go to the awardee integrity and performance portal accessible through SAM and comment on any information the system contains about the applicant itself. If USAID enters information into the designated integrity and performance system accessible through SAM about a determination that an applicant is not qualified for an award(s) and subsequently learns that any of that information is erroneous, USAID will correct the information in the system within three business days. In addition, if USAID subsequently obtains an update to that information, USAID may amend the information in the system to incorporate the update in a timely way.

(4) In accordance with 2 CFR 200.211, all information posted in the designated integrity and performance system accessible through SAM will be publicly available after a waiting period of 14 calendar days, except for information that is withdrawn by USAID during the 14-calendar day waiting period However, USAID will not publish any information in the non-public segment of

designated integrity and performance system that is exempt from disclosure under the Freedom of Information Act (5 U.S.C 552), or controlled unclassified information pursuant to Executive Order 13556. If the applicant asserts within seven calendar days that some or all of the information made publicly available is covered by a disclosure exemption under the Freedom of Information Act, USAID will remove the posting within seven calendar days of receiving the assertion. Prior to reposting the releasable information, USAID must resolve the issue in accordance with USAID's Freedom of Information Act procedures.

c) Make an Award with Specific Conditions

If the risk assessment of a potential recipient identifies high risks, an award may still be made if the applicant can correct its deficiencies within a reasonable period of time, and if the award includes specific conditions that can appropriately mitigate the effects of the applicant's risk. Such specific conditions are described in 2 CFR 200.207 and ADS 303.3.9.2 or the other applicable regulations and policies cited above. These specific conditions may include items such as:
- Requiring payments as reimbursements rather than advance payments;
- Withholding authority to proceed to the next phase until receipt of evidence of acceptable performance within a given period of performance;
- Requiring additional, more detailed financial reports;
- Requiring additional project monitoring and reporting;
- Requiring the applicant/Recipient to obtain technical or management assistance; and/or
- Establishing additional prior approvals.

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. ## Agency Point of Contact

Any questions concerning this NOFO, its appendices, technical references, must be submitted in writing by August 15, 2022 to:

Email: BHA.RFA.720BHA22RFA00001@usaid.gov

2. ## Questions and Answers

All questions regarding this NOFO should be submitted in writing by email to BHA.RFA.720BHA22RFA00001@usaid.gov 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 to all other prospective Applicants in one amendment to this NOFO at the end of the Questions and Answers period, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

Applicants are expected to review all aspects of the NOFO.

3. ## General Content and Form of Application Submission

A concept paper must be submitted to the designated point of contact and received no later than September 16, 2022 at 11:59 a.m. EST. The concept paper should be no longer than 7 pages. Concept papers will be reviewed against the Concept Paper Evaluation Criteria in *Section E*. If a concept paper is approved, the applicant(s) with successful/approved concept paper(s) will be invited to submit a full application by the date given in the approval email.

A) The Concept Paper submission package must include:
1. A Cover Page - (no page limit)
2. Concept Technical Information, inclusive of an Executive Summary (7 page maximum)
3. Budget Summary (no page limit)

If partner organizations are identified, letters of commitment should be included. Letters of commitment do not count towards the page maximum.

Cover Page

The concept paper cover page must contain the following information:
- Name of the organization(s) submitting the application;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the

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

Concept Paper Technical Information

The executive summary must be 1 page maximum. The executive summary must include:
- A Problem Statement, including the underlying gaps in ID readiness and challenges for cross-sectoral approaches to be addressed;
- An overarching Theory of Change that describes the hypothesized series of changes to address the underlying gaps; and
- The proposed set of interventions to achieve the activity's objectives for humanitarian readiness of ID outbreaks.

Per *Section E*, he concept paper must address the following:
    a) Program significance, objectives, methodology and impact
    b) Institutional capacity, collaboration and coordination
    c) Strengthens and protects local capacity
    d) Sustainability
Please refer to *Section E* for details**.**

Budget Summary:

At the concept paper stage, applicants should include estimated costs related to the implementation of their proposed activities. The budget summary must include all program costs (federal and non-federal), broken out by major budget category, BHA Sector, and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program.

The concept paper evaluation criteria are addressed in *SECTION E* of this NOFO.

Based upon the evaluation of the Concept Paper, BHA may request a full application for further consideration. **The request for a full application is not a commitment by USAID to fund the proposed activity or portion thereof. The decision to submit a full application is at the applicant's sole discretion.** USAID reserves the right to reject an application without review if the assumptions and/or circumstances underlying the approval of the concept paper have changed significantly.

Guidance for the format of the full application is further described in *Section D*.

