



**Issue Date:** October 18, 2024  
**Business Day Date:** November 07, 2024  
**Deadline for Questions:** November 15, 2024 at 05:00 PM Lima Time  
**Deadline for Applications:** ~~December 20, 2024 at 05:00 PM Lima Time~~  
December 16, 2024 at 12:00 PM Lima Time

**Subject:** Notice of Funding Opportunity (NOFO) No. 72052725RFA00001

**Program Title:** Strengthening Systems for Health Security Activity (SSHS)

Greetings:

The United States Agency for International Development in Peru (USAID/Peru) is seeking applications for a Cooperative Agreement from qualified entities to implement the STRENGTHENING SYSTEMS FOR HEALTH SECURITY ACTIVITY (SSHS) program. Eligibility for this award is not restricted.

USAID intends to make one (1) award to the applicant(s) who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO, subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements, and selection process.

**Business Day**

USAID/Peru is organizing a Business Day to provide a platform for presenting the activity's objectives and for the Government of Peru to outline its related priorities. The primary goal, however, is to encourage networking and collaboration among prospective applicants and stakeholders from various sectors.

The Business Day will take place on **November 7, 2024 in Lima, Peru, with the venue to be confirmed within the next week at the DoubleTree by Hilton El Pardo in Miraflores, Lima, Peru.** Interested parties must RSVP by sending an email to Jose Castagnola at [JCastagnola@usaid.gov](mailto:JCastagnola@usaid.gov) by October 30, 2024 at 05:00 PM Lima Time with the subject line: **USAID NOFO 72052725RFA00001 [Organization Name] – Business Day.** Please include the full name, ID number, organization name, title and email of each guest in the RSVP. Only one to two guests can be accommodated.

Please be reminded that the Business Day is not specifically for Questions & Answers for the application, but a means to foster partnerships.

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section B of this NOFO. This funding opportunity is posted on [www.grants.gov](http://www.grants.gov) and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this NOFO and to ensure that it has been downloaded from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on [www.grants.gov](http://www.grants.gov) or accessing the NOFO, please contact the Grants.gov Support Center at 1-800-518-4726 or via email at [support@grants.gov](mailto:support@grants.gov) for technical assistance or if you need assistive technology and are unable to access any material on this site.

Unless an exception in 2 CFR 25.110 applies, applicants must comply with 2 CFR 25 requirements to obtain a Unique Entity Identifier (UEI) and register in the System for Award Management (SAM.gov), as applicable. See Section E, Submission Requirements and Deadlines, for more information. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early.

Please send any questions to the point(s) of contact identified in Section A.4. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to [www.grants.gov](http://www.grants.gov).

Issuance of this 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.

Thank you for your interest in USAID programs.

Sincerely,

/S/

Dion Glisan  
Supervisory Regional Agreement Officer  
USAID/Peru

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## **SECTION A: BASIC INFORMATION**

### **C.1. EXECUTIVE SUMMARY**

The purpose of this Strengthening Systems for Health Security Activity is to help Peru build robust capabilities in preventing, detecting, and responding to infectious disease and health threats to ensure national and global health security (GHS). This activity will operate at the national, regional, and local level; supporting Peru in developing and sustaining its own capacity to prevent, rapidly detect, effectively respond to, and ultimately recover from emerging infectious disease threats, allowing the Mission to reach Global, Agency, and Government of Peru (GOP) Global Health Security targets.

The Strengthening Systems for Health Security Activity will develop evidence-based and system strengthening interventions to meet the following three objectives:

- Objective 1: Better Prevention Of Infectious Diseases Through The Reduction Of Disease Transmission From Animals To Human Populations
- Objective 2: Better Detection Of Infectious Diseases Through Improved Surveillance Systems
- Objective 3: Effective Response To Infectious Disease Outbreaks Through A Skilled And Competent Health Security Workforce

This activity will be a Cooperative Agreement and awarded through a full and open competitive solicitation. Interested US and non-US organizations are encouraged to submit an application following the instructions as indicated in this NOFO. The Total Estimated Amount of the award is \$19 Million, with an expected life of five years, beginning on or around early 2025.

### **C.2. ESTIMATE OF FUNDS AVAILABLE AND NUMBER OF AWARDS CONTEMPLATED**

USAID intends to award one (1) Cooperative Agreement pursuant to this Notice of Funding Opportunity (NOFO).

Subject to funding availability and at the discretion of the Agency, USAID intends to provide up to \$19,000,000 (USD) in total USAID funding over a 5 (five) year period.

### **C.3. START DATE AND PERIOD OF PERFORMANCE FOR FEDERAL AWARDS**

The anticipated period of performance is 5 (five) years. The estimated start date will be upon the signing of this award.

### **C.4. AGENCY POINT OF CONTACT**

The Agreement Officer (AO) for this NOFO is:

Ms. Dion Glisan  
Supervisory Regional Agreement Officer  
USAID/Peru  
Email: [dglisan@usaid.gov](mailto:dglisan@usaid.gov).

The Acquisition and Assistance (A&A) Specialist for this NOFO is:

Mr. Luis Garay  
A&A Specialist  
USAID/Peru  
Email: [lgaray@usaid.gov](mailto:lgaray@usaid.gov)

#### **C.5. ACQUISITION AND ASSISTANCE OMBUDSMAN**

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

The A&A Ombudsman may be contacted via: [Ombudsman@usaid.gov](mailto:Ombudsman@usaid.gov).

#### **C.6. AUTHORIZED GEOGRAPHIC CODE**

The geographic code for the procurement of commodities and services under this program is 937 (the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source). Except as may be specifically approved in advance by the Agreement Officer, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in this NOFO, and must meet the source and nationality requirements set forth in 22 CFR 228.

**[END OF SECTION A – BASIC INFORMATION]**

## **SECTION B: ELIGIBILITY**

### **B.1. ELIGIBLE APPLICANTS**

Eligibility for this NOFO is not restricted. U.S. and non-US organizations may participate under this NOFO.

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.

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

Interested and eligible prime applicants may submit no more than one (1) application under this NOFO. An organization can submit applications as a sub-partner for multiple prime applicants.

### **B.2. COST SHARING**

USAID has established a **minimum** recipient cost share of 10% (ten-percent) of the Total Estimated Amount for both Local and Non-Local Organizations. Such funds may be provided directly by the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level. This may include contribution of staff level of effort, office space or other facilities or equipment which may be used for the program, provided by the recipient. For guidance on cost sharing in federal financial assistance see 2 CFR 200.306. Applicants may refer to Section D, Application Content and Format, regarding requirements for the submission of letters or other documentation to verify commitments to meet cost-sharing requirements.

For guidance on cost sharing in grants and cooperative agreements see [2 CFR 200.306](#) and see [ADS 303.3.10](#). Specific for U.S. NGOs, see [2 CFR 200.306](#); and for Non-U.S. NGOs, all cost sharing will be subject to the Required as Applicable Standard Provision “Cost Share” in [ADS 303mab](#).

**[END OF SECTION B – ELIGIBILITY]**

## SECTION C: 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 H.

### STRENGTHENING SYSTEMS FOR HEALTH SECURITY ACTIVITY

#### C.1. CONTEXT

Global Health Security (GHS) is the capacity to properly prevent, detect, and respond to health emergencies, including new and emerging infectious diseases. Health security is not limited to national boundaries, but must be addressed at regional and global levels. The high level of interconnectivity and rapid travel between different parts of the world facilitates the rapid spread of infectious diseases. For this reason, it is key that all countries in the world have strong health security capabilities to be able to contain an infectious disease at its origin before it becomes a larger health emergency. The GHS landscape in Peru is shaped by a complex interplay of various factors, including a high incidence of infectious diseases, inadequate healthcare infrastructure, sub-optimal epidemiological surveillance systems, and limited emergency response capabilities, among others. The country’s geographical diversity, stretching from the Amazon rainforest to the Andes and coastal regions, increases the probability of the occurrence of [emerging and re-emerging infectious diseases](#). Simultaneously, factors such as poor health governance, high turnover of authorities, poor stewardship from health leaders, corruption, and inadequate investment in health infrastructure and human resources further compound the challenges in demonstrating optimal health security capabilities. Peru’s current health security context worsens existing equity gaps given that some groups (rural, urban poor, people with disabilities, etc.) are disproportionately at higher risk for and more exposed to infectious diseases. These factors complicate the planning, implementation, and sustainability of health security measures, heightening the vulnerability of the health system against public health emergencies and disease outbreaks.

Peru lacks an articulated system for Global Health Security (GHS). Previous responses to public health emergencies and outbreaks, such as COVID-19, dengue fever, and recently avian influenza, reveal these weaknesses. For instance, Peru’s per capita death rate from COVID-19 was the worst in the world, far higher than any of its neighbors in South America and twice the rate of the United States. As of November 2021, Peru had experienced 670 deaths due to COVID-19 per 100,000 people (out of a total of 220,831 deaths)<sup>1</sup>. Additionally, dengue fever has caused higher lethality rates in the first six months of 2024 than in previous years, and is spreading throughout the country. Peru’s poor GHS capabilities are exacerbated by other factors such as climate change, which increases the prevalence of vector-borne diseases, causes changes in ecosystems (leading to greater contact between animals and humans and a higher risk of zoonoses), and leads to the migration of populations towards more urban areas, which might not

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<sup>1</sup> WHO COVID-19 Dashboard. <https://data.who.int/dashboards/covid19/cases>



have adequate health measures in place. Additionally, the country's geography (coast, highlands, and Amazon) makes it more difficult for the State to access more remote areas. Peru's decentralized health system suffers from the lack of coordination in the face of national health emergencies, as well as weaknesses in management and administration capacity, which generate inequities in the quality of and access to healthcare services. These examples make it clear that Peru is not prepared to contain a health emergency if one should emerge within its territory, becoming itself a threat to the region and to the world.

In 2005, the WHO published the [International Health Regulations \(IHR\)](#), which outline the basic capacities that a country must have to achieve good health security. There are several tools to evaluate health security capacities, all of them require a process carried out at the national level that evaluates a country's capacities to meet the requirements of the IHR. Some of these tools are self-administered like the States Party Self-Assessment Annual Report (SPAR) that is conducted annually, and others are carried out with the intervention of external evaluators such as the Joint External Evaluation (JEE) and the Voluntary External Evaluation (VEE). Peru has been consistently carrying out and reporting the results of its annual self-assessment (SPAR) to the WHO since 2012. It is noteworthy that, in the most recent 2023 SPAR, Peru's average score was 36%, far below the global (64%) and regional (64%) averages, demonstrating severe deficiencies in GHS. Peru's [2023 States Parties Self-Assessment Annual Reporting \(SPAR\) Scores](#) depict Peru's existing, yet fragile, GHS capacity.

## **C.2. PROBLEM STATEMENT**

Peru's weak health system and poor capabilities to prevent, detect, and respond to infectious disease and other health threats compromise national and global health security, specifically given its weaknesses across three technical areas (Zoonotic Diseases, Surveillance, and Health Security Workforce).

## **C.3. THEORY OF CHANGE**

This Activity is expected to work on testing the following theory of change:

**IF** risk of disease transmission from animals to humans is reduced, **AND**

**IF** disease surveillance systems are improved, **AND**

**IF** skills of Peru's health security workforce are strengthened,

**THEN** Peru will be able to better prevent, detect, and respond to infectious disease and health threats, reducing the severity and occurrence of pandemics and ensuring national and global health security.

## **C.4. RESULTS FRAMEWORK**

The Strengthening Systems for Health Security Activity (SSHS) aims to help the Government of

Peru's build robust capabilities to better prevent, swiftly detect, and optimally respond to infectious diseases and other health threats to ensure national and global health security. To do so, this Activity aims to improve Peru's GHS capabilities, while adopting a One Health approach, by addressing technical gaps in three priority areas through the following objectives:

- C.4.1. OBJECTIVE 1:** Improving the **Prevention** of Infectious Diseases through the Reduction of Disease Transmission from Animals to Humans (Zoonotic Diseases);
- C.4.2. OBJECTIVE 2:** Improving the **Detection** of Infectious Disease through Improved Disease Surveillance Systems;
- C.4.3. OBJECTIVE 3:** Improving the **Response** to Infectious Disease Outbreaks through a Stronger Health Security Workforce.

**C.4.1. OBJECTIVE 1: IMPROVING THE PREVENTION OF INFECTIOUS DISEASES THROUGH THE REDUCTION OF DISEASE TRANSMISSION FROM ANIMALS TO HUMANS (ZOOONOTIC DISEASES)**

The ability to timely and effectively prevent infectious diseases is hampered because of Peru's poor surveillance and detection capacity. By not having these strong systems in place, the risk of **ZOOONOTIC DISEASES**, the transmission of diseases from animals to human populations (i.e. spillover), greatly increases. In Peru, given that 60% of its territory is in the Amazon, the potential spillover of diseases from animals to humans is significant. Furthermore, increased interactions between animals and humans due to urbanization, deforestation, illegal mining, poor livestock handling practices, and continued wildlife subsistence farming further increases the risk of disease spillover. For example, Peru, along with other countries in the region, is currently witnessing an increase in the number of cases of Avian Influenza (H1N1) affecting bird and animal species, increasing the risk to human populations.<sup>2</sup> Peru lacks regulatory operating procedures that establish functional coordination mechanisms among the human, animal, and environment interfaces at national and sub-national levels when preventing and responding to zoonotic disease outbreaks. With limited structured information-sharing mechanisms among the One Health interfaces, and poor animal handling practices in formal and informal sectors, untimely detecting and responding to zoonotic diseases at their points of origin becomes much more challenging. To improve Peru's capabilities to prevent zoonotic diseases, this Activity is to present a technical approach that can best support the GOP (national and sub-national [i.e. regional]) to properly prevent zoonotic disease transmission between animals and humans, develop context specific multisectoral<sup>3</sup> health security mechanisms that promote coordination among the One Health sectors (human, animal, environment), track emerging and endemic priority zoonotic diseases, and improve multisectoral response capacity to zoonotic disease outbreaks at their points of origin.

