Issue Date:.. February 27, 2020

Deadline for Questions: .... March 9, 2020

Closing Date to receive Concept Papers:.......... April 13, 2020

Closing Time.............................. 17:00 Local time (UTC -05)

Subject: **Notice of Funding Opportunity (NOFO) - Request for Applications (RFA) 72051420RFA00008**

Program Title: **USAID/Colombia Resilient Communities (*Somos Comunidad*) Activity**

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified entities to implement USAID/Colombia Resilient Communities (*Somos Comunidad*) Activity (the Activity). Eligibility for this award is not restricted; see Section C of this Request for Applications (RFA).

USAID intends to make an award to the applicant that best meets the objectives of this NOFO based on the Merit Review Criteria described in this RFA, subject to a Risk Assessment. Eligible parties interested in submitting an application are encouraged to read this RFA thoroughly to understand the type of program sought, application submission requirements and selection process. This is a multi-tiered RFA in accordance with the Automated directives System (ADS) 303.3.6.1(c). Selection under this RFA will be based on a two-step process:

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

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

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

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

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

Thank you for your interest in USAID programs.

Sincerely,

Jessica R. Faber
Agreement Officer
USAID/Colombia

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SECTION A: PROGRAM DESCRIPTION

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

Anticipated Activity Name: USAID/Colombia Resilient Communities (*Somos Comunidad*) Activity

A.1. PROGRAM PURPOSE AND SUMMARY

A.1.1. *Purpose*

The purpose of Resilient Communities (*Somos Comunidad* in Spanish, and hereon referred to as "the Activity") is to strengthen local systems for enhanced human security[1] conditions and thus mitigate the effects of organized criminal groups and other violent incidents in target locations. It is expected that local capacity-building and sustainable coordination processes among key stakeholders will drive this activity.

USAID/Colombia intends to generate evidence-based, sustainable citizen security programming in rural, conflict-affected locations in Colombia. This will entail a local-systems, problem-driven, iterative learning approach which will inform an adaptive, community-responsive, phased intervention process to target geographic locations (See 'Geography' section of Guiding Principles, below) throughout the life of the activity. It is envisioned that most of this work will be done through local stakeholders, facilitating a comprehensive capacity-building process that will ensure sustainability beyond USAID investments. At a minimum, the stakeholders shall include Government of Colombia (GOC) institutions (such as local and national police, the President's Advisor for Peace and Stabilization and Ministry of Interior, municipal government representatives, and other relevant institutions), local and civil society actors, community boards, ethnic communities, women, LGBTI and youth groups as part of the intervention. However, it is anticipated that coordination with internationally-based non-governmental organizations, other donor-funded activities, and United States Government (USG) agencies relevant and/or present in the target locations will be necessary as well. This Activity will implement innovative, place-based and community-responsive solutions by strengthening the local systems to effectively respond and improve citizen security dynamics. This framework is illustrated below.

[1] The working definition is the combination of human security definitions proposed by the Commission on Human Security, OCHA and UNDP. For additional definitions of "human security" see Peou, Sorpong. (2014). Human Security Studies. Theories, Methods and Themes. World Scientific Publishing. For the purposes of this NOFO, please use the term of art "citizen security" rather than the broader term of "Human Security." To note that USAID considers the term "Citizen Security" to extend to all people regardless of nationality, etc.

When appropriate, the Activity will learn from, expand on and strengthen proven, local or regional, experiences in similar settings and/or circumstances to adapt it to the Colombian, rural, ethnic context. The Activity shall also expand and strengthen the credibility and efficacy of ethnic boards, protection councils and other local representations that exist in the target locations. It shall also work with relevant authorities and communities to ensure an inclusive, participatory approach to the citizen security programming under this activity. In addition, grant funds will be established to enhance local partner capacity, seize opportunities, facilitate partnerships, and enhance coordination among stakeholders. Furthermore, a rapid response fund shall also be used to respond and mitigate any unforeseen challenges or changing dynamics throughout the life of the Activity.