B) Full Application Submission Package:

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

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

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

C) Concept Paper and Full Application Requirements

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

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English
- Use standard 8 ½" x 11", single sided, single-spaced, 12 point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- 10 point font can be used for graphs and charts. Tables however, must comply with the 12 point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in *Section B* of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Business (Cost) Application 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 determined 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

Concept papers in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter of this NOFO, as amended. Applicants invited to submit a full application will find the due date and time for their full applications in the invitation to submit a full application. Late applications can only be reviewed at the discretion of the AO. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time.

Concept papers and full applications must be submitted by email to BHA.RFA.720BHA22RFA00001@usaid.gov. Note that emails, including all attachments, must not exceed 10 megabytes (MB) per email. Please therefore use multiple emails or zip files if needed. The Apparently Successful Applicant(s) will be invited to upload their final application documents to the BHA Application and Award Management Portal (AAMP).

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: "[BHA.RFA.720BHA22RFA00001], [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, i.e. 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.

5. Technical Application Format

The Technical Application must be specific, complete, and presented concisely. The Technical Application must demonstrate the applicant's capabilities and expertise with respect to achieving the objectives of this program. The application must take into account the requirements of the program and merit review criteria found in this NOFO.

A. The Concept Paper Technical Information (7 pages maximum)

The concept paper must be specific, complete, and concise. The concept paper technical information must include a cover page, which will not count towards the page limitation, and an executive summary, which will count towards the page limitation.

The Executive Summary:

The executive summary must include:
- A Problem Statement, including the underlying gaps in ID readiness and challenges for cross-sectoral approaches to be addressed;
- An overarching Theory of Change that describes the hypothesized series of changes to address the underlying gaps; and
- The proposed set of interventions to achieve the activity's objectives for humanitarian readiness of ID outbreaks.

Please see *Section E* for concept paper review criteria. The concept paper must address the following:

a) Program significance, objectives, methodology and impact
b) Institutional capacity, collaboration and coordination
c) Strengthens and protects local capacity
d) Sustainability

B. The Full Application Technical Application

The technical application is divided into the following sections, with the maximum number of pages given per section, excluding the table of contents, but including any endnotes and/or footnotes, as follows:

- Cover Page (1 page)
- Table of Contents
- Executive Summary (1 page maximum)
- **Technical Application Required Elements** (25 pages maximum)
    - Program Strategy and Approach (10 pages maximum)
    - Justification for Proposed Intervention (5 pages maximum)
    - Institutional Experience and Capacity (5 pages maximum)
    - Coordination (5 pages maximum)
- Appendices or Attachments (25 pages maximum)
    - Monitoring and Evaluation Plan
    - Collaborating, Learning and Adapting (CLA) plan

- ○ Draft Work Plan
- ○ Organizational Structure
- ○ Accountability to Affected Populations Plan (only Apparently Successful Applicants)
- ○ Letter(s) of Commitment for teaming arrangements or sub-recipients, if applicable.

If submissions exceed the page number maximum, BHA will only review the pages up to the limit, and pages exceeding the maximum will not be considered.

a) Cover Page (1 page)

The cover page must include:
- Name of the organization(s) submitting the application;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Program name;
- Notice of Funding Opportunity/NOFO number;
- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303);
- Proposed total budget amount in USD; and
- Proposed program duration in months
- Valid SAM Unique Entity ID; and
- Participant information as requested below:

Total Direct Activity Participants: The number of unique individuals who will directly participate in activity interventions during the period of performance (if someone participates in more than one intervention, only count them once).

Direct Activity Participants by BHA Sector

BHA Sector (These are illustrative examples.)	a. Participant Numbers
Health	
Protection	
WASH	
Nutrition	
Agriculture and Food Security	

Participant Numbers: Unlike the total direct activity participants, participant numbers are not unique. The total number of participants for each BHA sector during the period of performance must be counted even if they participate in more than one. However, if a participant participates in multiple interventions under the same BHA sector , they must only be counted once in this table, under that BHA sector.

b) Table of Contents

Include major sections and page numbering to easily cross-reference and identify merit review criteria.

c) Executive Summary (1 page maximum)

The executive summary must include:
- A Problem Statement, including the underlying gaps in ID readiness and challenges for cross-sectoral approaches to be addressed;
- An overarching Theory of Change that describes the hypothesized series of changes to address the underlying gaps; and
- The proposed set of interventions to achieve the activity's objectives for humanitarian readiness of ID outbreaks.

d) Technical Application Required Elements

Applications are required to include Program Strategy and Approach (10 pages maximum), Justification for Proposed Intervention (5 pages maximum), Institutional Capacity, Experience (5 pages maximum), and Coordination (5 pages maximum). These required documents will be the critical item of consideration in the selection of an applicant(s) for an award(s). The information provided in the technical application must be specific, complete, and presented concisely. The Technical Application must demonstrate how the proposed intervention(s) contribute to achieving the selected objective(s), including specific results anticipated.

e) Appendices or Attachments (25 pages maximum)
- Monitoring and Evaluation Plan
- Collaborating, Learning and Adapting (CLA) plan
- Draft Work Plan
- Organizational Structure
- Accountability to Affected Populations Plan (only Apparently Successful Applicants)
- Letter(s) of Commitment for teaming arrangements or sub-recipients, if applicable

Monitoring and Evaluation Plan

Applicants must include a Monitoring and Evaluation Plan as an appendix to the application as outlined below.