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<sup>2</sup> Leguia, M., Garcia-Glaessner, A., Muñoz-Saavedra, B. et al. Highly pathogenic avian influenza A (H5N1) in marine mammals and seabirds in Peru. *Nat Commun* 14, 5489 (2023). <https://doi.org/10.1038/s41467-023-41182-0>

<sup>3</sup> **Multisectoral:** that includes all the governmental organizations involved in health security such us health sector, agricultural sector, environmental sector, defense sector, production sector among others

#### **C.4.2. OBJECTIVE 2: BETTER DETECTION OF INFECTIOUS DISEASES THROUGH IMPROVED SURVEILLANCE SYSTEMS**

When faced with a potential pandemic threat or disease outbreak, Peru has limited capacity to swiftly detect infectious diseases. To better detect infectious diseases, a strong surveillance system, one that connects the human, animal, and environment interfaces, is vital. Peru's national **SURVEILLANCE SYSTEM** is weak, does not have early warning capacity, and is not coordinated across the human, animal, and environment sectors. This limits Peru's capacity to analyze real time disease surveillance data, which prevents timely detection of an infectious disease outbreak at its origin. Further, disease surveillance system capacity is far weaker at the regional level (i.e. sub-national), where it is critically important to capture a potential outbreak at its onset to avoid further spillover. Peru lacks a comprehensive national strategy and standard operating procedures that establish early warning surveillance systems and its functions at national and regional levels. The lack of an interoperable surveillance system among the animal, human, and environmental health sectors, and between national, regional, and local level governments, increases the risk of infectious diseases and outbreaks going undetected. Lastly, Peru's existing system and its sub-optimal workforce are not able to account for how climate change is impacting disease transmission and incidence across the human, animal, and environment sectors. To improve Peru's infectious disease surveillance systems, this Activity is to present a technical approach that can best support the GOP (national and sub-national [i.e. regional]) to strengthen existing disease surveillance systems across the human, animal, and environment sectors. This Activity is encouraged to improve early warning disease surveillance systems, making them interoperable and climate sensitive across the human, animal, and environment sectors, and improving government capacity to collect, analyze, and interpret data on disease occurrence and patterns. With a surveillance system that delivers reliable and timely disease data, Peru will be able to better track and monitor potential disease outbreaks at their points of origin. This Activity is encouraged to promote interoperability between the Peruvian diagnostic and the surveillance system at the national and regional level to effectively detect and respond to infectious disease outbreaks more holistically.

#### **C.4.3. OBJECTIVE 3: EFFECTIVE RESPONSE TO INFECTIOUS DISEASE OUTBREAKS THROUGH A SKILLED AND COMPETENT HEALTH SECURITY WORKFORCE**

When infectious disease outbreaks do occur, Peru lacks skilled human resources who are well equipped to mount an informed and coordinated response to minimize social, economic, and health impacts. Furthermore, Peru lacks a formal workforce strategy that plans and budgets for the number of **HUMAN RESOURCES**, inclusive of the human, animal, and environment sectors, needed to prevent, detect, and respond to infectious diseases and manage the health security system, and one that uses a One Health approach. Peru's current gaps in human resources inherently limit its GHS capabilities across all GHS priority areas, and its ability to prevent, detect, and respond to infectious diseases with surge support. A health security workforce may consist of an interdisciplinary group of professionals such as physicians and nurses, public health and

environmental health specialists, veterinarians, forest scouts, epidemiologists, communication experts, and other professionals relevant to the human, animal, and environmental health sectors. The existing workforce lacks ongoing and standardized training programs, continuous learning opportunities, or educational curricula that incorporate the One Health approach, limiting their prevention and response capacity. For existing workforce development programs, such as the Field Epidemiology Training Program (FETP), it primarily targets human health personnel, and not those working on the animal and environment sectors. Additionally, Peru lacks an inclusive and holistic training program founded on One Health principles for its health security workforce. This Activity is to present a technical approach that can best support the GOP (national and sub-national [i.e. regional]) in planning for, and building and strengthening its existing and emerging health security workforce, one that is occupationally diverse and skilled and inclusive of the human, animal, and environment sectors. To help meet this objective, the Activity is encouraged to not replace core functions of existing personnel to address workforce gaps, but rather support Peru in meeting its needs with existing and emerging human resources. The Activity is encouraged to partner with public and/or private academic institutions to not only incorporate a One Health foundation across educational curricula, but to foster the development of the new generation of health security professionals. Additionally, the Activity is encouraged to identify partnerships and innovative interventions with diverse sectors that may increase career pathways for individuals interested in entering the health security workforce.

See Annex I for Results Framework Diagram.

#### **C.4.4. CROSS CUTTING**

Particular attention should focus on building the capacity of existing and new human, animal, and health government authorities with decision making power, at the national and regional level, to increase their management capabilities needed to effectively prevent, detect, and respond to infectious diseases. The Activity is encouraged to improve leadership skills and administration capacity for health authorities and support them to better govern, lead, facilitate, and organize processes, procedures, and logistics that implement globally recognized tools, such as the National Action Plan for Health Security among others. The Activity is encouraged to enhance the ability of health authorities to efficiently implement policies, transparently allocate resources, use evidence for decision making, identify and close equity gaps, mobilize available local and donor resources, and coordinate responses to public health emergencies. By strengthening management capabilities, health authorities can better oversee disease surveillance and outbreak response, ultimately protecting public health and strengthening national and global health security.

#### **C.4.5. EVENT DRIVEN HEALTH EMERGENCY RESPONSE**

This Activity shall also have the flexibility to use funding from this award to support the GOP in mounting a response to infectious disease outbreaks and other health threats with prior approval from USAID. Should this occur, this Activity is encouraged to support the GOP to institutionalize and implement the [7-1-7 Global Goal for Early Detection and](#)

[Response](#) of disease outbreaks. The 7-1-7 international benchmark dictates “no more than 7 days to detect a suspected infectious disease outbreak, 1 day to notify public health authorities to start an investigation, and 7 days to complete an initial response”.

#### **C.4.6. GLOBAL HEALTH SECURITY AND ONE HEALTH AT USAID**

This Activity is directly aligned with the [USG’s 2024 Global Health Security Strategy](#) and more specifically, with [USAID’s Global Health Security Program \(2023\)](#) goal of supporting countries and regions in developing and sustaining capacity to prevent, rapidly detect, effectively respond to, and ultimately recover from emerging infectious disease threats. This Program Description is designed to capture a whole-of-society and One Health approach to support Peru’s progress in demonstrating capacity according to the global [Joint External Evaluation Tool](#), Voluntary External Evaluation, and/or [World Health Organization benchmarks](#). To advance USAID’s global targets, and based on global best practices and a country-specific GHS landscape, USAID/Peru has prioritized three IHR areas to strengthen for this Activity: P5. Zoonotic diseases, D2. Surveillance, and D.3. Health Security Workforce (inclusive of the human, animal, and environment sectors).

Given the multisectoral factors contributing to infectious disease outbreaks and other health threats, better prevention, detection and response to such outbreaks can only be effective if they are multisectoral and through a One Health approach. According to the US Government’s [2024 Global Health Security Strategy](#), a One Health Approach is a collaborative, multisectoral, and transdisciplinary approach working at the local, regional, national, and global levels, with the goal of achieving optimal health outcomes recognizing the interconnection between people, animals, plants, and the environment. Additionally, this Activity was designed conceptualizing One Health using the definition of the global Quadripartite Organization’s [One Health Joint Action Plan \(2022-2026\)](#).

#### **C.4.7. PERUVIAN GOVERNMENT STAKEHOLDERS IN GLOBAL HEALTH SECURITY**

The administrative and political system of Peru is decentralized by design between national and regional levels to facilitate decision-making and the provision of public services. The national government, located in Lima, manages national affairs such as foreign policy and the economy. At the regional level, the country is divided into 25 autonomous regions with their own governments that handle regional development and provision of social services such as healthcare and education. At the local level, provincial and district municipalities manage matters such as local infrastructure and public services. This decentralized system aims to promote administrative efficiency, although it faces challenges in intergovernmental coordination and equitable resource distribution.

At the national level, the key Peruvian governmental institutions for health security are the Ministry of Health (MOH) hosting the National Center for Disease Epidemiology, Prevention and Control (CDC-Peru), the National Institute of Health (INS) with the National Public Health Reference Laboratories, and all health programs. Currently, the CDC-Peru serves as the focal point for the International Health Regulations in Peru, and the MOH is coordinating with other ministries and the Presidency of the Council of

Ministers to ensure multisector participation in health security. The Ministry of Agrarian Development and Irrigation (MIDAGRI) oversees the National Service of Agrarian Health (SENASA), responsible for sanitary aspects of domestic and industrial animal and plant production, and the National Forest and Wildlife Service (SERFOR), which oversees wildlife health. Moreover, the Ministry of Environment (MINAM) oversees animal health in natural protected areas through the National Areas Protected by the State Service (SERNANP). These ministries establish sectoral national policies and priorities and provide guidance for their implementation, including the formulation of protocols and guidelines determining how activities are performed by their decentralized governments in Regional Governments. However, political instability and high government official turnover at all levels of government has imposed multiple challenges that prevent a coordinated multisectoral and One Health approach.

The GOP has existing budgeting and planning systems in place that allow the public health system to operate at the national level and through regional governments. However, these systems are weak, poorly funded, and most of the health authorities charged with managing them lack managerial, budgeting, and governance skills and capacity to execute their functions. Despite this setback, the GOP is committed to improving its health security capacity to meet the IHR. The country conducted a Prioritization of Zoonoses Workshop in November 2023, an important exercise that involved multisectoral participation across the human, animal, and environmental health sectors, in an effort to improve health security through a One Health approach. In the exercise, the GOP carried out a review and analysis of an initial list of thirty-five (35) zoonotic diseases, and identified five (05) as priorities for all sectors: rabies, avian influenza, leptospirosis, cystic echinococcosis/hydatidosis, and yellow fever.

#### **C.4.8. HEALTH SYSTEMS STRENGTHENING PRINCIPLES**

This Activity is designed to advance the core health system strengthening principles of [USAID's Vision for Health System Strengthening 2030](#) as they relate to GHS. These principles include promoting **equity** by identifying and addressing gaps impacting the disproportionately disadvantaged, ensuring **quality** by implementing globally recognized tools and metrics, **optimizing existing resources** efficiently and transparently, enhancing **resilience** to withstand and recover from natural and manmade shocks and stressors, using **evidence-driven** data for decision making, and fostering **locally-led** leadership among national and regional health authorities. In addition to the principles mentioned above, this Activity's scope will have the flexibility to address gaps and needs across the [health systems building blocks](#) (governance, finance, human resources, information, service delivery, and commodities/supply chain) as they relate to global health security and this Program Description.

#### **C.4.9. GEOGRAPHIC APPROACH**

This Activity will have the flexibility to work at the national level, supporting the GOP in developing and implementing policies, standards, and procedures that advance GHS. Additionally, this Activity is to operate at the regional (i.e. sub-national) level to support

regional, provincial, and district government health authorities, inclusive of animal and environment government authorities (i.e. One Health), to improve local level GHS capabilities. The applicant should propose five regions to work in, from which three will be selected during this Activity's inception phase, post award. These regions must be identified using an evidence-based approach, and may consider the following parameters:

- **Prevalence of Infectious Diseases:** Regions with a high incidence of zoonotic diseases, vector-borne diseases, antimicrobial resistance, or other infectious disease outbreaks and threats.
- **Deficiencies in Health Security Capabilities:** Regions with significant weaknesses in surveillance systems, laboratories, outbreak response, according to previous GHS evaluations, as well as areas with a shortage of trained health personnel and limited resources.
- **Potential Impact on Beneficiary Population:** Densely populated regions or with large urban centers, where health threats and health equity gaps could have a broader impact if unattended, as well as areas with vulnerable populations at higher risk of infectious disease.
- **Geographic and Logistical Accessibility:** Regions difficult to access due to their remote location or lack of infrastructure, where health capabilities are more limited, as well as border areas with a high movement of people and goods.
- **Commitment and Capacity of Regional Authorities:** Regions with local government commitment and political will to implement health security measures. Areas with some institutional capacity and resources available to complement interventions are ideal.

#### **C.4.10. INCEPTION PHASE**

The awardee should develop an inception plan that outlines the key activities, milestones, and deliverables needed to prepare for implementation, during the first six months of the Activity (inception phase). The goal of this phase is to provide the Activity an opportunity to calibrate the overall programmatic approach, reconfirm stakeholder commitment, operationalize the Activity's implementation and operational approach, and address any major changes that could have occurred since the release of the Notice of Funding Opportunity. The inception phase is intended to realign stakeholders on the project vision, goals, and outcomes; conduct a detailed baseline assessment of existing gaps in zoonotic diseases, diseases surveillance and health security workforce, at the national, regional level; reconfirm and develop new partnerships with key government, non-governmental, private sector, academia, and community actors; select the three priority regions for intervention based on data-driven analysis; hire the necessary staff to implement this Activity; and complete all documents and procedures required for this award (i.e. MEL Plan, Branding and Marking Plan, Health Equity Analysis, Environmental Monitoring and Mitigation Plan, etc.).

#### **C.4.11. SMALL GRANTS FUND**

This Activity is encouraged to promote locally-led development when designing and implementing its interventions by developing Health Security Site Improvement Plans (HSSIP) for its programming at the regional level.

The HSSIPs are meant to serve as tailored and context specific system strengthening roadmaps that are co-designed with health authorities, decision makers and stakeholders. HSSIPs are encouraged to be developed using the best evidence-driven methodologies to identify technical gaps in a respective work site/location, and develop realistic interventions to close them. Co-developing and implementing HSSIPs are intentionally meant to help this Activity optimize existing resources and strategic planning processes that the GOP already has in place, but be able to provide targeted technical assistance to ensure results. HSSIPs are to be living documents, to be revisited on an annual basis to monitor progress and pivot when needed.

This Activity is encouraged to consider the following **principles** in mind when developing each tailored HSSIP and will have the flexibility needed on how to best implement them based on context and need:

1. **Analyze** health security system weaknesses at the national and/or regional level. This analysis is encouraged to include an equity gap analysis that assesses and identifies groups disproportionately affected by, at risk of, or exposed to infectious diseases in the respective site. This Activity is encouraged to use a data driven approach and gather input from a participatory process involving relevant stakeholders, including national and/or regional health authorities and other non-government community members as appropriate. This analysis aims to help health authorities identify health security technical gaps and use data to develop interventions that aim to close them at the respective site.
2. **Strengthen** national and/or regional health authorities' leadership capacity to identify, coordinate, mobilize, and manage government, private sector, donor and development partner resources to help close the identified gaps to the extent possible.
3. **Utilize** the findings from the health security analysis to assist health authorities in crafting practical, implementable, and evidence-driven HSSIPs aimed at addressing closing technical and equity gaps.
4. **Support** national and/or regional health authorities with technical assistance to implement the co-developed HSSIPs in the respective site.

To implement the HSSIPs, this Activity shall have a **Small Grant Fund (SGF)** that will set aside funding to award targeted grants designed to address technical gaps as needed. These grants would provide funding for procuring services or commodities, or conducting interventions that aim to fill a health security technical gap identified in the HSSIP. The SGF will aim to improve health authorities' capacity to respond swiftly and efficiently to urgent needs of their regions. The SGF will have a range between \$1,000 - \$50,000 and this Activity is to propose a robust system to support regional health authorities to develop, apply, implement, monitor, and close these grants. The SGF is meant to build



local health authority capacity to be executors of resources to address self-identified gaps (i.e. localization). This Activity will manage the funds according to health authorities' proposals and the findings of the HSSIPs. Note that these grants are **not** to be used for construction **nor** will be directly transferred to local government authorities. Instead, the Activity is to manage and administer the use of funds accordingly.