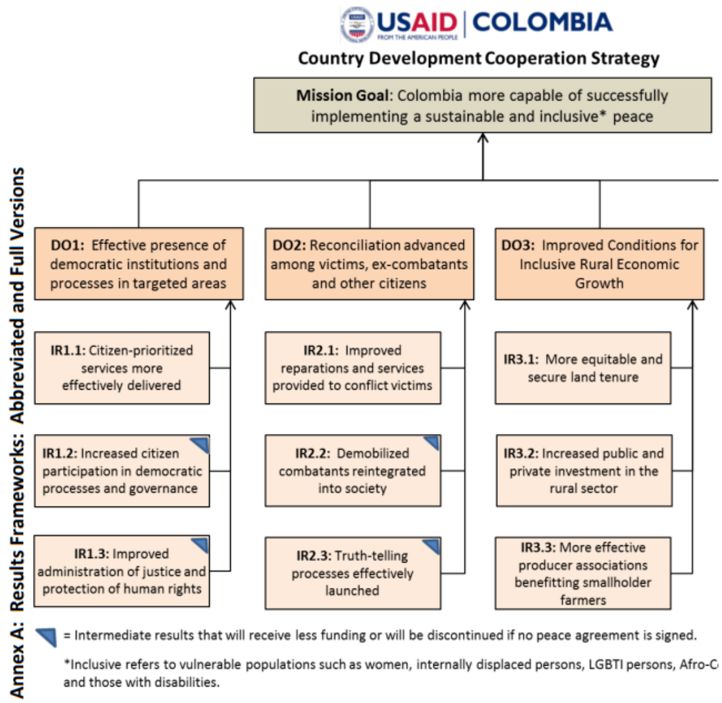
A key feature of the Activity will be intensive collaboration and coordination with civil society, local community counterparts, and other USG-funded activities to create innovative strategies to facilitate violence prevention services in the target locations. These interventions will help reduce the crime and violence experienced in the target locations by mitigating the effects of organized criminal groups and other violent acts.

A.2. BACKGROUND

Conflict-affected territories are increasingly at-risk of backsliding into violent conflict, as they are vulnerable to pressures from criminal networks linked to illegal mining and coca production (see Map A below). The dispute among illegal groups, including non-demobilized factions, for territorial and social control, affects security in these “conflict-affected territories.” In many parts of Colombia, mass-displacement, forced confinement, antipersonnel mine accidents, and aggressions against social leaders have skyrocketed. The U.N. Office of the High Commissioner for Human Rights reported 305 social leader homicides since 2016, although the number varies across sources. Social leader threats also are on the rise and effectively chill leadership. According to the GOC’s National Protection Unit, most social leaders are targeted for their advocacy related to land issues, illegal mining, and illicit-crops substitution. Additionally, the Ombudsman’s Office identified over 400 Civil Society Organizations (CSOs) in 33 areas of the country facing security risks. The violence also disproportionately affects departments, including Cauca, Nariño, Antioquia, and Norte de Santander (see Map B below), and impedes peace and prosperity.

A.3. USAID/COLOMBIA STRATEGY

The Activity will contribute to USAID/Colombia’s (2014-2020) Country Development Cooperation Strategy (CDCS) goal “Colombia more capable of successfully implementing a sustainable and inclusive peace”. In particular, it will support the achievement of Development Objective 1: “Effective presence of democratic institutions and processes in targeted areas” and it’s Intermediate Result 1.3: “Improved administration of justice and protection of human rights”. (See diagram below.) This activity will also align with the Mission’s new CDCS, set to begin in 2020.



This Activity will be part of a whole of USG approach, as USAID/Colombia teams with the State Department's Bureau of International Narcotics and Law Enforcement (INL) and others to provide USG-funded support to priority areas within Colombia. USAID/Colombia also has an ambitious collaborative learning agenda that supports identifying successful community resilience promotion models for replication by the GOC and others. This Activity will also work closely with USAID/Colombia's Alliances for Reconciliation activity to promote social dialogue, the future Rule of Law activity to investigate and prosecute priority crime cases, the new Youth Resiliency activity to promote psychosocial support to youth and communities, as well as the Conflict Survivors and forthcoming Responsive Governance activities.

A.4. THEORY OF CHANGE

IF Colombia's institutions and conflict-affected communities proactively work together to improve community-responsive, sustainable local security systems, ***AND*** the social fabric is strengthened through dialogue and trust-building to mitigate relevant threats in target locations, ***THEN*** communities will be more resilient against the effects of organized crime and violence.

This theory of change is built upon the assumptions that:

- The social and political situation in Colombia remains stable.
- The security conditions in the target areas remain stable, allowing for activity presence and implementation.
- USAID and the GOC funding levels remain stable.
- Target institutions, communities, and organizations remain open to receiving USAID assistance.

A.5. OBJECTIVE AND RESULTS

This Activity will provide technical assistance and grants that support the following objective and results:

<u>OBJECTIVE: Community-level safety and resilience to crime and violence increased.</u>

While there has been progress on restoration of peace and reconciliation in Colombia, the presence of organized criminal groups in geographies most affected by illegal mining and coca production, compounded by the need for greater state presence, has contributed to increased crime and insecurity, and impeded trust and social cohesion.

This Activity seeks to strengthen trust, collaboration and communication within and among communities and GOC security sector stakeholders to increase citizen security, thereby increasing community resilience. This entails approaches tailored to specific contexts and community-level needs, as well as partnerships to achieve common goals. Programmatic approaches must be politically and culturally sensitive, inclusive, and participatory to build local capacity and achieve sustainable results. As a result, the relationships and processes forged with security-system actors shall result in increased trust, confidence and efficacy in the services provided to each community. Specifically, the approach shall require: assessing which conflict resolution, prevention and protection measures have proven most effective in each local system; and providing tailored support to institutional security system actors and developing interventions to help them to adapt to community needs and achieve the Objective.