The Monitoring and Evaluation plan consists of two required components:

1. Indicator Tracking Table – No page limitation (Please see template on the [BHA Emergency Application Guidelines page](#))
2. Monitoring Narrative (Please see suggested sections and guidance in the BHA Emergency M&E Guidance available on the [BHA Emergency Application Guidelines page](#)). The M&E Plan monitoring narrative is composed of the following:
   a. Monitoring Approach, including an Abbreviated Statement of Work (SOW) for baseline and endline, as applicable; and
   b. Evaluation Approach, including abbreviated SOW, as applicable.

The Monitoring and Evaluation Plan must describe the technical resources and expertise that the applicant will utilize in implementing the proposed approach and how these resources will be organized to deliver the desired outcomes. Applicants must demonstrate the ability to adequately monitor and evaluate the activities throughout the duration of the award. Applications must include appropriate output, outcome and impact indicators for proposed activities where feasible and describe the methods, and how any data generated will be shared. Applicants are required to have at least one output and one outcome indicator for each primary activity or line of effort outlined in the application. Applicants must propose methods to verify monitoring data on BHA indicators. The M&E Plan should be organized around a theory of change and results framework or logic model that shows how activities and indicators contribute to the overall objectives. The Monitoring and Evaluation Plan will be finalized in consultation with BHA for the Apparently Successful Applicant(s).

Applicants must propose methods to verify monitoring data on BHA indicators collected by sub-awardees. Applicants must also include information on how participant feedback will be incorporated into monitoring plans. Applicants must discuss their ability to access complex or insecure environments. Applicants at a minimum must describe how they will conduct physical monitoring of each sub-award, verify data collected by sub-awardees, and ensure sub-awardee monitoring systems are adequate. BHA welcomes innovative and creative approaches for ensuring transparency and oversight on subawards, such as through independent monitoring. If applicants intend to contract out independent third-party monitoring services, applicants must submit scope of work describing objectives and responsibilities of the contractor based on criteria listed above. Applicants must describe any plans for technical support and/or capacity building of sub-awardees. If any internal or external evaluations are planned, applicants must include a draft SOW for the evaluation containing illustrative questions and anticipated timeline.

CLA Plan

Applicants must develop an activity-specific CLA plan to describe how the program will identify emerging knowledge, opportunities, and unintended consequences — and provide the systems, processes, and resources necessary to adjust design and implementation accordingly. The CLA plan should build upon the technical and management approaches and link to and complement M&E data utilization efforts, risk management strategies and efforts to ensure accountability to affected populations, as relevant to the activity. The plan must articulate specific CLA practices and how they will allow the activity to:

- Engage in participatory and stakeholder-guided processes to determine needs, respond to demand and prioritize action.
- Ensure that utilization of activity results by the wider humanitarian community is a focus from the start of planning and includes robust knowledge sharing, dissemination, and end-user engagement.
- Adapt and respond to dynamic rapidly-changing operating environments to better meet emerging stakeholder needs and capitalize on new approaches and new opportunities.

Draft Work Plan

The Applicant must include a draft implementation/work plan for the program, including key tasks and deliverables required in the program description and clearly detail the timing for deliverables. This plan will be finalized upon implementation of the award.

Organizational Structure

The Applicant must also explain how the applicant's headquarters and field office(s) are organized, and how this structure is coordinated to achieve performance targets.

Accountability to Affected Populations Plan

Accountability to Affected Populations (AAP) involves placing targeted communities, especially the most vulnerable individuals, at the center of our work. BHA requires evidence that you are addressing AAP throughout the program cycle by submitting an AAP plan or framework that is specific to the interventions included in the application. The plan must describe:

1. How the targeted stakeholders will participate in and play an active role in decisions related to the activity design and implementation;
2. What specific mechanisms are in place to provide timely and accessible information, and to receive and respond to beneficiary feedback throughout the duration of the activity;
3. How your mechanisms will collect, monitoring and address feedback and respond in a timely manner;
4. How you will incorporate beneficiary feedback into activity implementation, monitoring and evaluation of progress, and designing course corrections as needed;
5. How you will ensure that feedback and information mechanisms are safe, accessible, and the preferred mechanism for beneficiaries, especially marginalized or vulnerable populations; and
6. How you will ensure confidentiality and respond to any critical or sensitive program irregularity or protection issues that arise.
7. Explain whether or not your feedback mechanism feeds into a response wide, collective accountability mechanism.