#### **C.4.12. LOCALIZATION**

USAID defines [localization](#) as the set of internal reforms, actions, and behavior changes that USAID is undertaking to ensure its work puts local actors in the lead, strengthens local systems, and is responsive to local communities. This Activity is encouraged to include the principles of localization throughout its technical and implementation approach to the extent possible.

#### **C.4.13. CLIMATE CHANGE AND ADAPTATION**

[Climate change intersects with health](#) and global health security in many ways, including through direct (e.g., increased frequency and severity of weather events, leading to deaths and injuries) and indirect (e.g. changes to the epidemiology of infectious diseases) pathways. Climate resilient one health systems improve health security by increasing preparedness to respond to climate-induced infectious diseases and other health threats across human, animal, and environment health interfaces. The Activity is encouraged to consider climate change and adaptation in its technical and implementation approach, while keeping One Health in the forefront.

#### **C.4.15. DIGITAL TECHNOLOGY**

USAID's [Vision for Action in Digital Health](#) presents a roadmap for how USAID can strategically support its partner countries as they strengthen the digital transformation of their health sectors, especially by encouraging careful planning, interoperability, strong governance, and long-term sustainability. This Activity is well aligned with the Vision as it is envisioned to develop evidence-based interventions that employ digital solutions to improve health security technical gaps, many of which depend on digitized technology (e.g. surveillance, laboratories, etc.).

#### **C.4.16. PRIVATE SECTOR ENGAGEMENT**

This Activity is aligned with USAID's [Private Sector Engagement Policy](#) and is encouraged to make efforts to support its strategic approach to improving global health security through which this Activity can consult, strategize, align, collaborate, and implement with the private sector for greater scale, sustainability, and effectiveness. This Activity is encouraged to identify innovative and realistic opportunities to ensure that the private sector plays a critical role in developing Peru's health security capabilities, specifically in preventing the spread of zoonotic disease, improving surveillance systems, and strengthening a skilled health security workforce through partnership with private academic institutions for example.

#### **C.4.17. HEALTH EQUITY AND INCLUSIVE DEVELOPMENT**

To foster inclusive development, this Activity is encouraged to use a health equity lens throughout its technical and implementation approach to reduce equity gaps and mitigate adverse health impacts on marginalized and under-resourced populations during and in between future infectious disease outbreaks. It is critical to track equity gaps among the human, animal, and environment sectors by paying special attention to geographical areas prone to disease outbreaks, specifically urban slums, hard-to-reach communities (across Peru's geographic regions), and densely populated neighborhoods and cities where underserved and demographically diverse populations reside and are in close proximity to livestock animals and wildlife. To address systemic barriers and promote an equitable health security system, this Activity is encouraged to consider interventions that address harmful social and structural norms that undermine effective infectious disease prevention and response efforts. The Regional Migration and Health Office conducted [an analysis that reviews the intersections between global health security and four cross cutting themes](#); inclusive development (includes gender), migration, climate change, and the private sector. The inclusive development chapter of this analysis goes beyond conceptualizing public health, health security, One Health, and development challenges within the traditional binary and cis-gender lens of male and female dynamics (i.e. gender), but rather it takes a border and holistic approach by underscoring how equity gaps in global health security affect diverse populations (i.e. women, indigenous peoples, LGBTQIA+, migrants, etc.). This Activity is encouraged to review this analysis specific to the Peruvian context and identify and propose the best technical approach to reduce the equity gaps when developing interventions aimed at improving Peru's health security system capacity to better prevent, detect, and respond to infectious diseases.

## **C.5. MAGNITUDE OF CHANGE**

With a \$19 million investment over a course of five years, USAID expects the magnitude of change will be reflected by the progress Peru makes in closing gaps in the three technical areas USAID/Peru has identified:

- C.5.1. ZONOTIC DISEASES:** Functional animal, human, and environmental health systems that work individually and collaboratively together through documented mechanisms of coordination and operational frameworks, using a One Health approach, and based on international standards, guidance and best practices, to minimize the transmission of zoonotic diseases to human populations.
- C.5.2. SURVEILLANCE SYSTEM:** Functioning and interoperable human, animal, and environment surveillance systems capable of identifying potential events of concern for public health and health security, and enhanced national and regional level capacity to analyze and link data from and between the different levels of the strengthened early warning surveillance system.
- C.5.3. HEALTH SECURITY WORKFORCE:** Prevention, detection and response activities conducted effectively and sustainably by a fully competent, coordinated, evaluated, and

occupationally diverse multi sectoral workforce.

Specifically, the value of this investment will be represented by how the Activity supports the GOP’s overall efforts in obtaining and maintaining at least a score of 3 or 4 on a scale of 5, using globally recognized tools (i.e. voluntary external evaluation or joint external evaluation) that measures national health security capacity.<sup>4</sup> Improving the scores for the three technical areas identified for this Activity should align with the various levels of health security benchmarks unique to that technical area. Each technical area has benchmark scores ranging from "1" (indicating that implementation has not occurred) to "5" (indicating that implementation has occurred, is tested, reviewed, and exercised, and that the country has a sustainable level of capability for the indicator). Progress towards these scores will reflect Peru’s updated capacity to prevent emerging infectious diseases more quickly, detect them more efficiently, and should outbreaks occur, respond more effectively to contain them, and reduce loss of life and impact on health systems.

**C.6. MONITORING, EVALUATION, AND CONTINUOUS LEARNING**

USAID expects this Activity to have a robust Monitoring, Evaluation and Learning (MEL) Plan that is fit-for-purpose to enable evidence-driven adaptation as outlined in [ADS 201](#). The MEL Plan outlines the approaches to monitor this Activity’s implementation on an ongoing basis and ensure learning is captured to improve and pivot as needed. This Activity is encouraged to apply a variety of globally recognized and evidence-based MEL approaches and methodologies to ensure appropriate monitoring of the activity. Within 90 days of the award date, the applicant will submit a MEL Plan that details its MEL approach, including all indicators, baseline values, and performance targets. This Activity’s MEL Plan needs to capture Peru’s progress in demonstrating global health security capacity according to globally recognized metrics, instruments, and indicators. USAID will assign global health security and systems strengthening indicators (upon final award), which will help measure progress of this Activity. The following are illustrative indicators to be considered, noting that the PPR indicators are required by USAID and applicable to the scope of this Activity.

Output Indicators	
<b>1. Required PPR Indicators</b>	
HL.4-1 Average SPAR score for USAID-supported technical areas.	Responds to Objective 1, 2, and 3
HL.4-3 Number of WHO and WOA (formerly OIE)-reportable zoonotic disease outbreaks responded to with USAID support.	Responds to Objective 1, 2, and 3
<b>2. Required Custom Indicators</b>	
Number of USAID-supported surveillance activities are implemented.	Responds to Objective 2

<sup>4</sup> Peru’s current scores on the SPAR (2023): antimicrobial resistance - 2.5; zoonotic diseases - 2; national laboratory systems - 3.2; surveillance - 2.5; workforce - 1.5; risk communications and community engagement - 1.65; public health response at points of entry and border health - 1.

Number of individuals trained with USAID support to prevent, detect, and respond to emerging infectious disease threats.	Responds to Objective 3
Number of USAID-supported interventions that are implemented to reduce the risk of zoonotic spillover.	Responds to Objective 1
Program Area Economic Growth Adaptation: EG.11-2 Number of institutions with improved capacity to assess or address climate change risks supported by USG assistance.	Responds to Objective 1,2 and 3
Number and percent of events that met the 7-1-7 criteria.	Responds to Objective 1, 2, and 3
<b>Outcome Indicators</b>	
This Activity will develop additional custom indicators to align with the JEE/VEE to measure progress across the 1-5 scoring range, and progress of the National Action Plan for Health Security (once developed), or any other indicator deemed needed for this Activity.	

The applicant of this Activity is to describe its approach to performance monitoring, learning, and evaluation including illustrative indicators and learning questions; approaches and methodology; and expectations for adaptive management. Learning guides performance management planning by setting learning and information priorities. With USAID approval, conduct implementation research and generate evidence to best inform implementation. Monitoring assesses routine performance, and identifies changes in implementation context. High-quality monitoring is essential in order to adaptively manage performance, to exploit unexpected opportunities, and course-correct when interventions do not yield expected results. The MEL Plan shall include an explanation of how closing of equity gaps will be monitored. Plans for evaluations, assessments should include purpose and expected use; type; estimated budget; planned start and end dates; and expected level of USAID involvement.

USAID has integrated Collaborating, Learning and Adapting (CLA) into all aspects of its operations and programming to achieve better development outcomes. This involves strategic collaboration, systematic and continuous learning, and adaptive management. Specifically, this Activity is encouraged to employ an adaptive management approach throughout the Activity’s lifetime. USAID’s work takes place in environments that are often unstable and in transition. Even in more stable contexts, circumstances evolve and may affect programming in unpredictable ways. For this Activity to be effective, it must be able to adapt in response to changes and new information. USAID defines adaptive management (ADS 201.6) as “an intentional approach to making decisions and adjustments in response to new information and changes in context.” Adaptive management is not about changing goals during implementation, it is about changing the path being used to achieve the goals in response to changes. This Activity is to develop its individual adaptive management approach (within the MEL plan) to ensure effective implementation. This Activity may consider employing an active adaptive management approach when using the data and evidence it generates to continuously monitor its implementation, pivot when warranted, and given new information that arises within the Peruvian context. This Activity should collaborate with USAID and non-USAID (regional health authorities, etc.) stakeholders to

conduct monitoring data reviews and ensure evidence is routinely utilized to track progress, detect gaps, and adopt mitigation measures in a timely manner. A culture of data use for better adaptive management should be developed across this Activity. Based on the data findings, country specific context, and USAID needs, this Activity shall have the versatility to pivot its implementation as appropriate.

GOP is in the planning stages of undergoing a VEE during the development of this Activity. To meet all three objectives, this Activity is to consider the findings and lessons learned from the results of the country's VEE when they become available, and incorporate them into its implementation as appropriate.

Note: The term "program" as used in 2 CFR 200 and this NOFO is typically considered by USAID to be an Activity supporting one or more Project(s) pursuant to specific Development Objectives. Please see 2 CFR 700 for the USAID specific definitions of the terms "Activity" and "Project" as used in the USAID context for purposes of planning, design, and implementation of USAID development assistance.

## **C.7. SUBSTANTIAL INVOLVEMENT**

A cooperative agreement implies a level of substantial involvement by USAID in certain programmatic elements during performance of the project. This substantial involvement will be through the Agreement Officer (AO), except to the extent that they delegate authority to the Agreement Officer's Representative (AOR).

USAID will remain substantially involved during the implementation of this cooperative agreement in the following ways:

- C.7.1. APPROVAL OF RECIPIENT'S ANNUAL WORK PLANS/IMPLEMENTATION PLAN:** USAID generally requires approval of work plans annually; however, where changed contexts or new information require a pivot in the activity, USAID may consider changes to an implementation plan. The Annual Work Plan and subsequent work plans must be submitted to and approved by the AOR as described in "Reporting Requirements", including any significant changes or revisions thereto.
- C.7.2. APPROVAL OF KEY PERSONNEL AND ANY CHANGE IN KEY PERSONNEL:** USAID may designate as key personnel only those positions that are essential to the successful implementation of the recipient's program. USAID's policy limits this to a reasonable number of positions, generally no more than five positions or five percent of recipient employees working under the award, whichever is greater. Requests for change of key personnel must be submitted to the AOR and AO.
- C.7.3. APPROVAL OF MONITORING, EVALUATION, AND LEARNING (MEL) PLAN:** This describes involvement in monitoring progress toward the achievement of program objectives during the performance of the activity, as such, the initial MEL plan and subsequent updates must be submitted to and approved by the AOR.

- C.7.4. DIRECTION AND REDIRECTION OF ACTIVITIES:** The AOR may monitor the award to permit specific kinds of direction or redirection of the work because of the interrelationships with other projects, activities, or the changing context of the host country. All such direction or redirection must be within the program description budget, and other terms and conditions of the award.
- C.7.5. REVIEW AND APPROVAL OF STAGES OF WORK:** The Agency’s review and approval of one stage of work, before work can begin on subsequent stages during the period covered by the cooperative agreement.
- C.7.6. CONCURRENCE ON THE SUBSTANTIVE PROVISIONS OF SUBAWARDS:** Per 2 CFR 200.308, the recipient must obtain the AO’s prior approval for the sub-award, transfer, or contracting out of any work under this award. Furthermore, AOR clearance on substantive provisions of subawards is required. The term ‘sub-awards’ includes both sub-agreements and contracts under assistance. See 2 CFR 200 for complete definitions.
- C.7.7. AGENCY AND RECIPIENT COLLABORATION OR JOINT PARTICIPATION:** The recipient should ensure USAID and recipient’s collaboration or joint participation, such as when the recipient’s successful accomplishment of program objectives would benefit from USAID’s technical knowledge.
- C.7.8. DELIVERABLES:** The Agreement Officer may immediately halt an activity if the recipient does not meet detailed performance deliverables stated in the award document. For any material changes to the deliverables’ specifications in the award, a bilateral amendment must be agreed upon by both parties and fully executed by the agency. These provisions go beyond the suspension remedies of the Federal Government for noncompliance as stated in 2 CFR 200, including non-performance.

**[END OF SECTION C – PROGRAM DESCRIPTION]**

## **SECTION D: APPLICATION CONTENT AND FORMAT**

### **D.1. GENERAL CONTENT AND FORM OF APPLICATION**

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business Application. This subsection addresses general content requirements applying to the full application. Please see subsections 2 and 3, below, for information on the content specific to the Technical and Business Applications. The Technical Application must address technical (e.g., programmatic) aspects only while the Business Application must present the budget and budget narrative, address risk, and include required standard forms and certifications.

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

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

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

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

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Unless otherwise noted, the Technical and Business Applications and all supporting documents must be submitted in English.
- Use standard 8 ½" x 11", single sided, single-spaced, 12 point Calibri font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- 10 point font can be used for graphs and charts. Tables however, must comply with the 12 point Calibri 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 A of this NOFO must be used in the Business Application.
- The Technical Application must be a searchable and editable Word or PDF format as appropriate.
- The Budget (submitted as part of the Business 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 Budget submission is the unlocked Excel version.

Applicants should retain a copy of the Technical and Budget Applications and all enclosures for their records.

## **D.2. TECHNICAL APPLICATION FORMAT**

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

All Technical Applications regarding this NOFO must state the following in the subject line of the e-mail: **USAID NOFO No. 72052725RFA00001 [Organization Name] - Technical Application.**

The full application must not exceed **20 (twenty) pages**. Applications exceeding the page limitation will only be evaluated up through page 20. Applicants are to study the merit review criteria and organize the technical application according to the outline provided below. The following outline shows the major sections to be included in the application.