It is expected that this Activity will undertake a phased approach to enable the development of geographically-relevant approaches in multiple regions, necessary contextual variations and expansion of successful interventions throughout the life of the Activity. Each Applicant shall define the composition of each phase in accordance with its proposed program and methodology. The phased approach should be adaptive in design and implementation to facilitate analysis of best practices and lessons learned.

For example, Phase 1 could identify/prioritize actions for short, medium and long term that would help increase security and foster community resilience with the relevant stakeholders; Phase 2 could roll out the short-term actions alongside the community cohesion activities necessary to ensure buy-in and sustainability, and Phase 3 could include social auditing and monitoring for results of said actions. The first three phases shall be completed by the end of Year 2. It is expected that by Year 3, the Activity will expand and adapt the pilots to additional targeted areas and implement them until the end date.

<u>Proposed Performance Monitoring and Review Measures for the Objective</u>

- At a minimum, a three-phased approach developed and completed before the end of Year 2 in targeted pilot locations;
- At a minimum, 20% of the total estimated budget allocated to sub-grants;
- For each target locality, a community resilience[2] index with appropriately-informed data sets to be tracked until the end of the activity; and
- Performance Monitoring and Review Measures for Results 1 and 2, respectively.

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[2] A Community Resilience Index should incorporate quantitative measures of aspects that equip communities to be better prepared to cope or adapt to situations of violence, rather than integrate actual measures of citizen security such as crime victimization or fear of crime.

A.5.1. ***RESULT 1: Enhanced social cohesion***

Social cohesion allows communities to work together to mitigate or prevent violent and criminal behavior.[3] This Activity will support local civil society actors - such as ethnic, grassroots, faith-based, and other community-level organizations - to engage the relevant leaders, advocates, and decision-makers on issues related to crime and violence prevention. This process shall include culturally and politically appropriate, conflict-sensitive approaches that promote social dialogue, individual and collective self-protection networks, as well as other relevant strategies. Furthermore, it is expected that self-care systems, including but not limited to psycho-social services, will be made available to communities and their leaders to augment self-protection measures.

This Activity will provide focused organizational capacity development and other competency-building strategies to enable civil society actors and communities to become change agents for social cohesion and citizen security in the target locations. This could include community-led reconciliation and conflict management processes, social auditing, communication strategies - such as focus on social behavior change communication (SBCC) approaches, and others that promote community cohesion and non-violent conflict resolution. These outcomes will strengthen community resilience to crime and violence. This collaborative approach should also reduce stigmas against social leaders, conflict-affected communities, and other vulnerable populations. The technical approach undertaken through this result shall be commensurate with the outcomes of Result 2.

Performance Monitoring and Review Measures under Result 1

- Improved organizational capacity (as measured through an Organizational Performance Index) for communities to act as effective advocates and change agents for improved citizen security in target locations;
- At a minimum, one collaborative mechanism with security system actors established or supported per target location;
- At a minimum, one citizen-led self-protection structure (which includes self-care mechanisms) established and/or supported per target location; and
- At a minimum, one citizen-informed strategy to reduce stigma against social leaders and people in conflict-affected communities implemented.

A.5.2. ***RESULT 2: Strengthened citizen-responsive security systems.***

For security systems to effectively prevent, protect and respond to crime and violence, relevant stakeholders, decision-makers and communities must collaborate to develop and oversee informed policies and approaches. State actors under this Result shall include local and national governments, police, justice sector operators, and relevant oversight bodies such as the Ombudsman, and the Inspector General. Non-state actors will include CSOs - such as ethnic, grassroots, faith-based, and other community-level representation-, social leaders, academia, the private sector, migrants or other vulnerable populations and actors relevant in the target location.

[3] Social cohesion has proven to bring important benefits to societies and in particular to post-conflict societies as it leads to stronger, more binding group membership (Festinger et al., 1950), group security and acceptance of shared norms (Cartwright, 1950; Cartwright and Zander, 1953), increased consensus (Back, 1951; Asch, 1952; Miligram, 1965) and deterrence of antisocial behavior (LeBon, 1908; Durkheim,1897) https://www.undp.org/content/dam/rba/docs/UNDP%20Social%20Cohension_web.pdf.

A broad-based participatory approach will help consolidate trust and confidence in the security system, a critical condition for sustainable results. Through this Activity, the stakeholders shall develop and implement improved security plans and guarantees, as well as human rights prevention and protection approaches[4] relevant to each target location. The approach shall include adaptive management practices to incorporate data-driven, community-responsive prevention and intervention strategies to local security plans, as well as regular feedback loops to reinforce stakeholder collaboration, participation and trust.

This Activity will seek operational-level opportunities for security system actors to foster relational policing strategies; establish effective deterrence mechanisms; incorporate community-responsive performance evaluation measures; strengthen communication strategies; and, develop policing strategies and/or incentives that enhance police effectiveness. This approach may require engaging national authorities in the pursuit of local-level results. It will also require coordination with other USAID, USG, and donor projects, to capitalize investments and maximize impact as a place-based approach.