Letter(s) of Commitment for teaming arrangements or sub-recipients
When partner organizations are identified in the application, letters of commitment should be included in the concept paper and full application submissions.

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. Certain documents are required to be submitted by an Applicant in order for the Agreement Officer to make a determination of responsibility. However, it is USAID policy not to burden Applicants with undue reporting requirements if that information is readily available through other sources. There is no page limit on the Business (Cost) Application.

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 with the letters for each requirement):

A) Cover Page

Please see *section B.a* above for cover page requirements.

B) SF 424 Form(s)

The Applicant must sign and submit the cost application standard form number SF-424 series, which includes the following:
·   SF-424 Application for Federal Assistance.
·   SF-424A Budget Information- Non-Construction Programs.
·   SF-424B Assurances for Non-Construction Programs.
Standard Forms can be accessed electronically at www.grants.gov or using the following links:

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

Instructions for SF-424B	http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

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

C) Required Certifications and Assurances

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

(1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" ADS 303mav document found at https://www.usaid.gov/ads/policy/300/303mav

(2) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

D) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. The Applicant is requested to submit a budget broken down by program years with an accompanying detailed budget narrative (in Word 2000 or Word 2003 text accessible) which provides in detail the total costs for implementation of the program as further detailed below.

The following sections describe the documentation that the Applicants must submit to USAID prior to award. While there is no page limit for this portion, Applicants are encouraged to be as concise as possible, but still provide the necessary details to address the following:

1. The budget must have an accompanying detailed budget narrative and justification that provides in detail the total program amount for implementation of the program your organization is proposing. The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization's policy, payroll document, and vendor quotes, etc.).

2. A budget for each program year with an accompanying detailed budget narrative which provides in detail the total costs for implementation of the program.

3. A breakdown of all costs associated with the program according to the costs of, if applicable, headquarters, regional and/or country offices.

4. Applicants who intend to utilize contractors or sub-awardees should indicate the extent intended and a complete cost breakdown. Extensive contracts/agreement financial plans

should follow the same cost format as submitted by the primary Applicant. A breakdown of all costs according to each partner organization, contract or sub-awardee involved in the program should be provided.

Pursuant to 2 CFR 200 Contract means a legal instrument by which the Applicant purchases property or services needed to carry out the project or program under a resulting award. The term does not include a legal instrument when the substance of the transaction meets the definition of a Federal award or sub-award (see § 200.92 Sub-award), even if the Applicant considers it a contract. The Applicant must describe the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting proposed by the contractor, and the quality of its record of past performance for similar work. For-profit contract organizations that work under the award and do not meet the above definition of a sub-awardee are eligible for profit/fee.

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award, and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified in *Section F*, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

The Budget must include the following worksheets or tabs, and contents, at a minimum:
- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category, BHA sector, and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. Detailed Budget, including a breakdown by major budget category, budget line item, BHA sector, 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.

Example budget and budget narrative documents, are available at the following site: BHA Emergency Application Guidelines

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 comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.

5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant's budget and budget narrative, including those related to fringe and indirect costs.

6) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

7) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

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

   b) 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.

c) Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)
Eligibility: Any applicant that does not have a current NICRA
Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200 for further information.

d) Method 4 - Indirect Costs Charged As A Fixed Amount
Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO
Initial Application Requirements: Provide the proposed fixed amount and a worksheet that includes the following:
● Total costs incurred by the organization for the previous fiscal year and estimates for the current year.
● Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year
● Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

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

If no approved federally recognized indirect cost rate negotiated between the subrecipient and the Federal Government exists, the pass-through entity must determine the appropriate indirect cost rate in collaboration with the subrecipient in accordance with 2 CFR 200.332.

E) 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.

F) Approval of Subawards

The applicant must submit information for all subawards that it wishes to have approved at the time of award. Subawards not included in the original application may only be added later with the prior approval of the Agreement Officer. For each proposed subaward the applicant must provide the following:

- Name of organization
- Unique Entity ID Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not appear on the United Security Council Consolidated Sanctions 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.