- a. Cover Page** (1 page max and **will not** count against the page limit)
- b. Table of Contents** (1 page max and **will not** count against the page limit)
- c. Executive Summary** (1 page max and **will** count against the page limit)
- d. Acronyms List** (1 page max and **will not** count against the page limit)
- e. Technical Approach** (13 pages max and **will** count against the page limit)
- f. Management and Staffing Approach** (2 pages max and **will** count against the page limit)
- g. Monitoring, Evaluation, and Learning** (2 pages max and **will** count against the page limit)
- h. Institutional and Organizational Capacity of Consortium** (2 pages max and **will** count against the page limit)
- i. Annexes (will not** count against the page limit).
  - Annex A: Organizational Structure Diagram (1 page max)
  - Annex B: Proposed list of indicators (1 page max). Applicants are to use the indicators as described in the program description, but can choose to include additional indicators as needed.
  - Annex C: Past Performance: List of the three most relevant awards with similar scope and budget (1 page each)



- Annex D: CVs of the key personnels (2 pages max per key personnel)
- Annex E: Subawards/Consortium Documents (1 page each)

**a. Cover Page**

See Section D.1 above for requirements. The cover page should be a maximum of 1 page and will not count against the page limit.

**b. Table of Contents**

Include major sections and page numbering to easily cross-reference and identify merit review criteria. The Table of Contents is excluded from the 10-page limitation.

**c. Executive Summary**

The Executive Summary must provide a high-level overview of key elements of the technical and implementation approach of the application.

**d. Acronym List**

The Acronym List must define all acronyms used in this application.

**e. Technical Approach**

The technical approach of this application is to include the following principles:

- **Technical Viability:** Present an overall evidence-based, and technically sound approach to meet the goals and objectives of this Activity. The technical approach should detail how this Activity will use global best practices to develop a context specific technical approach that will maximize existing resources to help the Government of Peru build robust capabilities to better prevent, swiftly detect, and optimally respond to infectious diseases and other health threats to ensure national and global health security. The technical approach should demonstrate how it will help improve Peru's GHS capabilities, while adopting a One Health approach, in the technical areas of Zoonotic Diseases, Surveillance, and Health Security Workforce, and overall emergency response management should an infectious disease outbreak occur. The Applicants must present a theory of change that aligns with their proposed technical approach.
- **Resource Mobilization/Localization:** Present how best to coordinate, collaborate, partner, and optimize resources from the Government of Peru, the private sector, academia, civil society, philanthropies and other development partners to build upon investments made, carry forward lessons learned, and contribute towards building national GHS capabilities that uses a One Health approach in Peru. If applicable, applicants should demonstrate the partnerships that are best suited to meet the objectives of this Activity, such as partnership with public and/or private academic institutions, the private sector, and NGOs. Resources include financial and non-financial means from within and outside of the GHS sectors.
- **Health Equity:** Present how the application will identify equity, health equity, and gender gaps. Present a clear and evidence-based approach that will work toward closing these gaps to build equitable health security systems.

- **Sustainability:** Present a technical approach that accounts for long-term sustainability, including lasting global health security capabilities to better prevent, detect, and respond to infectious disease and other health threats.

**f. Management and Staffing Approach**

This section outlines the Applicant's management and staffing approach and gives clear evidence of the capacity and ability of the Applicants to manage and implement this Activity. The management and staffing approach should be appropriate and aligned with the proposed technical approach. The management approach must summarize how the Applicant's proposed organizational structure and coordination at various levels (national, subnational [i.e. regional for the purposes of Peru], headquarter, as applicable) will ensure an effective response to the Activity requirements and effectively achieve the Activity objectives. The management approach must include the roles and responsibilities of all subawards and use of local networks, institutions, and organizations (if applicable), and the comparative advantage that each organization brings when achieving the Activity objectives. The Applicant is encouraged to ensure a local public and/or private academic institution is represented in its management and staffing approach as appropriate to meet the objectives of this Activity.

The staffing approach should include both proposed key and non-key personnel positions. Curriculum Vitae of key personnel should be added in Annex D and should not exceed 2 pages each. Curriculum Vitae of non-key personnel positions are not required. The Applicant must summarize how its proposed staffing approach will efficiently and effectively provide support in achieving the Activity objectives. The staffing approach must adequately describe the proposed mix of skills and the use of support staff and/or short-term technical assistance (if applicable). The staffing approach should demonstrate how this mixture will collectively possess the required technical and management expertise and skills to achieve the Activity objectives. The Applicant is to use Annex A to illustrate the proposed staffing structure for this Activity, with clear lines of responsibilities.

USAID has determined that six (6) key personnel positions are critical to meet the objective of this Activity:

- 1. Director**
- 2. Deputy Director**
- 3. Public Health Technical Lead**
- 4. Animal and Wildlife Health Technical Lead**
- 5. Environment Health Technical Lead**
- 6. Monitoring, Evaluation, And Learning Lead**

All key personnel must demonstrate the appropriate educational experience, professional experience working in the Peruvian/Latin American context, and a proven track record of success in implementing and managing complex and large development projects.

USAID is an EEO employer and values diversity in staffing. As such, USAID encourages the Applicants to consider equity in their hiring practices, and demonstrate gender/identity diversity and balance through both its key personnel makeup and the proposed staffing and management pattern.

The Applicant is to include the CVs for the proposed key personnel in Annex D. The CVs should be two pages max, inclusive of references. Three (3) professional references with contact information. USAID reserves the right to solicit references beyond those submitted. The key personnel reference check will be conducted as and when deemed necessary by USAID. The CV should include the following information: Signed statement of commitment, confirming immediate availability of the candidate, and their intention to serve for the term of the proposed activity (2 page max and will not count against the 2 page CV page limit). The proposed key personnel must meet the required qualifications as described below.

- 1. Director:** The Director will oversee the implementation of the entirety of this Activity, be the primary point of contact USAID holds accountable for results, provide strategic leadership and technical vision, and ensure ethical and excellent management of the Activity and its staff (including subawards). The Director will ensure that the Activity's objectives are achieved with technical excellence and that contractual requirements are met on time and within budget. The Director will liaise with USAID, relevant Government of Peru officials, development partners, other implementing partners of USAID/Peru, and relevant global health security and One Health stakeholders within and outside of Peru to cultivate open, productive, and collaborative relationships that support the implementation of this Activity. The Director will ensure that the award complies with the cooperative agreement's terms and conditions and USAID policies and regulations. The COP will be expected to identify issues and risks related to project implementation in a timely manner, suggest appropriate project adjustments, and ensure that systems are in place to mitigate the risk of fraud, waste, and abuse.

#### **Qualifications**

- Master's degree or other advanced degree is required, in a relevant field such as public health, animal health, environmental science, development studies, management, etc. is required.
- Between 8 - 10 years of experience in a senior role managing large, complex, and integrated programs of similar scope and dollar value (range between \$10 to \$30 million) is required.
- Previous experience working in the region is desired.
- Previous experience working on USG projects and working knowledge of USG regulations is desired.
- Proven ability to work collaboratively with governments, various ministries, development partners, the private sector, and community organizations,

NGOs, and research organizations, and academic institutions to advance the health and well-being of animals, people, and/or the environment is required.

- Demonstrated experience leading and managing multi-sectoral and multi-disciplinary teams to achieve project results in a fast-paced and complex environment is required.
- Demonstrated experience in the field of Global Health Security and One Health is desired.
- Excellent interpersonal, writing, and English language skills are required.

- 2. Deputy Director:** The Deputy Director will serve as the Director's alter-ego and be responsible for the overall operations of this Activity. The Deputy Director reports directly to the Director and will take a leadership role in ensuring technical implementation of high impact, proven interventions and ensuring the Activity meets stated goals and reporting requirements. The Deputy Director supports the Director, acts for the Director as needed, and carries out any other tasks assigned by the Director to ensure proper management of this Activity. The Deputy Director will be responsible for operationalizing all aspects of the implementation of this Activity. The Deputy Director would be responsible for all operations including administration, logistics, procurement, budgeting, finance and compliance, property, and oversight of the Small Grants Fund. The Deputy Director must ensure that implementation of this Activity is in accordance with USG regulations and procedures and the specifications determined in the Cooperative Agreement. This must include ensuring that all procurement processes are fair and transparent, reviewing financial compliance, and monitoring the Innovation Fund and subcontract implementation.

#### **Qualifications**

- A degree in business administration, executive management, or related fields is preferred.
- Relevant experience managing the implementation and operations of complex projects with similar budgets and scope is preferred.
- Possesses excellent interpersonal, writing, and English language skills.

- 3. Public Health Technical Lead (PHTL):** The PHTL will serve as the key technical expert and leader of the public health related components of this Activity, and will be responsible for developing and leading the human health technical approach of this Activity, as it relates to GHS and the three technical areas identified for this Activity. The PHTL will work closely with Animal and Wildlife Health and Environment Health Team Leads to provide technical support in the development, modification, and implementation of a One Health approach as it relates to GHS and the objectives of this Activity. The PHTL is to introduce and contextualize globally recognized public health practices to strengthen Peru's GHS capabilities to better prevent, detect, and respond to infectious diseases.

#### **Qualifications**

- A higher education degree in medicine, public health, epidemiology or related human health field is required.
- Relevant professional experience working in the field of public health, Global Health Security, and One Health is preferred.
- Demonstrated experience in public health and One Health, health governance, zoonotic disease, surveillance, workforce development, and outbreak investigation and/or response is preferred.
- Possesses optimal interpersonal, writing, and English language skills.
- Relevant experience working on projects with similar budgets and scopes and within the Latin American region is preferred.

- 4. Animal and Wildlife Health Technical Lead (AWHTL):** The AWHTL will serve as the key technical expert and leader of the animal and wildlife health related components of this Activity, and will be responsible for developing and leading the animal and wildlife health technical approach of this Activity. The AWHTL will work closely with Public Health Team Lead and Environment Team Lead to provide technical support in the development, and implementation of a One Health approach as it relates to GHS and the objectives of this Activity. The AWHTL is to introduce and contextualize globally recognized animal and wildlife health practices, research, and evidence to strengthen health security systems of Peru using a One Health approach.

**Qualifications**

- A higher education degree in veterinary, wildlife sciences, or related animal and wildlife fields is required.
- Relevant professional experience working in the field of animal and/or wildlife health, Global Health Security, and One Health is preferred.
- Demonstrated experience in One Health, health governance, laboratory systems, surveillance, outbreak investigation, and/or outbreak response is required.
- Possesses optimal interpersonal, writing, and English language skills.
- Relevant experience working on projects with similar budgets and scopes and within the Latin American region is preferred.

- 5. Environment Health Technical Lead (EHTL):** The EHTL will serve as the key technical expert and leader of the environment health related components of this Activity, and will be responsible for developing and leading the Environment Health technical approach of this Activity. The EHTL will work closely with Animal and Wildlife Health Team Lead and Public Health Team Lead to provide technical support in the development and implementation of a One Health approach as it relates to GHS and the objectives of this Activity. The EHTL is to introduce and contextualize globally recognized environmental health practices to strengthen health security systems of Peru using a One Health approach.

**Qualifications**

- A higher education degree in environmental sciences or related environmental health fields is preferred.
- Relevant professional experience working in the field of environmental health, Global Health Security, and One Health is preferred.
- Demonstrated experience in One Health governance, laboratory systems, surveillance, outbreak investigation, and/or outbreak response is preferred.
- Possess optimal interpersonal, writing, and English language skills.
- Relevant experience working on projects with similar budgets and scopes and within the Latin American region is preferred.

**6. Monitoring, Evaluation, and Learning Lead (MELL):** The MELL will be responsible for ensuring that ongoing monitoring, evaluation, and learning (MEL) interventions are implemented throughout the life cycle of this Activity. The MELL will be responsible for ensuring the collection, analysis, and reporting of high quality, accurate, and reliable data for all related MEL matters of this Activity. The MELL will lead the development and management of the MEL Plan. The MELL will develop and maintain systems to collect data and lead analysis to produce information on inputs, outputs, outcomes, and impact of the project. The MELL will review Activity implementation on a regular basis and communicate the critical learning points with USAID and other relevant stakeholders and support the Activity in making evidence-based and informed decisions to ensure results. The MELL will collaborate with subawards and provide them with feedback on data collection and indicator use; analyze data reported from sub-grantees; and support training of M&E personnel in quality assurance methods.

#### **Qualifications**

- Higher education degree related to statistics, population studies, social sciences, economics, management or a relevant field of study is required.
- Demonstrated professional experience in the field of monitoring, evaluation, learning, and research.
- Demonstrated experience working within the field of global health security and One Health is preferred.
- Demonstrated experience developing MEL frameworks to measure systems strengthening interventions.
- An understanding of External Evaluation tools (JEE, VEE), State Party Self Assessment Annual Reporting Tool (SPAR), and other international Monitoring and Evaluation tools pertaining to Global Health security is preferred.
- Possesses optimal interpersonal, writing, and English language skills.
- Relevant experience working on projects with similar budgets and scopes and within the Latin American region is preferred.

#### **g. Monitoring, Evaluation, and Learning Approach**

This section outlines the Applicant's approach to monitoring, evaluation, learning, and adaptive management that will best support this Activity in meeting objectives. The plan must ensure an evidence-based approach that best informs how this Activity is making

progress, use of data, and how pivots will be implemented when needed. A MEL Plan will be developed post award. The Applicants are to apply a variety of complexity-aware monitoring and learning approaches, such as outcome harvesting, most significant change, etc. to ensure appropriate monitoring of this Activity.

In Annex B, the Applicant, in addition to the Monitoring, Evaluation and Learning section of its response, will list the indicators as described in the program description, but can choose to include additional indicators as needed. Applicants are encouraged to include illustrative indicators that help monitor the progress of this Activity's GHS systems strengthening interventions and indicators that can help measure how this Activity will close equity gaps. Annex B will not count against the page limit; however, these indicators will be part of the merit review process.

#### **h. Institutional and Organizational Capacity**

This section summarizes how the Applicant and its subpartners and/or contractors possess the technical and management experience and institutional capacity to successfully implement this Activity. Applicants should concisely discuss their capacity and experience and describe why the proposed institutions are best positioned to implement this activity.

The Applicant must describe its experience on relevant previous and/or existing projects as evidence of its institutional capacity to achieve the Activity objectives. If available and relevant to the application submitted, the Applicant must describe how the Applicant's past experience in working with a broad range of subpartners/contractors and other partners, including but not limited to relevant ministries, and networks, can be used to effectively achieve this Activity's objectives.

The Applicant must provide evidence of its institutional capacity to deliver results in the implementation of programs with similar nature to this Activity. The Applicant must submit a list of the three most relevant awards with similar scope and budget (to be included in the Annex C). Applicants are to include the following items for each example presented.