Performance Monitoring and Review Measures under Result 2

- At a minimum, one geographically-relevant, citizen security approach developed and implemented per target location;
- At a minimum, one community-responsive, participatory Security Plan implemented per target location;
- At a minimum, two data- and community-informed crime and violence prevention strategies implemented per target location; and
- At a minimum, one community-responsive relational policing strategy implemented per target area.

A.6. ILLUSTRATIVE INDICATORS

This Activity would be measured by the following illustrative indicators:

- Percentage change in perception and victimization surveys, from an initial baseline;
- Percentage change in relevant select crimes per target location, per data gathered before, during and upon conclusion of the Activity;
- Number of USG-supported citizen-led self-protection structures improved; and
- Percentage implementation of USG-supported Security Plan per target location.

Once awarded, a complete Activity Monitoring, Evaluation and Learning Plan (ALMEP), with indicators, will be developed and approved by USAID per solicitation instructions.

A.7. GUIDING PRINCIPLES

The Recipient must ensure that the following guiding principles steer the planning and implementation of this activity:

- **Phased Approach:** As outlined above, this would entail 18 months during which the Recipient would identify, assess, and analyze existing conditions, implement agile pilots

[4] Security Guarantees are mechanisms identified in Colombia's peace accords to provide a safe environment for social leaders, organizations and communities engaged in the different areas of implementation of the peace accords.

that build in explicit processes of iterative design and adaptation initiatives, for scaling-up and implementation across all targeted geographies from Month 24 through the end of the Activity.

- **Journey to Self-Reliance:** This Activity will strategically assist Colombia to transition to self-reliance by engaging and increasing the capacity of key stakeholders through local ownership and leadership of interventions. The Activity will nurture "non-traditional" partners with shared interests to address problems and identify opportunities. Furthermore, the Activity will collaborate with other programming to advance government and civil society capacity and commitment to human rights and security, furthering Colombia's Journey to Self-Reliance.
- **Local Capacity Development:** The Recipient must build the capacity of CSOs, community-level boards, local governmental, and system security actors relevant to the Activity in order to achieve the Activity's objective. This approach will ensure that the approaches are sustainable and that Colombian stakeholders can replicate and maintain these processes after the Activity ends. The recipient's Work Plan shall include a section on Local Capacity Development, and outline the specific technical assistance, training, grants, and material inputs that will support this result.
- **Windows of Opportunity:** Program designs and annual work plans shall be flexible and allow for responding to windows of opportunity. The Recipient shall recognize when there are windows of opportunity and moments of political and social change when processes or reforms are more likely to take root. In such cases, work plans, grant allocation, the rapid response fund and other tools can and should be altered in response, and these changes are to be agreed upon in writing between the Agreement Officer Representative (AOR) and the Recipient. Alterations to the work plan, etc. must not hold the USG to incurring in costs above the approved budget total.
- **Target geography:** This Activity will target rural conflict-affected territories with high levels of violence perpetrated against social leaders and vulnerable communities. The Activity will align with USAID's Mission-wide geographic priorities and the GOC's geographic priorities for USAID support. While target areas will be defined in the work plan, it is likely that, at a minimum, the Activity will be implemented in the following five regions: Tumaco, Catatumbo, Bajo Cauca-Southern Córdoba, and Cauca. The specific number of target municipalities will be determined in the Work Plan.

USAID/Colombia has Geographic Information Systems (GIS) capabilities in the Program Office and the Monitoring, Evaluation and Learning (MEL) Activity. The Recipient must support the Mission's systems by working with the Program Office, MEL Activity, and sub-grantees to ensure that relevant performance information is geocoded. Once the Recipient and USAID agree on which indicators can be geocoded, USAID will require implementing partners to include this additional information in their regular reporting processes.

- **Gender Equality and Social Inclusion:**

Gender equality, female empowerment and social inclusion are essential for achieving USAID's development goals. The USAID Gender Equality and Female Empowerment Policy advances equality between females and males, and empowers women and girls to participate fully in and benefit from development, through the integration of gender in the entire project cycle -- from project design and implementation to monitoring and evaluation. This integrated approach focuses on:

- Reducing gender disparities in access to, control over and benefit from resources;
- Reducing gender based violence; and
- Increasing the capability of women and girls to realize their rights.

Per USAID Gender Policy, implementing partners are to develop a gender and social inclusion strategy to accompany and complement the first annual work plan to ensure the integration of gender and social inclusion considerations into the work plan, the M&E Plan, and for reporting on how the project benefited men and women. The Strategy is prepared annually together with the project work plan or implementation plan. The applicant should include women, and other identified vulnerable populations, in their staff and among target groups in aa representative a manner as possible, and ensure increased participation of women (from partner institutions) in project implementation.