G) Unique Entity Identifier and SAM Requirements

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

(i) Provide a valid Unique Entity Identifier issued by SAM.gov for the applicant and all proposed sub-recipients;

(ii) Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.beta.sam.gov).;

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

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

SAM registration: http://www.beta.sam.gov

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

H) History of Performance

Apparently Successful Applicants will submit past performance documentation. Only Apparently Successful Applicants will upload the completed *Section A* of this questionnaire to the AAMP website. A successful applicant's history of performance is part of the pre-award risk assessment. The remaining sections will be completed by USAID.

The applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed ten years or three relevant awards, as follows:
- Name of the Awarding Organization;
- Award Number;
- Activity Title;
- A brief description of the activity;
- Period of Performance;
- Award Amount;
- Reports and findings from any audits performed in the last three years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

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

I) Branding Strategy and Marking Plan

The Apparently Successful Applicant will be asked to provide a Branding Strategy and Marking Plan (BS/MP) to be evaluated and approved by the Agreement Officer and incorporated into any resulting award.

In accordance with 2 CFR 700.1, "branding" means how the program, project, or activity is named and positioned, as well as how it is promoted and communicated to beneficiaries and cooperating country citizens and "marking" means the public communications, commodities, and program materials and other items that will visibly bear the USAID Identity.

It is a Federal statutory and regulatory requirement (see Section 641, Foreign Assistance Act of 1961, as amended, and 2 CFR 700.348) that all overseas programs, projects, activities, public communications, and commodities that USAID partially or fully funds under an assistance award or subaward must be appropriately marked with the USAID identity. Under 2 CFR 700.348, USAID requires the submission of a Branding Strategy and a Marking Plan (BS/MP) by the "Apparently Successful Applicant." The Apparently Successful Applicant's proposed Marking Plan may include a request for approval of one or more exceptions to the marking requirements in 2 CFR 700.348. NGO applicants are required to comply with 2 CFR 700.16 and ADS 320 Branding and Marking. Applicants who choose not to include their BS/MP with their application will not be penalized during the evaluation process, but should be aware that, if the Applicant is the/an Apparently Successful Applicant, the Applicant will be required to submit an acceptable BS/MP as a prerequisite for any resulting Award. Moreover, because USAID's branding and marking requirements have cost implications, such costs must be included in the application budget even if the Applicant does not submit its BS/MP with the application.

J) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.
Construction will not be authorized under this award.
USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.
Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in *Section B.5* of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

For special considerations and information pertaining to ineligible and restricted goods, services, and countries, please see the USAID Automated Directives System (ADS) Major Functional Series 300: Acquisition and Assistance, Chapter 312 - Eligibility of Commodities. It is the legal responsibility of USAID awardees to ensure compliance with all U.S. laws and regulations, including those that prohibit transactions with, and the provision of resources and support to, sanctioned individuals, groups, and organizations.

K) Conflict of Interest Pre-Award Term

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.

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.

L) Audits

The applicant must specify any costs associated with the required "Single audit," as defined at 2 CFR 200.501(b), for a non-federal entity that expends $750,000 or more during the non-federal entity's fiscal year in federal awards.

M) Code of Conduct

The mandatory standard provisions "Regulations Governing Employees" in **ADS 303maa, Standard Provisions for U.S. Non-governmental Organizations** and "Recipient and Employee Conduct" in **ADS 303mab, Standard Provisions for Non- U.S. Non-governmental Organizations**, require that recipients meet internal control requirements and have a code of conduct for their employees. USAID implementing partners must ensure that their employees conduct themselves in a professional manner when carrying out awards, consistent with the standards for United Nations (U.N.) employees in Section 3 of the **U.N. Secretary General's Bulletin - Special Measures for Protection from Sexual Exploitation and Sexual Abuse** as updated in the **IASC Core Principles relating to Sexual Exploitation and Abuse (2019)**.

You must submit a copy of your organization's Code of Conduct, ideally with a dedicated section on PSEA or PSEA Policy, as an annex. Additionally, sub-awardees receiving BHA funds must adopt a Code of Conduct. Awardees will be responsible for ensuring that sub-awardees have a Code of Conduct.

In the event that an implementing partner employee's conduct is not consistent with these standards, our partners must consult/coordinate with the relevant Mission Director and the

Agreement or Contracting Officer. The U.S. Ambassador may direct the removal of any U.S. citizen from the country and require termination of any employee from an award.

USAID further encourages implementing partners to report credible allegations of sexual exploitation and abuse to the USAID Office of Inspector General. Please see USAID's Policy on Protection from Sexual Exploitation and Abuse for more information about USAID's approach to this issue.

Implementing partners are required to report credible allegations of trafficking, the procurement of commercial sex acts, or the use of forced labor to the relevant Agreement or Contracting Officer and the USAID Office of Inspector General.