- Name of awarding organization or agency
- Address of awarding organization or agency
- Place of performance of services or program
- Award number
- Amount of award
- Period of performance
- Name, current telephone number and email address of responsible technical representative (AOR/COR, Activity manager or other contact person) of the organization or agency
- Brief description of the activity and achieved results

USAID reserves the right to conduct its due diligence and request additional information

pertinent to institutional capability and past performance of the Applicant as well as subpartners during this selection process and as deemed necessary to determine an Apparently Successful Applicant and/or to conduct an Apparently Successful Applicant's risk assessment. If the Applicant has established a subaward or another legal relationship among its partners, a copy of the legal relationship between the parties should be included under Annex E.

**i. Annexes:**

- ia. Annex A - Organizational Structure Diagram:** A diagram that illustrates the proposed organizational structure for this Activity, with clear delineation of the chain of command and where the consortium members fit.
- ib. Annex B - Monitoring, Evaluation, and Learning Illustrative Indicators:** The list of seven (7) indicated in the Program Description and any other indicator that will measure the Global Health Security and system strengthening interventions. The list of indicators needs to include definition, source of data, and frequency.
- ic. Annex C - Past Performance:** List of the three most relevant awards with similar scope and budget.
- id. Annex D - Compilation Key Personnel's CVs (2 pages max per key personnel)**
- ie. Annex E - Sub-Awards/Contractor Documents:** If the Applicant has established a subaward or another legal relationship among its partners, a copy of the legal relationship between the parties should be included. The document must include a full discussion of the relationship between the Applicant and Sub-Applicant(s) including identification of the Applicant with whom USAID will work with for purposes of Agreement administration, identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

### **D.3. BUSINESS APPLICATION FORMAT**

The Business Application must be submitted separately from the Technical Application. While no page limit exists for the full Business application, applicants are encouraged to be as concise as possible while still providing the necessary details. The Business Application must reflect the entire period of performance, all costs associated with activities included in the Technical application (including those to be financed by cost share, or any other non-Federal funding source), and include the required and completed SF-424 Standard Forms. Applicants should ensure that any required supporting documentation identified in the Budget and Budget Narrative instructions below is included in an annex.

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.

All Business Applications regarding this NOFO must state the following in the subject line of the e-mail: **USAID NOFO No. 72052725RFA00001 [Organization Name] - Business Application.**



The Business Application must contain the following sections:

- **Cover Page** (See Section D.1 above for requirements)
- **SF 424 Application and Budget Form**

The applicant must sign and submit the following forms from the Standard Form (SF) 424 series. Standard Forms and their accompanying instructions can be accessed electronically at <https://www.grants.gov/forms/forms-repository/sf-424-family> (use the “Grants.gov” forms). This includes the submission of the:

- Application for Federal Assistance (SF-424)
- Budget Information for Non-Construction Programs (SF-424A).

Applicants should carefully review the official Grants.gov instructions for completing each Standard Form. Failure to accurately complete these forms could result in the rejection of the application.

**a. Required Certifications and Assurances**

The applicant must complete the following documents and submit a signed copy with their application OR upon request by the AO:

- (1) “Certifications, Assurances, Representations, and Other Statements of the Recipient” ADS 303mav document found at <https://www.usaid.gov/ads/policy/300/303mav>
- (2) Assurances for Non-Construction Programs (SF-424B) found at <https://www.grants.gov/forms/forms-repository/sf-424-family> (use the “Grants.gov” form)
- (3) Certificate of Compliance: If applicable, U.S. NGOs may submit a copy of the Certificate of Compliance if the organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

**b. 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 program year, including itemization of the federal and non-federal (e.g., cost share, matching, or leverage) amounts. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make an award, and may result in a rejection of the Business Application.

The Budget Narrative must be submitted as a separate Word or PDF file and must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address all programmatic and administrative activities described in the Technical Application and specifically address any additional requirements identified in the solicitation (e.g., Branding and Marking, PSEA compliance, etc.). The Budget Narrative must be thorough, including sources, descriptions, and

rationales for costs to support USAID's determination that the proposed costs are reasonable, allocable, and allowable in accordance with the Cost Principles in 2 CFR 200, Subpart E. Applicants should ensure the Budget and Budget Narrative are consistent with and reflect all activities included in the Technical Application.

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for the entire period of the program. The Summary Budget should reflect all proposed activities to be implemented by the applicant and any potential subrecipients and should facilitate completion of the SF-424A (i.e., the Summary Budget and SF 424A major budget categories must match). See Annex II for Summary Budget Template.
- Detailed Budget, including a breakdown of each major budget category by year for the entire period of the program, sufficient to allow the Agency to determine that the costs accurately reflect the proposed program activities and represent a realistic and efficient use of funding.
- Detailed Budgets for each subrecipient, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for the entire period of the program.

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

- 1) Personnel – Costs of employee salaries and wages must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services and the applicant's established policies and practices for similar work. The applicant's Budget must include position title, base salary rate, level of effort, and salary escalation factors for each position. The AO may request an apparently successful applicant's established written policies on personnel compensation. Applicants must explain all assumptions in the Budget Narrative. 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 support market research. Applicants should not include the personnel costs of consultants, contractors, or subrecipients under this category.
- 2) Fringe Benefits – Costs of employee fringe benefits must be proposed consistent with 2 CFR 200.431 Compensation - Fringe Benefits, as required by applicable law, and in accordance with the applicant's established policies and practices. Fringe benefits include allowances and services provided by employers to their employees in addition to regular salaries and wages (e.g., paid leave, health insurance, retirement, etc.). The applicant's Budget and Budget Narrative must include a detailed breakdown of all proposed fringe benefits along with a description of how costs are calculated (e.g., as a percentage of salary, as a per-person expense, etc.). Only fringe benefits that will be recovered as direct

costs should be included in this category; applicants with a negotiated indirect cost rate agreement (NICRA) that includes a fringe benefit rate must include indirect fringe costs under the “Indirect Charges” category.

- 3) Travel – Travel and transportation costs must be proposed consistent with 2 CFR 200.475 Travel Costs and in accordance with the applicant’s established policies and practices. Travel costs may include program-related transportation, lodging, or subsistence for applicant employees (e.g., flights, hotels, per diem, etc.). The applicant’s Budget must break down individual travel costs and the Budget Narrative must provide details to explain the travel costs (e.g., purpose and number of trips, mode of transportation, the origin and destination, the number of individuals traveling, the duration of the trips, estimated unit costs, etc. The AO may request an apparently successful applicant to provide supporting documentation (e.g., company travel policy, quotation, etc.).
- 4) Equipment - Costs must be proposed consistent with the definitions of equipment, capital assets, and personal property (tangible) in 2 CFR 200.1, with 2 CFR 200.313 Equipment and 200.439 Equipment and Other Capital Expenditures, and with the applicant’s established accounting practices (e.g., capitalization level for financial statement purposes). The applicant’s Budget must provide a breakdown of individual equipment costs, including type, quantity, and unit cost. The Budget Narrative must include information on models/specifications, the purpose of the equipment, and the basis for the quantity and cost estimates. The Budget Narrative must support the necessity of any equipment purchase in light of such factors as: rental costs of comparable equipment, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the equipment.
- 5) Supplies - Costs must be proposed consistent with the definitions of supplies and personal property (tangible) in 2 CFR 200.1 and the applicant’s established accounting practices. Supplies are defined as all tangible personal property other than those described in the definition of equipment. The applicant’s Budget must provide a breakdown of individual supplies, including type, quantity, and unit cost. The Budget Narrative must include information on specifications, the purpose of the supplies, and the basis for the quantity and cost estimates. The Budget Narrative must support the necessity and reasonableness of any supply purchases.
- 6) Contractual – Costs in this category must include all contracts (except those for individual consultants and those already included under “Equipment,” “Supplies,” or “Construction”) and all subawards. This includes rental and lease agreements for equipment or real property. See 2 CFR 200.331 for assistance regarding subrecipient and contractor determinations. Contractor and subrecipient budgets should reflect the same major budget categories and include budget narratives with the same required information as detailed in this Budget and Budget

Narrative section of the Business Application Format instructions. Applicants should not include the costs for individual consultants in this category; consultant costs should be included under “Other”.

- 7) Construction – Construction is not anticipated on this award.
- 8) Other – Applicants should include any other direct costs associated with the proposed program that are not already captured under another cost category (e.g., costs related to individual consultants, report publication/printing costs, training/event/activity costs, staff development, or administrative expenses not recovered via “Indirect Charges”). The applicant’s Budget must provide a breakdown of all other expenses in this category, including type, quantity, and unit cost. The Budget Narrative must provide supporting information on the rationale and reasonableness for each proposed expense and the basis for the proposed quantity and unit cost estimates. For applicants electing to recover all administrative costs directly (i.e., to follow “Method 1” described below to allocate a portion of shared “overhead” or “indirect” costs directly to the program), these cost elements must be itemized under this category and the applicant must explain the allocation basis for each.
- 9) Indirect Charges – Applicants must include all indirect costs under this category. Applicants may recover indirect costs via one of the Methods listed below, depending on applicant preference, eligibility, and the approval of the AO. The applicant must identify the selected Method and reflect this in the Budget and Budget Narrative, providing the applicable supporting information, as required. For more information on indirect costs and cost recovery, see 2 CFR 200 Subpart E and refer to USAID’s Indirect Cost Rate Guide for Non Profit Organizations for further guidance. Options for indirect cost recovery include:
  - Method 1 - Direct Charge Only (i.e., direct cost allocation)  
Eligibility: Any applicant that does not have or intend to propose a NICRA (see Method 2) or use a de minimis rate on U.S. Federal awards (Method 3).  
  
Application Requirements: All costs must be reflected under the “Other” cost category. See the instructions above on how to reflect allocated “administrative/indirect” costs in the Budget and what supporting information must be provided as part of the Budget Narrative.
  - Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)  
Eligibility: Any applicant with a NICRA issued by a USG Agency or any applicant intending to propose NICRA rate(s) for use under this (and all other) Federal awards.
    - Applicants with a current NICRA must apply those rate(s) or provide a formal letter explaining the use of lower rates (see

Appendix V of USAID's Indirect Cost Rate Guide for Non Profit Organizations for a sample letter).

- Applicants intending to negotiate a NICRA must be able to demonstrate adequate financial and administrative systems, policies, and practices (see Sections 2-3 of USAID's Indirect Cost Rate Guide for Non Profit Organizations for more information on requirements, process, and timelines).

Application Requirements: Applicants with a current NICRA must include a copy as an annex to the Budget Narrative. If the NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Applicants intending to negotiate a NICRA must include proposed provisional rate(s) in the Budget and must submit an initial indirect cost rate proposal to support proposed rates. Note: Applicants should carefully review USAID's Indirect Cost Rate Guide for Non Profit Organizations to ensure they meet eligibility requirements, can provide all required supporting documentation for a NICRA, and understand the timeline and steps in the process.

- Method 3 - De minimis rate of up to 15 percent of modified total direct costs (MTDC)

Eligibility: Any applicant, except applicants with a NICRA

Application Requirements: Applicants may determine the appropriate rate up to the 15 percent limit. The de minimis rate does not require documentation to justify its use and may be used indefinitely.

Organizations electing to use the de minimis rate must ensure the same rate (up to 15 percent) is used for all Federal awards until and unless the organization chooses to apply for a NICRA. The applicant must describe in the Budget Narrative which cost elements it will charge directly vs. indirectly and reflect this in the budget. Costs must be consistently charged as either direct or indirect costs and may not be double charged or inconsistently charged as both. See 2 CFR 200 for further information.

- Method 4 - Indirect Costs Charged as a Fixed Amount

Eligibility: Non-U.S. nonprofit organizations without a NICRA electing not to use direct cost allocation (Method 1) or the de minimis rate (Method 3)

Application Requirements: Applicants must provide the proposed fixed amount and a supporting worksheet that includes the following:

- Total costs (i.e., direct and indirect) incurred by the organization for the previous fiscal year and estimates for the current year.
- Total indirect costs incurred (e.g., costs necessary for the day-to-day operations of the organization that were not recovered directly as cost line items under awards) for the previous fiscal year and estimates for the current year. Review USAID's Indirect Cost Rate Guide for Non Profit Organizations for more information on indirect costs.

- Proposed method for prorating total estimated indirect costs equitably and consistently across all programs and activities. This includes describing the allocation base for each indirect cost element that reasonably corresponds to the benefits of that particular cost element to each program or activity. Review USAID's Indirect Cost Rate Guide for Non Profit Organizations for more information on approaches to allocating indirect costs equitably across multiple programs/cost objectives.

If the applicant does not have a NICRA and requests to use Method 2 (NICRA) or Method 4 (Fixed Amount), 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.

10) Program Income - Program Income is not anticipated on this award.

11) Cost Sharing – If a cost share requirement is specified in Section B.2 the applicant must include in the Budget and Budget Narrative: 1) an estimate of the amount of cost-sharing, the type of resources committed (e.g., funds, in-kind, etc.), 3) the sources of cost share contributions (e.g., third party contributions from non-Federal entity, applicant organization funds, direct procurement, etc.), and 4) the basis of calculation (e.g., detailed explanation of costs). To complete the SF-424A, components of cost share should be broken down into the same major cost categories described above. Applicants must also submit third-party information such as references, letters of support, or letters of commitment to contribute to cost sharing.

**c. Prior Approvals in accordance with 2 CFR 200.407:**

Cost principles specifically require Agency written prior approval for certain items of cost. For these items, simply including the item in the detailed budget does not satisfy the requirement for Agency prior approval. To request that such an item be approved in an award,, the applicant must include an explicit request for its approval in the Budget Narrative.. Note that any such approval is at the Agreement Officer's discretion and such approval may not be granted at the time of award. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

**d. Approval of Subawards**

The applicant must submit the following information for each subaward that it wishes to have approved at the time of award:

- Name of prospective subrecipient organization
- Subrecipient organization's UEI, unless exempted under 2 CFR 25.110 (see Section E – Submission Requirements and Deadline for more information).

- Confirmation that the subrecipient does not have active exclusions in the System for Award Management ([www.SAM.gov](http://www.SAM.gov))
- Confirmation that the subrecipient does not appear on the U.S. Treasury Department's Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) and Blocked Persons list (<https://sanctionslist.ofac.treas.gov/Home/SdnList>)
- Confirmation that the subrecipient is not listed in the United Nations Security Council Consolidated list (<https://main.un.org/securitycouncil/en/content/un-sc-consolidated-list>)
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.332(c); including any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

**e. History of Performance**

The applicant must provide information regarding its recent history of performance for all its cost-reimbursement or fixed price contracts, grants, or cooperative agreements, including any fixed amount awards involving similar or related programs, not to exceed Insert number of years or number of awards, as follows:

- Name of the awarding organization (e.g., funder);
- Award number, if any;
- Activity title;
- A brief description of the activity;
- Period of performance (e.g., start and end dates);
- Award amount;
- Reports and findings from any audits performed in the last Insert desired number of year; and
- Names and contact information (including current telephone number and e-mail address) of at least two (2) professional contacts who most directly observed the work performed.

If the applicant encountered problems when implementing any of the awards listed, 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.