- **Collaborating, Learning and Adapting (CLA) approach:** The Recipient will work with USAID (and others) to process emerging conclusions from analyses, to develop a common understanding of the local context and dynamics at play, and to refine work plans and the monitoring, evaluation and learning (MEL) plan to adapt to changes in the context and/or new information that impacts program implementation.
- **"Do No Harm":** Lessons learned from other citizen security programming shows that implementers should exercise an abundance of caution to ensure that providing support to certain populations will not create hostility between individuals and/or communities with illicit groups (i.e. organized crime, gangs), or exacerbate existing tensions. The Recipient should analyze potential harmful impacts of the Activity and propose approaches to mitigate those impacts.
- **Monitoring and Evaluation:** Specific interventions applied by the Activity will be driven not just by opportunity, but also by empirical and qualitative evidence. The Recipient must integrate a baseline diagnostic for the Activity which reflects the elements of the development hypothesis with realistic expectations of the value and scale of results, and understanding of implementation risks. Further, the Recipient must be able to develop and administer flexible monitoring tools where country program goals and objectives may change, baselines and control groups may be lacking, cause and effect do not always follow a linear relationship, and programs rely on quick turnaround of data and analysis to inform programming decisions. Finally, the Recipient will be required to cooperate with and facilitate the work of an independent Contractor who will design and implement a performance evaluation of the Activity, in accordance with USAID policy. The Recipient should expect periodic performance evaluations conducted by USAID. The Recipient must submit as part of its proposal a monitoring and evaluation plan to describe how it will measure starting points, progress and results achieved in reaching the expected outcomes of the Activity. Accordingly, the Recipient shall propose a holistic results framework (which may differ from the USAID-proposed results framework) which includes sub-intermediate results for each intermediate result and an alternative theory of change which supports their proposed technical approach.
- **Communications and Outreach:** The Activity must enhance USAID's outreach and communications efforts to Colombian and other audiences. This effort will focus on

describing and explaining USAID's efforts to assist Colombian partners to achieve the objectives established above. This includes but is not limited to: Preparing and sharing (with USAID) updated fact sheets on a quarterly basis; and preparing and including at least one success story (following USAID guidance) describing the impact of the program in each quarterly technical report. Such stories can be as short as one page and not longer than one page. Communications and Outreach must also advance the Activity's programmatic objectives. As such, the Plan must include a set of project and communication objectives, key audiences (both primary and secondary), key messages, implementation plan, budget, and evaluation framework. Lastly, the Communications and Outreach Plan will need to strategically be aligned with the AMELP in order to ensure effective knowledge management.

A.8. COORDINATION AND PUBLIC PRIVATE PARTNERSHIPS:

The Recipient shall plan and carry out program activities with a clear understanding of the scope and impacts of other efforts in citizen security – particularly as related to the target locations in order to avoid duplication or inconsistencies in efforts, leverage maximum impact, and identify opportunities for joint implementation or collaboration. The implementation of a place-based approach may require a systems navigator function; this is envisioned as persons or entities which understand the relevant local systems and serve as steering bodies within communities to support persons, organizations and/or service providers in reaching the appropriate services, stakeholders of beneficiaries in pursuit of the Activity's goal and results. Each system navigator will play a key supportive role in order to seize opportunities, capitalize USG investment, incorporate elements from donors to expand results, or refer actions to state or non-state actors as relevant.

In addition, the Recipient is urged to investigate and utilize the potential for public private partnerships and alliances (in coordination with USAID) to broaden activity impact, and ensure the sustainability of activities and processes after the end of the Activity. The Recipient is expected to adhere to USAID/Colombia's guidance and procedures for due diligence prior to engaging a private sector entity as a partner. The private sector refers to businesses, financial institutions, entrepreneurs, investors, business associations, chambers of commerce, private grant-making foundations and philanthropic entities. The goal of private sector engagement, including but not limited to public private partnerships, is to help solve a development challenge and/or to further advance development objectives by leveraging and applying private sector expertise, capabilities, networks and other resources. The latter includes, but is not limited to, business expertise, market access, networks, financial resources and in-kind contributions such as equipment, technology or personnel time.

A.9. SUB-GRANTS

The Recipient is expected to use, at a minimum, 20 percent of the total estimated cost of the Activity for sub-grants in support of citizen security strategies, interventions, and service delivery systems. The Recipient shall ensure that USAID must be significantly involved in establishing grant guidelines and selection criteria and must approve the grant recipients through a Grant Manual approved by the Agreement Officer.

Map A

Source: International Crisis Group, *Colombia's Armed Groups Battle for the Spoils of Peace*

(https://www.crisisgroup.org/latin-america-caribbean/andes/colombia/63-colombias-armed-groups-battle-spoils-peace)

Map B

Source: Colombia Human Rights Ombudsman, *Social Leader and Human Rights Defender Homicides*

(http://www.defensoria.gov.co/es/public/contenido/7399/Homicidios-de-l%C3%ADderes-sociales-y-defensores-de-DDHH.htm)

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

B.1. ESTIMATE OF FUNDS AVAILABLE AND NUMBER OF AWARDS CONTEMPLATED

USAID intends to award one (1) Cooperative Agreement pursuant to this NOFO. Subject to funding availability and at the discretion of the Agency, USAID intends to provide $39.2 million in total USAID funding over a five-year period.