USAID policy requires its employees to report suspected cases of sexual exploitation, whether by Agency personnel or implementing partners, to the USAID Office of Inspector General. Complaints can be submitted anonymously with an online form through the **Office of Inspector General Hotline website**, by telephone at 1-800-230-6539 or 202-712-1023, by email at **ig.hotline@usaid.gov**, by fax at (202) 216-3801, or by mail to the following address: U.S. Agency for International Development, Office of Inspector General, P.O. Box 657, Washington, DC 20044-0657

USAID has zero tolerance for sexual misconduct, including harassment, exploitation or abuse of any kind among staff or implementing partners. Additional information can be found at USAID's Fact Sheet: Preventing Sexual Exploitation and Abuse.

PSEA Code of Conduct Implementation Details

You must also submit implementation details for the Code of Conduct specific to the country or region of the application. You should submit these details as an annex, not to exceed one page, describing:
- How you train or make employees aware of the Code of Conduct;
- How you make beneficiaries aware of the Code of Conduct and mechanisms to report any violations;
- Describe what systems are in place to prevent, detect, and respond to allegations and instances of sexual exploitation and abuse, and who in the country is responsible for ensuring an appropriate and accountable response; and
- Describe how these systems are safe, accessible, confidential, and survivor-centered.

N) Risk Assessment and Management Plan

The Bureau for Humanitarian Assistance (BHA) recognizes the importance of assessing risk and integrating risk management into all awards, beginning at the application phase with your activity design and budget. Every application under this NOFO must include a Risk Assessment and Management Plan, including additional requirements for high-risk requirements.

O) Partner Vetting (reference ADS 319.3.6.3 for locations under section)

(a) The U.S. Agency for International Development (USAID) has determined that any award

resulting from this assistance solicitation is subject to vetting **if the proposed country currently has a vetting program** (see ADS 319 for reference).

(b) The following vetting procedures apply for this solicitation:

(1) Prospective applicants will submit a USAID Partner Information Form online via the Partner Vetting System. Partners may 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 AO will notify the applicant(s) who must be vetted]. Within the timeframe set by the AO in the notification, the applicant must complete and submit the USAID Partner Information Form (PIF) listing all key individuals to the Vetting Support Unit via the Partner Vetting System (PVS) online portal. The designated Vetting Official can be reached at:

Vetting Official
Address: 555 12th Street N.W. 8th Floor, Washington, D.C. 20005
Email: havettingquestions@usaid.gov

(3) The applicant must notify proposed subrecipient(s) and contractor(s) of this requirement when the subrecipient(s) or contractor(s) are subject to vetting.

NOTE: Applicants are encouraged to use the secure Partner Vetting System (PVS) online portal to protect the sensitive information being transmitted. Partners 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 AO may have with an applicant. The applicant and any proposed subrecipient(s) or contractor(s) 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 Support Unit regarding their vetting submission(s) and not with any other USAID or U.S. Government (USG) personnel, including the AO or the AO's Representative(s). The AO designates the Vetting Official as the only individual authorized to clarify the applicant's and proposed subrecipient's 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, USAID will take into consideration 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.

(e) Reconsideration: (1) Within seven (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 seven (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; and

(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; and

(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 or as soon after award as possible, the AO will confirm with the Vetting Official that the Apparently Successful Applicant is eligible after vetting. If USAID completes prior to award, the AO may award only to an Apparently Successful Applicant that is deemed eligible. If USAID completes vetting after the award, an ineligibility determination will be considered a material failure to comply with the terms and conditions of the award and may subject the recipient to suspension or termination. In that event, USAID could disallow all costs for the same, potentially including previously-incurred costs.

SECTION E: APPLICATION REVIEW INFORMATION

1. Review and Selection Process

This NOFO will utilize a multi-tiered competition system under which applicants will first submit concept papers. The concept papers will be reviewed and evaluated by USAID/BHA in accordance with the evaluation criteria below. Applicants with approved concept papers will be invited to submit a full application based on the approved concept paper.

Based upon the evaluation of the Concept Paper, USAID may request a full application. Applicants judged to have submitted the best concept paper(s) will then be requested to submit full applications for further consideration. The request for a full application is not a commitment by USAID to fund the proposed activity or portion thereof. The decision to submit a full application is at the applicant's sole discretion. USAID reserves the right to reject an application without review if the assumptions and/or circumstances underlying the approval of the concept paper have changed significantly. Full applications will be evaluated in accordance with the full application criteria and merit review below.