**f. Branding Strategy & Marking Plan**

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be approved by the Agreement Officer. This plan may be submitted after a resulting award is issued but must be included in an amendment to the award after the award is made. The Agreement Officer will include a special award condition in the resulting award to this effect.

### **Branding Strategy – Assistance (June 2012)**

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
  - (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
  - (2) The intended name of the program, project, or activity.
    - (i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brand mark, with the tagline "from the American people" as found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
    - (ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous support of the American People" next to the USAID Identity when acknowledging contributions.
    - (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
    - (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
    - (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
  - (3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.



- (4) Planned communication or program materials used to explain or market the program to beneficiaries.
    - (i) Describe the main program message.
    - (ii) Provide plans for training materials, posters, pamphlets, public service announcements, billboards, Web sites, and so forth, as appropriate.
    - (iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicants must incorporate the USAID Identity and the message, "USAID is from the American People."
    - (iv) Provide any additional ideas to increase awareness that the American people support this project or program.
  - (5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.
  - (6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.
- f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
  - g. If the applicant receives an assistance award, the Branding Strategy will be 3 included in and made part of the resulting grant or cooperative agreement

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

- a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brand mark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at <http://www.usaid.gov/branding>. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be

incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

- e. The Marking Plan must include all of the following:
- (1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:
    - (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
    - (ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
    - (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
    - (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
    - (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.
  - (2) A table on the program deliverables with the following details:
    - (i) The program deliverables that the applicant plans to mark with the USAID Identity;
    - (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
    - (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
    - (iv) What program deliverables the applicant does not plan to mark with the USAID Identity , and
    - (v) The rationale for not marking program deliverables.
  - (3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:
    - (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.

- (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
  - (iii) Undercut host-country government “ownership” of constitutions, 5 laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as a host-country government item or product.
  - (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
  - (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
  - (vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
  - (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.
- f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

**g. Funding Restrictions**

Profit is not allowable for recipients or subrecipients under this award.

Construction is not 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.

**h. Conflict of Interest Pre-Award Term**

**i. Personal Conflict of Interest**

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.

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.

**ii. 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.

**i. 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, should mark the cover page with the following:

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

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

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

**[END OF SECTION D – APPLICATION CONTENT AND FORMAT]**

## SECTION E: SUBMISSION REQUIREMENTS AND DEADLINES

### E.1. QUESTIONS AND ANSWERS

Applicants must submit questions regarding this NOFO, if any, to both Ms. Dion Glisan and Mr. Luis Garay to the email addresses listed in Section A.4, no later than the date and time indicated on the NOFO cover letter, as amended. All questions regarding this NOFO must state the following in the subject line of the e-mail: **USAID NOFO No. 72052725RFA00001 [Organization Name] – Questions**

Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant. Responses are due on/before **November 22, 2024**.

### E.2. SUBMISSION REQUIREMENTS

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late applications will not be reviewed nor considered for further evaluation. Applicants must retain proof of timely delivery in the form of confirmation from the receiving office. Additionally, applicants should retain a copy of the application and all enclosures for their records.

All applications must be submitted by email to both Ms. Dion Glisan and Mr. Luis Garay to the email addresses listed in Section A.4. **No hard copy applications will be accepted.** 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 business application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your business application is being sent in two emails, the first email should have a subject line that states: **USAID NOFO No. 72052725RFA00001 [Organization Name] - Business Application Part 1 of 2.**

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

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

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

There may be a problem with the receipt of \*.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Peru cannot guarantee their acceptance by the internet server. File size must not exceed 12 MB.

### **E.3. UNIQUE ENTITY IDENTIFIER (UEI) AND SAM.GOV REGISTRATION**

Each applicant, that does not have an exemption under [2 CFR 25.110](#), is required to:

- (1) Be registered in SAM.gov before submitting an application.
- (2) Maintain a current and active registration in SAM.gov at all times during which it has an active Federal award as a recipient or an application under consideration by USAID. The applicant or recipient must review and update its information in SAM.gov annually from the date of initial registration or subsequent updates to ensure it is current, accurate, and complete. If applicable, this includes identifying the applicant's or recipient's immediate and highest-level owner and subsidiaries, as well as providing information on all predecessors that have received a Federal award or contract within the last three years; and
- (3) Include its UEI in each application it submits to USAID. A UEI is a unique, alpha-numeric 12-character identifier issued and maintained by SAM.gov that verifies the existence of an entity globally. The UEI is the official government-wide identifier used for Federal awards.

The SAM registration process may take many weeks to complete. Therefore, applicants are encouraged to begin the process early. If an applicant is unable to obtain a UEI and complete SAM registration before submitting an application, the applicant may request an exemption in accordance with the instructions below. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant. Applicants can find additional resources for obtaining a UEI and registering in SAM on a blog post on [WorkwithUSAID.gov](#).

Note: First-tier subrecipients (i.e., direct subrecipients) must obtain a UEI in order to receive a subaward, but are not required to complete full SAM registration.

Requests for UEI/SAM exemptions: An applicant may include in its application (or separately in writing to the Agreement Officer) a request to be exempted from the above UEI and/or SAM registration requirements, if the criteria for one of the exceptions in [2 CFR 25.110](#) apply. The applicant may be required to submit additional justification or information in support of the request for an exemption. In certain cases where an exemption is approved, the selected

applicant may still be required to obtain a UEI and/or register in SAM.gov within thirty (30) days after receiving the award.

**[END OF SECTION E – SUBMISSION REQUIREMENTS AND DEADLINES]**

## SECTION F: APPLICATION REVIEW INFORMATION

### F.1. RESPONSIVENESS REVIEW

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to comply with the NOFO may be considered as being non-responsive and may be evaluated accordingly.

### F.2. MERIT REVIEW CRITERIA

USAID will establish a Merit Review Committee (MRC), see Section F.3 for more information. The MRC will conduct a merit review of all applications received that comply with the instructions in this NOFO, as per the Responsiveness Review. **Applications will be reviewed and evaluated in accordance with the following criteria shown in descending order of importance:**

#### F.2.1. TECHNICAL APPROACH

- a. **Technical Viability:** The degree to which the Applicant proposes an overall innovative, high-quality, evidence-based and driven, and technically-sound approach to strengthen Peru's global health security capabilities, particularly in the three technical areas of Zoonotic Diseases, Surveillance, and Health Security Workforce.
- b. **Resource Mobilization/Localization:** The degree to which the technical approach clearly describes the strategies to leverage relationships and partner with actors in the government, private sector, academic institutions, civil society organizations, and other US Government efforts to best support the goals of this activity.
- c. **Health Equity:** The extent to which the Applicant demonstrates the ability to conceptualize, identify and consider closing equity gaps within its technical approach.
- d. **Sustainability:** The extent to which the Applicant proposes a technical approach that includes a clear path to long-term sustainability of global health security capabilities.

#### F.2.2. MANAGEMENT APPROACH AND STAFFING APPROACH

- a. The extent to which the Applicant's well-articulated management and staffing approach demonstrates how technical expertise, local capacity, and partnerships complement each other and are integrated into the management structure to best meet the goal and objectives of this activity.
- b. The extent to which the proposed staffing plan, including the key personnel, demonstrates a reasonable structure, and best composition to meet the objectives of this activity.
- c. The extent to which the Applicant describes its capacity to recruit and onboard human resources and sub-partners to ensure rapid start up of the project.



**F.2.3. MONITORING, EVALUATION, AND LEARNING APPROACH**

- a. The extent to which the Applicant clearly describes the MEL approach that will best measure the progress and success of this activity, including its approach to adaptive management and learning.
- b. The extent to which Annex B (required and proposed indicators) are best positioned to measure progress and success of this activity.
- c. The extent to which the Applicant describes its approach to measure equity and efforts to close equity gaps, as applicable to this activity.

**F.2.4. INSTITUTIONAL AND ORGANIZATIONAL CAPACITY OF CONSORTIUM**

- a. The extent to which the Applicant’s institutional capacity demonstrates concrete experience to implement this activity.
- b. The extent to which the proposed sub-partners (if a partnership is proposed) have the institutional capacity to contribute to the implementation and success of this activity.

The below chart details the rating scheme that will be used to review the criteria:

Adjective	Merit Review Criterion
<b>1. Exceptional</b>	An <b>Exceptional</b> application has the following characteristics: <ul style="list-style-type: none"> <li>● A comprehensive and thorough application of exceptional merit.</li> <li>● Application meets and fully exceeds the Government expectations or exceeds NOFO objectives and presents very low risk or <b>no</b> overall degree of risk of unsuccessful performance.</li> <li>● Strengths <b>significantly outweigh</b> any weaknesses that may exist.</li> </ul>
<b>2. Very Good</b>	A <b>Very Good</b> application has the following characteristics: <ul style="list-style-type: none"> <li>● An application demonstrating a <b>strong</b> grasp of the objectives.</li> <li>● Application meets NOFO objectives and presents a <b>low</b> overall degree of risk of unsuccessful project performance.</li> <li>● <b>Strengths significantly outweigh any weaknesses that exist.</b></li> </ul>
<b>3. Satisfactory</b>	A <b>Satisfactory</b> application has the following characteristics: <ul style="list-style-type: none"> <li>● An application demonstrating a reasonably sound response and a <b>good</b> grasp of the objectives.</li> <li>● Application meets NOFO objectives and presents a <b>moderate</b> overall degree of risk of unsuccessful project performance.</li> <li>● <b>Strengths outweigh weaknesses.</b></li> </ul>
<b>4. Marginal</b>	A <b>Marginal</b> application has the following characteristics: <ul style="list-style-type: none"> <li>● The application shows a <b>limited</b> understanding of the objectives.</li> <li>● Application meets some or most of the NOFO objectives, but presents a <b>significant</b> overall degree of risk of unsuccessful project performance.</li> <li>● Weaknesses <b>equal or outweigh</b> any strength that exists.</li> </ul>
<b>5. Unsatisfactory</b>	An <b>Unsatisfactory</b> application has the following characteristics: <ul style="list-style-type: none"> <li>● The Application <b>does not meet</b> the NFO objectives or requires a major rewrite</li> </ul>

	<p>of the application.</p> <ul style="list-style-type: none"><li>● Presents an <b>unacceptable</b> degree of risk of unsuccessful project performance.</li><li>● Weaknesses demonstrate a <b>lack of understanding</b> of the Government's needs.</li><li>● Weaknesses <b>significantly outweigh</b> any strength that exists.</li></ul>
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### F.3. REVIEW AND SELECTION PROCESS

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

Technical and other factors will be evaluated relative to each other, as described here and prescribed in Section D, Application Content and Format. A USAID Merit Review Committee (MRC) will conduct a merit review of all applications received that comply with the instructions in this NOFO and make the recommendation on which should be considered for award. The Business Application will be reviewed by the Agreement Officer.

As a result of this process, USAID intends to select the apparently successful applicant based upon the application submission. Once the selection is made, USAID may address any concerns to the selected applicant for resolution. However, USAID reserves the right to negotiate with all applicants prior to selection of the successful applicant if in the best interest of the U.S. Government.

If USAID and the ASA cannot come to a mutual understanding during the course of discussions, or if the apparently successful applicant is unable to provide satisfactory Technical and Business Applications, or does not meet deadlines for submissions, or presents an unacceptable risk as a result of the risk assessment, then the Agreement Officer may designate the next highest-evaluated applicant as the apparently successful applicant.

The Agreement Officer will make the final determination whether the award will be made to the applicant. Award may be made with or without a request for clarifications/additional detail on an application.

#### F.3.1. BUSINESS APPLICATION REVIEW

The Agency will evaluate the Business Application of the applicant(s) under consideration for an award as a result of the merit criteria review. As part of the review of the Business Application, the Agency will review the budget and budget narrative to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E and accurately reflect the proposed activities in the Technical Application.

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.

When the NOFO includes a cost share requirement, USAID will review the Business Application for compliance with the standards set forth in [2 CFR 200.306](#), [2 CFR 700.10](#), and the Standard Provision “Cost Sharing.”

#### **F.4. RISK REVIEW**

The Agreement Officer will perform a risk assessment ([2 CFR 200.206](#)) of the apparently successful applicant. The Agreement Officer may determine that a pre-award survey is required to inform the risk assessment in determining whether the applicant 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](#)).

Before making an award with a total amount of USAID share greater than the simplified acquisition threshold, USAID must review and consider any information about the applicant that is in the responsibility/qualification records available in SAM.gov (see 41 U.S.C. 2313). An applicant can review and comment on any information in the responsibility/qualification records available in SAM.gov. USAID will consider any comments by the applicant in determining whether the applicant is qualified for an award.

**[END OF SECTION F - APPLICATION REVIEW INFORMATION]**

## **SECTION G: AWARD NOTICES**

### **G.1. FEDERAL AWARD NOTICES**

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, applicants are hereby notified of these requirements and conditions for the award. Notice of Federal award signed by the Agreement Officer is the official document that obligates funds, and will be provided to the authorized official of the selected applicant by electronic means as identified in the application. The Agreement Officer is the only individual who may legally commit the U.S. Government to the expenditure of public funds.

Unsuccessful applicants will be notified by electronic means within 90 days of the Agreement Officer's selection.

Pre-award costs are only allowed when specifically included in the award terms, or otherwise approved in writing by the Agreement Officer. Without such written authorization, any costs incurred for application development or program performance prior to an award period of performance start date are at the applicant's own risk; do not assume that the AO will approve them as pre-award costs in the award.

**[END OF SECTION G - AWARD NOTICES]**

## **SECTION H: POST-AWARD REQUIREMENTS AND ADMINISTRATION**

### **H.1. ADMINISTRATIVE & NATIONAL POLICY REQUIREMENTS**

The resulting award from this NOFO will be administered in accordance with the following:

For U.S. organizations: [2 CFR 700](#), [2 CFR 200](#), and [Standard Provisions for U.S. Non-governmental Organizations](#).

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

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

### **H.2. NATURE OF THE RELATIONSHIP BETWEEN USAID AND THE RECIPIENT**

The principal purpose of the relationship between USAID and the recipient is to transfer funds to accomplish a public purpose of support or stimulation of the program, as 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.

### **H.3. REPORTING REQUIREMENTS**

The Recipient will adhere to all reporting requirements listed in this NOFO; further, US Non-governmental organizations need to comply with 2 CFR 200 and 2 CFR 700 (specifically 2 CFR 200.327-329).

The Recipient will submit all reports by the due date for approval from the Agreement Officer's Representative (AOR) or as outlined in table H.3.2 PERFORMANCE REPORTING. The Recipient will consult with the AOR on the format and content prior to submission. In addition to the reports below, the AOR may request additional information to contribute to the internal USAID project reviews.