B.2. START DATE AND PERIOD OF PERFORMANCE FOR FEDERAL AWARDS

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

B.3. SUBSTANTIAL INVOLVEMENT

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

1. The Agency's approval of the recipient's implementation plans during performance.
2. The Agency's ability to immediately halt an activity if the recipient does not meet detailed performance specifications.
3. The Agency's review and approval of one stage of work, before work can begin on a subsequent stage during the period covered by the cooperative agreement.
4. The Agency's review and approval of substantive provisions of proposed subawards or contracts (see definitions in 2 CFR 200).
5. The Agency's involvement in the selection of key recipient personnel.
6. The Agency and recipient collaboration or joint participation, such as when the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge.
7. Agency monitoring to permit specific kinds of direction or redirection of the work because of the interrelationships with other projects or activities. All such direction or redirection must be within the program description budget, and other terms and conditions of the award.
8. Direct agency operational involvement or participation to ensure compliance with statutory requirements such as civil rights, environmental protection, and provisions for the handicapped that exceeds the Agency's role that is normally part of the general statutory requirements understood in advance of the award.

B.4. ADMINISTRATIVE AND TECHNICAL INVOLVEMENT

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

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

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

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

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

B.5. AUTHORIZED GEOGRAPHIC CODE

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

B.6. NATURE OF THE RELATIONSHIP BETWEEN USAID AND THE RECIPIENT

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

B.7. SELECTION OF INSTRUMENT

The results of market research that was conducted during the planning phase: Prior to the selection of instrument, USAID conducted a human security assessment study in Colombia, which found there is a need and demand for this work, as citizen security is a top public concern. USAID determined that the principal purpose of this activity is to transfer Federal financial assistance to the recipient to carry out in the designated Program Area a public purpose of support or stimulation authorized by the Federal Assistance Act of 1961, as amended, and other applicable authorities as provided in annual appropriation legislation.

How and why you determined that the Agency's programmatic needs would be best met by providing funds and/or in-kind support to an organization to support its own project(s) where the primary beneficiary is the recipient organization who then acts as a pass through entity to provide a benefit to a third party; as opposed to contracting for supplies or services to be provided to USAID for its direct use or benefit: Successful implementation of the Resilient Communities Activity will be dependent on technical assistance provided to mobilize communities and individuals (women as well as men) in Colombia to prevent and reduce crime though locally-driven solutions. The activity will not be acquiring property or services for the direct benefit or use of the USG, but rather building capacities of local civil society and government institutions to better respond to threats to community protection and promote local-level resiliency. USAID/Colombia neither required nor desired to control or have direct involvement with the activity or its planned sub-activities.

If applicable, explain why you decided to change the type of instrument if the follow-on award is changing (from acquisitions to assistance or from assistance to acquisitions): This is a new award and is not considered to be a follow-on to any existing USAID/Colombia awards.

[END OF SECTION B]

SECTION C: ELIGIBILITY INFORMATION

C.1. ELIGIBLE APPLICANTS

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

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

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

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

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

Extensive sub-grants or consortia with local organizations are encouraged in the Applicant's program.

C.2. COST SHARING OR MATCHING

This activity will require a $2 million cost share from interested applicants. The cost share requirement will strengthen local ownership of the program and sustainability of results. Colombia is a middle-income country with a vibrant private sector already partnering with USAID under numerous Global Development Alliances, and this new activity intends to even further strengthen private and public sector engagement.

C.3. NUMBER OF APPLICATIONS

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

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

D.1. AGENCY POINTS OF CONTACT

Jessica Faber

Agreements Officer

jfaber@usaid.gov

Miguel Atuesta

Acquisition and Assistance Specialist

matuesta@usaid.gov

D.2. QUESTIONS AND ANSWERS

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

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

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

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

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

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

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English.
- Use standard 8 ½” x 11”, single sided, single-spaced, 12-point Times New Roman font, 1” margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant’s name.
- 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.

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

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

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

Applicants must submit concept papers strictly according to the instructions below. All concept papers received will be reviewed for responsiveness to the specifications outlined in these guidelines and compliance with the application format.

- Concept papers must be submitted electronically via email to Jessica Faber (jfaber@usaid.gov) and Miguel Atuesta (matuesta@usaid.gov). Email submissions must include the following information in the subject line:

"RFA 72051420RFA00008 – [name of organization] - Concept Paper – email 1 of #"

- Concept Papers must not exceed 7 pages. Concept Papers must be written in English and typed on standard 8 1/2" x 11" paper, single spaced, Times New Roman size 12 font, one-inch margins on all sides. Applicants are advised that any pages exceeding the limit will not be considered for evaluation.
- Concept papers must be submitted in pdf format in one single file.

a) Concept Paper Contents

(1) Cover Page (not to exceed one page)

The cover page must include the below information:

a) Activity title and proposed name in Spanish;
b) RFA number;
c) Name of organization (s) applying (lead or primary applicant) for the agreement;
d) Any partnerships and/or proposed sub-awardees;
e) Contact person, telephone number, fax number, address, and types name(s) and title(s) of person(s) who prepared the application, and corresponding signatures.