2. Criteria

A. Concept Paper Evaluation Criteria:

The Concept Papers will be reviewed and evaluated based on the extent to which they convincingly describe the following (listed in a descending order of importance), where Program significance, objectives, methodology and impact is the most important factor:
a) Program significance, objectives, methodology and impact.
- The Concept Paper clearly addresses the objectives and outcomes of the sectors prioritized by applicants.
- The program implementation approach, analyses and timeline are practical, logical and feasible from a technical perspective and in terms of achieving the program objective and outcomes.

b) Institutional capacity, collaboration and coordination
- The Concept Paper demonstrates that the applicant has an adequate management and institutional capacity to successfully conduct and manage the program, the ability to coordinate and collaborate with other actors to span across geographic spaces, regionally and country-wide and the experience with IDs and pandemic readiness, readiness and response programming in scaling up and augmentation.
- The experience and capability of the applicant organization to implement the activities efficiently and effectively.

c) Strengthens and protects local capacity
- The Concept Paper presents a realistic and sound approach for building and protecting local capacity to sustain and scale up efforts.

d) Sustainability

● The degree to which the Concept has potential for sustainability beyond the program period.

B. Full Application Evaluation Criteria:

The evaluation criteria for the full applications are listed below. The criteria are organized in descending order of importance where the Program Strategy and Approach is the most important factor. The sub-factors listed under each criterion below are intended to further explain the relevance of the evaluation factor and will not be scored individually. Award(s) will be made to the organization(s) whose application(s) offer the best technical approach according to the merit review criteria and the best value to USAID subject to availability of funds and at the discretion of the Agreement Officer.

a) Program Strategy and Approach (Technical Merits and Program Description)

The application shall be evaluated from a technical perspective in terms of:
- Level of innovation, creativity, collaborative learning in the program design and implementation.
- The application provides sufficient detail for the concrete understanding of methods to be used and for a determination of technical appropriateness to be made.
- Appropriateness of proposed activities to addressing needs and USAID/BHA's objectives within the proposed timeframe.
- Appropriateness and technical soundness of proposed methods and activities to addressing needs and the objectives of the NOFO within the proposed time frame, including clear and logically presented activities, outputs, outcomes, and result targets.
- The management plan will be evaluated according to reasonableness, feasibility, and potential to fulfill technical, coordination, and communications requirements between applicant, partners, relevant USG agencies and any possible sub-awardees for the core and sub-award components, particularly with respect to effectively implementing and monitoring a program based on the Applicant's proposed overall staffing and management plan, the rationale for key roles and responsibilities of technical personnel in support of each activity, field presence, and the overall management structure as applicable.
- Strength and realism of a rigorous M&E plan and CLA to measure outputs, outcomes, results and impact of the both the program and the consortium using targets and indicators, as well as assessments, evaluations, learning products and implementation research to advance learning in the humanitarian and development community, accompanied by plans for dissemination.
- Methodology for selecting beneficiaries, addressing inclusion and exclusion errors; target population clearly identified in terms of number, location, and current status; description of how the proposed intervention will benefit the

most vulnerable, even if the intervention engages at different levels of the stakeholders.

- Identification of partner organizations for the consortium should be based on criteria, i.e. capacity and technical needs, potential, technical focus, geographic relevance, etc.
- Gender analysis as well as protection and gender mainstreaming are clearly addressed throughout the Program Strategy and Approach.
- Integration of conflict sensitive approaches, including a demonstrated understanding of how conflict and power dynamics shape the context in proposed area(s).
- Identification of risks and accompanying mitigation measures.

b) Justification for Proposed Intervention(s)

The applications will be evaluated based on the justification provided for the proposed program in terms of:

- Identified and quantified need(s) based on assessments or surveys using sound methodology, and the appropriateness of proposed intervention(s) to meeting those needs.
- The extent of the applicant's attempt to obtain historical and/or baseline data and consultation with targeted local communities and relevant stakeholders.
- The extent to which activities target identified needs and fill gaps in current humanitarian programs.
- Specific evidence of consultation with targeted local communities and relevant stakeholders prior to submission of the application and incorporation of their concerns and needs into the application.

c) Institutional Experience and Capability

Applicants will also be evaluated based on their institutional capability. Specifically:

- Contextual knowledge of IDs and pandemic responses.
- The applicant's capability and competence in the activities being proposed, including the ability to begin implementation expeditiously and collaboratively to achieve sustainable results.
- Institutional experience will be taken into consideration to assess the extent to which the applicant and its teaming organizations, if any, convincingly demonstrate a history of similar programs implemented and overcoming similar contextual challenges.
- The applicant demonstrates that proposed key personnel have requisite experience and expertise to meet or exceed the attributes specified in the NOFO.

d) Coordination

Each applicant must provide information on funding from other donors or programming on iIDs and pandemic readiness and response for itself and each proposed sub-applicant in the technical application. Applications will be reviewed in terms of the described level of coordination, specifically:

- An overview of how the proposed interventions will sequence, layer, synergize and integrate with other planned or ongoing initiatives (both those of the applicant and those of other partners/donors) in the area of operation – regional, national, sub-national, including the realism and quality of the proposed approach to feeding into the humanitarian coordination, cluster system or initiatives for IDs readiness and response (e.g., how the proposed activities will interact and be sequenced with other humanitarian and development initiatives in the operational area or adjacent areas, how differing approaches are addressed in the proposed activities in order to minimize potential conflict amongst beneficiary populations.).
- Demonstrated adherence to processes, guidelines and policies established by appropriate host government institutions and/or international agencies.
- Extent to which local institutions, organizations or beneficiary groups are included in program planning and implementation.

e) Sustainability

The applications will be evaluated on sustainability, in terms of:

- The applicant's plan for how resources might be obtained to continue the activity or Program, if appropriate (e.g. discussions with development partners, etc.)

f) Safety and Security Plan and Other Contingencies

Applications will be reviewed to determine adherence to required security components based on:

- Applicant's assessment of the security situation in the proposed area of implementation and if the planned program and budget are structured accordingly.
- Discussion of how the proposed program will adhere to the organization's security policy.
- Applicant's contingency plan in the event activities are suspended or halted as a direct result of insecurity.

C. Business Review

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

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

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

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

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

The notice of award signed by the AO is the authorizing document, which USAID will provide electronically to the point of contact identified in the application of a successful applicant. 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.

A) Successful Applicants

(a) USAID may notify the apparently successful applicant(s) that it (they) has (have) been recommended for funding, but only a signed award signed by the AO is the authorizing document, which USAID will provide electronically to the point of contact identified in the application of a successful applicant.

(b) The USAID Agreement Officer is the only individual who may legally obligate USAID to the expenditure of public funds..

B) Unsuccessful Applicants

(a) Notifications to Unsuccessful Applicants
   1. Concept Papers

Once USAID decides which applicant(s) will be requested to submit a full application, USAID will notify all unsuccessful applicants that their concept papers were not accepted, and that a full application is not requested and will not be considered.

   2. Applications

Once USAID decides which applicant(s) will not be considered for an award(s), USAID will notify all such unsuccessful applicants that they will not be considered further.

2. Administrative & National Policy Requirements

The resulting award from this NOFO will be administered in accordance with the following policies and regulations.
For US organizations: ADS 303, 2 CFR 700, 2 CFR 200, and Standard Provisions for U.S. Non-governmental organizations
For Non US organizations: Standard Provisions for Non-U.S. Non-governmental Organizations.
PIOs are subject to different requirements, so USAID reserves the right to make awards to such organizations on different terms and conditions than those made to NGOs, including Private Voluntary Organizations (PVOs).

BHA assumes no liability for reimbursing applicants for any costs that may be incurred in the preparation and submission of applications. BHA reserves the right to issue additional solicitations and/or make awards outside of this NOFO in order to meet the objectives of the U.S. Government.

3. Reporting Requirements

Successful applicants will find specific award administration information and reporting requirements in signed award documents. Awardee must comply with all the reporting requirements in the award. The awardee will be required to submit performance and financial reports that are compliant with 2 CFR 200 Subpart D's Performance and Financial Monitoring and Reporting.

ADS 540 requires awardees to submit documentation created during the course of a USAID award to the USAID Development Experience Clearinghouse (DEC), such as assessments, analyses, studies, articles, baseline surveys, midterm and final evaluations, and appropriate components of the Annual Results Report (ARR). Prior to submitting materials, awardees should contact the AOR to ensure that the final and cleared materials are agreed upon for DEC submission, if required by the terms of the award. Awardees should upload all documents through the DEC. Any dataset created or collected with USAID funding must be submitted to the Development Data Library (DDL). For dataset submission guidance refer to ADS 579.

4. Program Income

Any program income generated under the award(s) shall be added to BHA funding and used for program purposes pursuant to 2 CFR 200.307. Program income generated under the award by for profit institutions shall be credited to BHA funding either as a cost reduction or cash refund pursuant to FAR 31.201-5

5. Environmental Compliance

International disaster assistance (IDA)-supported activities receive an Exemption pursuant to 22 CFR 216.2(b)(1) and no further environmental compliance documentation will need to be developed.

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

Potential applicants must not contact USAID/BHA regarding this NOFO except as described in *Section D* of the NOFO. Any questions concerning this NOFO, its appendices, Technical References, must be submitted in writing by August 15, 2022 to **BHA.RFA.720BHA22RFA00001@usaid.gov** .

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

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

Additionally, the applicant must mark each sheet of data it wishes to restrict with the following: "Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."