This award follows the U.S. Government fiscal year for reporting, which runs from October 1 to September 30. References to quarters or years in reporting relates to the U.S. Government calendar below:

- Quarter 1: October 1 - December 31
- Quarter 2: January 1 - March 31
- Quarter 3: April 1 - June 30 Quarter 4: July 1- September

**H.3.1. FINANCIAL REPORTING:**

**a. Quarterly Financial Report**

The Recipient must submit the Federal Financial Form (SF-425) quarterly, no later than 30 days after the end of the quarter, via electronic format. The Recipient must submit a copy of SF-425 at the same time to the Agreement Officer Representative (AOR) and the Agreement Officer (AO). Electronic copies of SF-425 can be found at: <https://www.usaid.gov/forms/sf-425>.

On a quarterly basis, the AOR may require additional information related to financial accruals and pipeline of funds. This information will help to ensure that the activity has an adequate pipeline to conduct its programs. These reports/forms must be submitted 15 calendar days from the end of each quarter (March, June, September, December).

**b. Final Financial Report**

Within 90 days following the estimated completion date of this award, the Recipient must submit to the: (a) USAID/Washington, M/CFO/CMP-LOC Unit (as applicable); (b) Agreement Officer; (c) Controller; and (c) Agreement Officer Representative (AOR), the final Federal Financial Form (SF-425).

**H.3.2. PERFORMANCE REPORTING:**

Performance Monitoring and Reporting is intended to ensure that USAID/Peru has information to effectively monitor the Recipient’s performance under this program. This includes any information regarding any development that may have a significant impact on performance, including, but not limited to obstacles faced, and relevant context and information on costs incurred compared to the approved budget plan for the Agreement. Performance Monitoring Reporting differs from Financial Reporting as the latter is intended to address cash flow needs and not performance.

Notification: As specified in 2 CFR 200.329, the Recipient shall promptly notify the AOR and AO in the case of: (1) developments which have a significant impact on the activities supported by this Award; or (2) problems, delays, or adverse conditions which materially impair the ability to meet the objectives of this Cooperative Agreement. This notification shall include a statement of the action taken or contemplated, and any assistance needed to resolve the problem.

The recipient(s) of this award will be required to complete and submit the following reports as described below.

REPORT/DELIVERABLE	VERSION	TIME FRAME
a) Initial Implementation Plans (Inception Plan and Work Plan)	Inception Plan (15-20 pages max)	15 calendar days after Agreement award date
	1st Annual Work Plan (15-20 pages)	At the end of the 6 month mark after the inception phase has concluded

	Subsequent Draft Work Plans (20 pages)	30 calendar days prior to the expiration every fiscal year
	Subsequent Final Work Plans (20 pages)	10 calendar days upon receipt of AOR comments
b) Activity Monitoring, Evaluation & Learning (MEL) Plan	Draft (15 pages)	Submitted with each draft work plan submission
	Final (15 pages)	Submitted with each final work plan submission
c) Quarterly Performance Reports	Draft (10 pages)	30 calendar days after the end of the quarter
	Final (10 pages)	5 business days upon receipt of AOR comments
d) Annual Performance Reports:	Draft (20 pages)	Annually no later than October 30
	Final (30 pages)	10 business days upon receipt of AOR comments
e) Outreach and Communication Strategy	Draft (10 pages)	Submitted with each draft work plan submission
	Final (10 pages)	Submitted with each final work plan submission
f) Success Stories Reporting	Bullets (1-2 pages)	At the end of every month
g) Final Performance Report	Draft (30 pages)	30 working days prior to completion of the award
	Final (30 pages)	within 30 working days of the expiration of the award
h) Geographic Data Reporting Requirements	TBD	TBD
i) Security Plan	Final	Within 30 days of the effective date of the award
j) Environmental Mitigation and Management Plan and Climate Risk Management (CRM) analysis	Final	Submitted with the final work plan
k) Health Equity Gap Analysis	Draft (10 pages)	Submitted with each draft work plan submission
	Final (10 pages)	Submitted with each final work plan submission
Any other reports, including reports for USAID/Washington	As specified by the award (such as branding and marking plan, closeout report, among others)	

**a. Work Plans**

The work plans for all USAID/Peru's Regional Migration and Health Office (RMHO) activities are aligned with the USG Fiscal Year Calendar (October 1 to September 30). The

Recipient will submit its first work plan to the AOR for approval at the end of the 6 month mark of the inception phase. The AOR will provide comments within 10 working days to the Recipient and the Recipient will have 10 working days to respond and make all requested changes, after which the AOR will provide final approval within 5 working days.

All subsequent work plans will be submitted to the AOR 30 days prior to end of fiscal year and will cover an entire Fiscal Year, i.e. October 1 to September 30. The AOR will provide comments within 10 working days to the Recipient and the Recipient will have 10 working days to respond and make all requested changes, after which the AOR will provide final approval within 5 working days. All work plans must be developed in cooperation with the AOR, other stakeholders to ensure success.

The award will be guided by the Program Description which will provide an overall project 'map' that indicates broad activities, expected outcomes, annual milestones, and budget along the five-year timeline.

Annual Work Plans (AWPs) include proposed interventions for the given year, timeframe, implementation of activities, an itemized and detailed budget, review of the previous year's accomplishments (if applicable), problems and challenges encountered in achieving specified results, proposed annual outputs, and progress towards achieving results. The AWPs must also describe a plan and timeline for internal monitoring and evaluation that takes into account the Mission's Performance Management Plan (PMP). The AWPs will be developed in-country by the Recipient and in cooperation with USAID/Peru and other stakeholders, including Government of Peru

Along with the work plan, the IP will submit an in-depth inclusive development and equity analysis and integrate interventions to address the gaps and findings from the analysis. Subsequent annual work plans should then reflect any updates to the analysis and planned interventions. The analysis should contain information related to as many of the five domains listed below as possible (ADS 205.3.2): Laws, Policies, Regulations, and Institutional Practices Cultural Norms and Beliefs Gender Roles, Responsibilities and Time Use Access to and Control over Assets and Resources Patterns of Power and Decision-making, as appropriate. This analysis should take into account the inclusive development analysis conducted by RMHO as a starting point (included in the Activity Description of the NOFO).

The Recipient must ensure that sustainability approach is integrated in the AWP after USAID- funded efforts end. The sustainability approach must address key sustainability challenges for key partners. It must detail a roadmap for how the Recipient will work with key partners during the program to address these key challenges.

Annual Work Plans must not deviate from award requirements. All interventions planned through this process must be in accordance with the award Program Description and consistent with the approved budget for the award. Inclusion of items in the AWP does



not obviate the need to seek specific approvals from USAID when those additional approvals might be required by policy and regulation. Modifications to the AWP that respond to changed conditions may be proposed by the Recipient and approved by the AOR; however, in no case may any work plan activity deviate from the award terms.

The work plan serves several purposes, including guiding program implementation; demonstrating links between activities, strategic direction, outcomes and intended results; and as a basis for budget estimates. The work plans should be organized to clearly link activities to the objectives and outcomes in the Program Description. The Recipient shall ensure a collaborative process in work plan development consulting major partners, USAID, and other relevant stakeholders in preparing the annual work plan to ensure complementarity and share ownership.

**b. Activity Monitoring, Evaluation & Learning (MEL) Plan**

As per ADS 201, the Recipient is required to submit for AOR approval an Activity Monitoring, Evaluation & Learning (MEL) Plan for the life of the Activity based on its proposed monitoring, evaluation and Learning (MEL) strategy for collecting, evaluating and validating data which will be used to measure overall progress towards Mission goals. All aspects of the MEL Plan should be in line with USAID's ADS 201 on assessing and learning and adhere to the following:

Activities must have an approved Activity MEL Plan in place before major implementation actions begin. The AOR will work with the Recipient and the Mission's M&E Specialist(s) to ensure that the Activity MEL Plan is consistent with and meets the data collection needs of the Mission's Performance Management Plan (PMP), and the Mission's annual Performance Plan and Report (PPR).

The MEL Plan should include a narrative that clearly articulates the activity's theory of change, describing the causal and logical relationships between different levels of results, along with the associated interventions, indicators and other performance data, and MEL Plan critical assumptions under each result. The MEL Plan should also present a logic model that illustrates these results, the causal and logical relationships between them, and the indicator and other performance data required to measure each.

The MEL Plan should include approaches for a systematic, intentional and resourced approach to a strategic collaboration, continuous learning and adaptive management. In developing the MEL Plan, the Recipient should identify and describe: learning objectives with corresponding information needs; strategic opportunities to "pause and reflect" and coordinate and collaborate with stakeholders; approaches for regular learning to address the identified learning objectives; plans for documenting the knowledge and learning from these opportunities, and disseminating findings; resources (financial and human resources as well as tools) needed to implement learning approaches; and, approaches to adapting/adjusting implementation and programming as a result of this learning.

The Recipient will develop performance indicators and establish baselines and targets for output, outcome, and impact level monitoring, as well as benchmarks for performance over the life of the activity. The baselines and targets will be developed with oversight from and in coordination with the Mission's Program Office and MEL PoC. The MEL Plan should also contain metrics for the sustainability of successful interventions introduced with activity support. The AOR will provide a list of indicators required for the activity. The MEL Plan must include the required indicators along with any others being proposed by the Recipient that are deemed necessary or useful in measuring progress against the overall goal and project objective(s).

USAID/Peru may require the Recipient to track and report on additional performance indicators subject to changing of Agency guidance and/or the requirements of specific funding sources and the Mission's own Performance Management Plan (PMP).

The Recipient must collect, analyze, and submit to USAID data disaggregated by age, sex and geographic location as applicable. To ensure that USAID assistance makes the maximum optimal contribution to gender equality, performance management systems and evaluations must include gender-sensitive indicators and sex-disaggregated data when applicable and feasible; M&E plans should also capture proposed actions that will address any identified gender-related issues. Geographic disaggregation is required to the first administrative level at a minimum.

**c. Quarterly Performance Reports**

The Recipient shall submit quarterly reports that include narratives of quarterly achievements, and progress against the work plan, and agreed upon performance indicators. The quarterly report shall describe and assess the overall progress to date based upon agreed performance indicators. The reports will also describe the accomplishments of the Recipient and the progress made during the past quarter; including information on key activities, both ongoing and completed during the quarter (e.g., meetings, trainings, workshops, significant events, subcontracts, and grants). The quarterly reports must provide information on the extent to which gender gaps were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs, and gender inequalities emerged or remained. Recipients must notify USAID of developments that have a significant impact on the award-supported activities. The quarterly report provides the opportunity to discuss impacts of learning on the program, updates in key assumptions and the underlying development hypotheses. Also, notification shall be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award, or which may have an impact on the development hypothesis or theory of change for the activity, and/or other activities (USG-funded or not) which might be informed by such learning. This notification shall include a statement of the action taken or contemplated, and any assistance needed to resolve the situation.

**d. Annual Performance Reports**

The draft Annual Performance Report shall be submitted by October 30 for each fiscal year. The final Annual Performance Report will be due 10 business days upon receipt of the AOR's comments.

The Annual Performance Report shall follow the same format as the quarterly report, but with additional focus on cumulative accomplishments, progress and problems toward achievement of results, performance measures, indicators and benchmarks tied to the Annual Work Plan and the MEL Plan targets, and the entire previous fiscal year, which runs from October 1-September 30. In addition, the Annual Performance Report must include an analysis of the performance indicators data and proposed revisions of annual target projections as needed. The report should contain an executive summary and the following, at a minimum, in addition to the semi-annual report components:

- Qualitative and quantitative data required by USAID for the annual Performance Plan and Report (PPR) purposes, a brief listing of the project's major activities, successes and challenges during the year; knowledge sharing and learning activities; information on training activities; listing of sub-grants during the fiscal year; and, contributions to cross cutting issues as specified by the Mission.
- Details on any impediments faced in implementing the strategies developed.
- An assessment of the sustainability of any activities supported through this project.
- An assessment of current conditions in each of the key component areas.
- List (and links) of all final and approved reports and data that were submitted during the fiscal year to the Development Experience Clearinghouse (DEC) [<https://dec.usaid.gov/dec/home/Default.aspx>], USAID's Development Data Library (DDL) website [<http://www.usaid.gov/data>], These reports include: assessments, evaluations, studies, development experience documents, technical and consultant reports, semi-annual and annual reports, media products, training manuals, databases and datasets, geo-coded data or other GIS related data (i.e. shape files and mapping files), computer software programs, videos and other intellectual deliverable materials required under the award schedule.
- Documentation of best practices that can be taken to scale.
- The recipient must report on the EMMP and the CRM every quarter, as well as have a compiled section based on all four quarters in the Annual Performance Report.
- Environmental Compliance section based on the approved IEE and EMMP.

Annual Performance Reports shall not exceed 20 pages. Additional annexes may be included if they support findings, conclusions, and recommendations of the core document.

The Recipient should check with the Program Office through their AOR for applicable templates or methodology of submitting reports and data to the DEC, DevResults, TEAMS, DDL website, as applicable.

**e. Outreach and Communication Strategy**

The strategy will include the overall communication message of the activity, which is different from the Branding and Marking Plan.

**f. Success Stories Reporting**

The Recipient will provide to the AOR with regular quarterly reporting bullets demonstrating how the activity is progressing and any notable achievements that should be highlighted. The Recipient will obtain USAID guidance from the designated AOR.

**g. Final Performance Report**

The last Annual Performance Report for the final year will also be the Final Performance Report. The report will include the information required in the Quarterly and Annual Performance Reports as well as:

- Basic Agreement information.
- A description of the activity, the accomplishments and successes achieved during the award period in terms of the expectations of activity design and changes in the activity environment as well as any shortcomings and/or difficulties encountered.
- An assessment of the progress towards achievement of the objectives or results, including gender aspects and other cross-cutting issues. This should clearly show how the award objectives have been accomplished or not and why.
- A summary of performance indicators used and an assessment of their relative usefulness.
- A summary of lessons learned and recommendations that might be relevant to programming, design and implementation of similar or follow-on activities.
- A description of all entities and partners along with Peruvian non-governmental organizations with whom the Recipient worked with and an evaluation of their strengths and weaknesses.
- List of all publications, evaluations, and media products that were sent to DEC during the life of the award.
- Financial report showing, by line item, the amounts expended.

The Final Performance Report will not exceed 30 pages. Annexes may be included if they support findings, conclusions, and recommendations of the core document. The Final Performance Report will be submitted to an agreed upon distribution list. This will include at a minimum the AOR, FMO, the Agreement Officer (if requested), the Development Experience Clearinghouse (DEC) at <http://dec.usaid.gov>, and USAID/Peru learning portal

**h. Geographic Data Reporting Requirements**

Activity Location Data (coordinates): The Awardee shall submit Activity Location Data which indicates the geographic location(s) where an activity is implemented. If Activity Location Data exists in a Geographic Information System (GIS) data format, it shall be submitted in accordance with the Geographic Data formatting requirements outlined in the below standards. Activity Location Data shall be submitted as part of the MEL plan.