(2) Technical Approach (not to exceed five pages)

In this section, applicants must describe how they propose to achieve the program objectives and how the technical approach is as described in the Program Description. The concept paper must clearly address the factors outlined in the selection criteria, and must demonstrate technical and managerial capacity to implement this project and must briefly describe the following:

a) Understanding of the development challenges described in the program description;
b) General approach to achieving the project objectives;
c) Proposed partnerships and alliances to implement this project;

d) Brief description of the applicant's previous work and experience in managing similar programs.

(3) Estimated cost summary (not to exceed one page)

Must describe the prime award proposed costs and any proposed subawards. The Cost Summary must follow the Excel template provided in the Annexes.

Summary Budget						
Cost Elements	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Proposed cost to be managed by the prime recipient						
Proposed sub-awards (list each sub-award, name of subawardee, and the amount)						
TOTAL AWARD BUDGET						

b) Concept Paper Submission Instructions and Procedures

Concept Papers in response to this RFA must be submitted no later than the closing date and time indicated on the cover letter. Late Concept Papers may (or may not) be considered at the discretion of the Agreement Officer. Applicants must retain proof of timely delivery.

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

Applicants are reminded that e-mail is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the concept paper in sufficient time ahead of the deadline. For this RFA, 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 cannot guarantee their acceptance by the internet server. File size must not exceed 20MB.

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

Each applicant must furnish the information required by this RFA. Applications must be submitted in two separate parts:

- Technical Application, and
- Business (Cost) Application.

This subsection addresses general content requirements applying to the full application. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues. **Applicants should not submit a full application unless they receive a request from USAID.**

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

- Program Title;
- RFA number;
- Name of organization (s) applying (lead or primary applicant) for the agreement;
- Any partnerships and/or proposed sub-awardees;
- Contact person, telephone number, fax number, address, and types name(s) and title(s) of person(s) who prepared the application, and corresponding signatures.

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

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

a) *Full Application Submission Instructions and Procedures*

USAID will contact applicants after receipt and review of the Concept Papers and provide further information on submission of full applications.

Applications in response to this RFA must be submitted no later than the closing date and time indicated in correspondence from USAID. Late Applications may be considered at the discretion of the Agreement Officer. Applicants must retain proof of timely delivery.

Full Applications must be submitted electronically via email to Jessica Faber (jfaber@usaid.gov) and Miguel Atuesta (matuesta@usaid.gov). Email submissions must include the RFA number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states:

"[RFA 72051420RFA00008, [organization name], Cost Application, Part 1 of 2".

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

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

Applicants are reminded that e-mail 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 RFA, 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 cannot guarantee their acceptance by the internet server. File size must not exceed 20MB.

b) Technical Application

The Technical Application must be specific, complete, and concise. The application must demonstrate a clear understanding of the work to be undertaken, the responsibilities of all parties involved, offer critical thinking and analysis for each objective, demonstrate how the programmatic approach and operational principles will be implemented, and tie the technical approach to expected results to be achieved.

The Technical Application is limited to 25 pages and every page of the application must be numbered. The application shall be written in English and typed on standard “8 1/2" x “11" paper (216mm by 297mm paper), single spaced, Times New Roman font size no smaller than 12. Large graphics files are discouraged. Attached file format must be PDF. Attached files should be printable on standard letter-sized paper. The Technical Application must include the following sections:

(1) Cover (1) Page to include:

a. Program title

b. RFA number

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

d. Any partnerships and/or proposed sub-awardees

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

(2) Table of contents (1 page) to include:

a. Technical Strategy
b. Illustrative AMELP
c. Management and staffing plan
d. Key Personnel
e. History of Performance *(not included in the page limit)*

(3) Technical Strategy (estimated 13 pages)

The technical strategy must provide a clear and succinct overview of the Applicant’s proposed plan for achieving the objectives and results outlined in the Program Description and Results Framework, adhering to the programmatic approach and operational principles, including partnerships with local organizations.

A successful application will demonstrate clearly how (e.g., programmatic approach and implementation plan) the Objectives and Results will be achieved. It must demonstrate a preliminary understanding of the political economy, and incorporate approaches and illustrative activities that are hallmarked by the integration of innovation, information and communications technology, feasibility considerations, synergies between stakeholders, and a focus on generating sustainability beyond the performance period.

The technical strategy should reflect how Collaborating, Learning and Adapting, including flexible, iterative program management to adapt and respond to changing country context and emerging needs, will be incorporated. The approach must also demonstrate effective coordination, integration and complementarity among the activity's components. The technical strategy shall also specify the Applicant's anticipated primary local partners and alliances, and outline how the Applicant will oversee these contractual and non-contractual relationships to promote local ownership and sustainability.