**i. Security Plan and Reporting:**

As part of the overall security requirements, the Recipient shall report any security threats and/or Security Plan and Reporting. The Recipient must be aware of security conditions in Peru and assumes full responsibility for the safety of its employees. Recipient is responsible for maintaining the security of its personnel, materials and equipment. All employees must meet the requirements of their work-site, which may include, but not limited to background checks, security/restricted area clearances, drug-free workplace, safety training and/or any other company safety and security requirements. Accordingly, the security plan will outline its policies and procedures for personnel and physical assets security consistent with requirements of the award. A Security Plan template will be provided by the AOR upon award. As part of the overall security requirements, the Recipient shall report any security threats and/or incidents verbally/by telephone, immediately to the following USAID/Peru indications.

Subsequently, a written report shall also be submitted. The Recipient shall develop a list of specific steps to track any potential/identified threats, which will be part of its overall security system. All subrecipients should also report any threats/incidents to the Recipient, who will immediately after, notify the above listed USAID/Peru representatives. Types of reports that should be submitted are including but not limited to Incident Reporting, Incident Report, Serious Incident Report, and/or Situation Report.

**j. Environmental Mitigation and Management Plan:**

The recipient must submit a final EMMP (including a Climate Risk Management analysis) alongside with the first work plan. The details about the EMMP submission and its content can be found below:

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ADS/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Applicant environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFA.

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

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

An Initial Environmental Examination (IEE) (See Annex V of this NOFO) has been approved for funding this RFA. The IEE covers activities expected to be implemented under this CA. USAID has determined that a Negative Determination with conditions applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The applicant shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this solicitation.

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

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

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

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

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

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

USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities will require environmental management expertise. Applicants to the RFA should therefore include as part of their application their approach to achieving environmental compliance and management, to include:

- a. The applicants' approach to developing and implementing an EMMP or M&M Plan.
- b. The applicants' approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.
- c. The applicants' illustrative budget for implementing the environmental compliance activities. For the purposes of this solicitation, applicants should reflect illustrative costs for environmental compliance implementation and monitoring in their cost proposal.

**k. Branding Strategy & Marking Plan:**

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

**l. Close out Report:**

To efficiently close-out this program and reduce time and costs for both parties, USAID/Peru requests that, 120 days prior to the completion date of this agreement, the Recipient shall submit a demobilization plan for AOR approval. The demobilization plan shall include a) draft property disposition plan, b) plan for the phase-out of operations, c) delivery schedule for all reports or other deliverables required under the agreement, and d) timetable for completing all required actions in the demobilization plan, including the submission date of the final property disposition plan to the Agreement Officer.

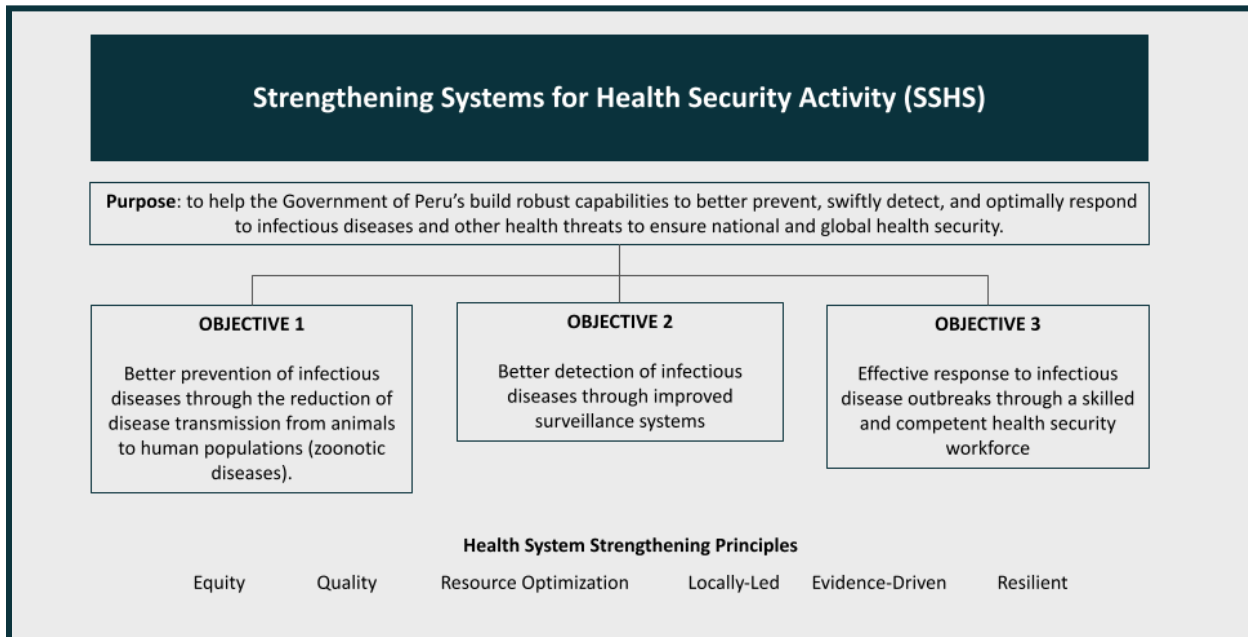
**m. Other Reporting:**

- a. **External Evaluation:** USAID plans to commission a final external and may conduct mid-term evaluation to assess and substantiate performance and overall achievements of this Activity. The external evaluations may be funded directly by USAID and will not be included in the funding of this Agreement.
- b. **Internal Evaluation:** The Recipient may also conduct internal evaluations of the Activity at any time during implementation. However, any internal evaluations should be funded directly by the Recipient and not from the budget of this Activity.

**[END OF SECTION H - POST-AWARD REQUIREMENTS AND ADMINISTRATION]**



## ANNEX I - RESULTS FRAMEWORK



[END OF ANNEX I - RESULTS FRAMEWORK]



**ANNEX II - SUMMARY BUDGET TEMPLATE**

ITEM	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
<b>PERSONNEL</b>						
<b>FRINGE BENEFITS</b>						
<b>TRAVEL</b>						
<b>EQUIPMENT</b>						
<b>SUPPLIES</b>						
<b>CONTRACTUAL</b>						
<b>CONSTRUCTION</b>						
<b>OTHER</b>						
<b>INDIRECT CHARGES</b>						
<b>PROGRAM INCOME</b>						
<b>COST SHARING</b>						
<b>TOTAL ESTIMATED COSTS</b>						

Detailed template to be attached as a separate document.

**[ANNEX II - SUMMARY BUDGET TEMPLATE]**

### ANNEX III - STANDARD PROVISIONS

The selected applicant will be required to comply with USAID’s standard provisions. The standard provisions included in the resultant award will be dependent on the organization that is selected or, in the case of a fixed amount award, the type of award.

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

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

The resultant award will include the full text of current Mandatory Standard Provisions and the Required As Applicable Standard Provisions. **The required as applicable standard provisions will likely be required if checked below.**

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

Required	Not Required	REQUIRED AS APPLICABLE STANDARD PROVISIONS U.S. NGOs
Determined at award		RAA1. Negotiated Indirect Cost Rates – Predetermined (August 2024)
Determined at award		RAA2. Negotiated Indirect Cost Rates – Nonprofit Provisional & Final (August 2024)
Determined at award		RAA3. Negotiated Indirect Cost Rate – For-Profit Provisional & Final (August 2024)
Determined at award		RAA4. Indirect Costs – De Minimis Rate (August 2024)
X		RAA5. Reserved
	X	RAA6. Voluntary Population Planning Activities – Supplemental Requirements (January 2009)
	X	RAA7. Protection of the Individual As A Research Subject (April 1998)
	X	RAA8. Care of Laboratory Animals (March 2004)
	X	RAA9. Title to and Care of Property (Cooperating Country Title) (August 2024)
X		RAA10. Cost Sharing (August 2024)
X		RAA11. Prohibition of Assistance to Drug Traffickers (June 1999)
	X	RAA12. Investment Promotion (December 2022)
	X	RAA13. Reporting Host Government Taxes (December 2022)
X		RAA14. Foreign Government Delegations to International Conferences (June 2012)
	X	RAA15. Conscience Clause Implementation (Assistance) (February 2012)
	X	RAA16. Condoms (Assistance) (September 2014)

Required	Not Required	<b>REQUIRED AS APPLICABLE STANDARD PROVISIONS U.S. NGOs</b>
	X	RAA17. Prohibition on the Promotion or Advocacy of the Legalization or Practice of Prostitution or Sex Trafficking (Assistance) (September 2014)
X		RAA18. Reserved
	X	RAA19. Standards for Accessibility for the Disabled in USAID Assistance Awards Involving Construction (September 2004)
	X	RAA20. Statement for Implementers of Anti-Trafficking Activities on Lack of Support for Prostitution (June 2012)
	X	RAA21. Eligibility of Subrecipients of Anti-Trafficking Funds (June 2012)
	X	RAA22. Prohibition on the Use of Anti-Trafficking Funds to Promote, Support, or Advocate for the Legalization or Practice of Prostitution (June 2012)
X		RAA23. Reserved
X		RAA24. Reporting Subawards and Executive Compensation (August 2024)
Determined at award		RAA25. Patent Reporting Procedures (December 2022)
	X	RAA26. Access to USAID Facilities and USAID's Information Systems (August 2013)
X		RAA27. Contract Provision for DBA Insurance under Recipient Procurements (December 2022)
X		RAA28. Reserved
X		RAA29. Reserved
	X	RAA30. Program Income (August 2024)
X		RAA31. Never Contract with the Enemy (August 2024)

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

Required	Not Required	<b>REQUIRED AS APPLICABLE STANDARD PROVISIONS Non-U.S. NGOs</b>
Determined at award		RAA1. Advance Payment and Refunds (August 2024)
Determined at award		RAA2. Reimbursement Payment and Refunds (August 2024)
Determined at award		RAA3. Indirect Costs – Negotiated Indirect Cost Rates Provisional & Final (August 2024)
Determined at award		RAA4. Indirect Costs – Charged As A Fixed Amount (Nonprofit) (August 2024)
Determined at award		RAA5. Indirect Costs – De Minimis Rate (August 2024)
X		RAA6. Reserved
X		RAA7. Reporting Subawards and Executive Compensation (August 2024)
X		RAA8. Subawards (August 2024)
X		RAA9. Travel and International Air Transportation (December 2014)
	X	RAA10. Ocean Shipment of Goods (June 2012)

Required	Not Required	<b>REQUIRED AS APPLICABLE STANDARD PROVISIONS</b> <b>Non-U.S. NGOs</b>
X		RAA11. Reporting Host Government Taxes (December 2022)
	Determined at award	RAA12. Patent Rights (December 2022)
X		RAA13. Reserved
	X	RAA14. Investment Promotion (December 2022)
X		RAA15. Cost Sharing (August 2024)
	X	RAA16. Program Income (August 2024)
X		RAA17. Foreign Government Delegations to International Conferences (June 2012)
	X	RAA18. Standards for Accessibility for the Disabled In USAID Assistance Awards Involving Construction (September 2004)
	X	RAA19. Protection of Human Research Subjects (June 2012)
	X	RAA20. Statement for Implementers of Anti-Trafficking Activities on Lack of Support for Prostitution (June 2012)
	X	RAA21. Eligibility of Subrecipients of Anti-Trafficking Funds (June 2012)
	X	RAA22. Prohibition on the Use of Anti-Trafficking Funds to Promote, Support, or Advocate for the Legalization or Practice of Prostitution (June 2012)
	X	RAA23. Voluntary Population Planning Activities – Supplemental Requirements (January 2009)
	X	RAA24. Conscience Clause Implementation (Assistance) (February 2012)
	X	RAA25. Condoms (Assistance) (September 2014)
	X	RAA26. Prohibition on the Promotion or Advocacy of the Legalization or Practice of Prostitution or Sex Trafficking (Assistance) (September 2014)
	X	RAA27. Limitation on Subawards to Non-Local Entities (July 2014)
X		RAA28. Contract Provision for DBA Insurance Under Recipient Procurements (December 2022)
X		RAA29. Reserved
X		RAA30. Reserved
X		RAA31. Never Contract with the Enemy (August 2024)

**[END OF ANNEX III - STANDARD PROVISIONS]**

## **ANNEX IV - ABBREVIATIONS AND ACRONYMS**

A&A	Assistance & Acquisition
ADS	Automated Directives System
AO	Agreement Officer
AOR	Agreement Officer's Representative
APS	Annual Program Statement
AWHTL	Animal and Wildlife Health Technical Lead
AWP	Annual Work Plan
BEO	Bureau Environmental Officer
CA	Cooperative Agreement
CDC PERU	Center for Disease Epidemiology, Prevention and Control
CLA	Collaboration, Learning, and Adapting
CO	Contracting Officer
COR	Contracting Officer's Representative
DEC	Development Experience Clearinghouse
EHTL	Environment Health Technical Lead
EID	Emerging Infectious Diseases
EMMP	Environmental Mitigation and Management Plan
FAA	Foreign Assistance Act
FETP	Field Epidemiology Training Program
FMO	Financial Management Officer
GHS	Global Health Security
GOP	Government of Peru
HSSIP	Health Security Site Improvement Plans
IEE	Initial Environmental Examination
INS	National Institute of Health
IHR	International Health Regulations
IPC	Infection Prevention And Control
JEE	Joint External Evaluation
MEL	Monitoring, Evaluation and Learning
MELL	Monitoring, Evaluation, and Learning Lead
MIDAGRI	Ministry of Agrarian Development and Irrigation
MINAM	Ministry of Environment
MOH	Ministry of Health
MRC	Merit Review Committee
MTDC	Modified Total Direct Costs
NGO	Non-governmental Organization
NICRA	Negotiated Indirect Cost Rate Agreement
NOFO	Notice of Funding Opportunity
OAA	Office of Acquisition and Assistance
OFAC	Office of Foreign Assets Control
PHTL	Public Health Technical Lead

PMP	Performance Management Plan
POES	Points of Entry
PPR	Performance Plan and Report
PSEA	Protection from Sexual Exploitation and Abuse
RCE	Request for Categorical Exclusion
RCCE	Risk Communication And Community Engagement
RMHO	Regional Migration and Health Office
RFA	Request for Applications
SAM	System Award Management
SDN	Specially Designated Nationals
SENASA	National Service of Agrarian Health
SERFOR	National Forest and Wildlife Service
SERNANP	National Areas Protected by the State Service
SGF	Small Grant Fund
SPAR	States Party Self-Assessment Annual Report
SSHS	Strengthening Systems for Health Security
UEI	Unique Entity Identifier
USG	United States Government
WOAH	World Organization for Animal Health
WHO	World Health Organization
VEE	Voluntary External Evaluation

**[END OF ANNEX IV - ABBREVIATIONS AND ACRONYMS]**

## **ANNEX V - INITIAL ENVIRONMENTAL EXAMINATION (IEE)**

To be attached as a separate document.

**[END OF ANNEX V - INITIAL ENVIRONMENTAL EXAMINATION (IEE)]**