(4) Illustrative Activity Monitoring, Evaluation and Learning Plan (AMELP, est. 2 pages)

The illustrative AMELP will describe Applicant's approach to monitoring, evaluation, and learning to include specific high-level outcomes linked to impact-level results and relevant indicators. The Applicant will present a clear and focused overall approach to demonstrate its understanding of the issues and challenges associated with the execution of planned activities.

The applicant must use the proposed indicators for timely management decisions and credibly reflect the actual performance of the program. Structured qualitative data-gathering and analysis approaches can shed valuable insight on activities and approaches that are not amenable to standard performance indicators. In addition to the quantitative data indicators, the Applicant must propose qualitative data gathering indicators and analysis, and discuss how they will transcend anecdotes and contribute to establishing an evidence base for future decisions.

This Activity is designed to enable adaptive approaches to achieving programmatic objectives, guided by system analysis and stakeholder mapping during the initial phase, and informed by ongoing context analysis. The Applicant's illustrative AMELP must describe its approach to Collaboration, Learning and Adapting. The Applicant must explain how it will use the AMELP to proactively recommend programming adjustments to USAID, and is expected to be candid about approaches and activities that are not working. Recommended changes must be based upon mutually agreed criteria between the AOR and the implementer.

(5) Management, Staffing Plan and Key Personnel (est. 8 pages)

<u>Management Staffing Plan</u>

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

This section should include a discussion of how the Applicant will manage program activities and sub-grants with local organizations. Additionally, the Applicant should include a summary organizational chart which shows the totality of positions proposed for all components of the implementation plan, inter-staff relationships and lines of communication. The overall management approach must demonstrate the Applicant's capacity to implement its CLA approach, and manage a program that will function in an environment that is subject to security challenges, as well as an evolving political context.

The Applicant should include as part of the management plan the proposed sub-recipients and their respective roles in relation to the program objectives. The management plan must include a chart that shows the structure, governance, and relationships between the prime and sub-recipients. If the Applicant intends to award small grants to local CSOs that require capacity building, the Applicant must include a brief plan that provides information on how it will support technical and managerial skills-building among the staff of these local partners.

Key Personnel

The core management team must demonstrate the required skills to manage the Activity and interact with high-level GOC officials at the national and subnational levels. In addition, the Applicant must have an interdisciplinary team that can work vertically and horizontally to achieve Activity objectives (e.g., expertise relevant to the Activity's focus areas stated in the Program Description and the Guiding Principles).

The Applicant is strongly recommended to consider the selection of the staff based on the possibility of recruiting highly qualified Colombian professionals in the country to achieve the objectives set forth.

The Applicant must propose and justify "Key Personnel" positions within its staffing plan as defined in ADS 303.3.11. USAID reserves the right to approve any proposed Key Personnel positions. The Applicant must propose individuals for the Key Personnel positions that are highly qualified to fulfill the responsibilities of these roles. This section will describe in narrative format, the roles and responsibilities, qualifications of the proposed Key Personnel and how they meet or exceed the minimum requirements. The Applicant must state concisely how the proposed individuals are appropriate for supporting effective implementation and achieving the program's objectives.

Proposed Key Personnel must have sufficient managerial as well as technical capacity, expertise and experience to effectively manage and support the overall project and its staff. They should also have extensive experience and expertise in designing, implementing and evaluating activities similar to those described in the Program Description. Applicants are strongly encouraged to consider gender equality in their leadership team and overall staffing plan.

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

1) A brief justification for the proposed key personnel positions;
2) A brief description of the responsibilities of the key personnel position;
3) Resumes for all proposed key personnel, each with three references with telephone numbers and email addresses; and
4) A signed letter from each key personnel indicating his/her availability to serve in the stated position.

(6) Performance History (*Does not count against the page limit)*

The applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed five (5) awards from the preceding three (3) years, as follows:

- Name of the Awarding Organization;

- Award Number;
- Activity Title;
- A brief description of the activity;
- Period of Performance;
- Award Amount;
- Reports and findings from any audits performed in the last three (3) years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

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

c) Business (Cost) Application Format

The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit exists for the full cost application, applicants are encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.205. Applicants should not submit any additional information with their initial application.

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

(1) Cover Page - (See Section D.3.1. (a)(1) above for requirements)

(2) SF 424 Form(s)

The applicant must sign and submit the cost application using the SF-424 series. Failure to accurately complete these forms could result in the rejection of the application. Standard Forms can be accessed electronically at www.grants.gov or using these links:

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

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

(3) Required Certifications and Assurances

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

a) "Certifications, Assurances, Representations, and Other Statements of the Recipient" document found at http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf

b) Assurances for Non-Construction Programs (SF-424B)

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

(4) Budget and Budget Narrative

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

(5) Summary Budget

The Summary Budget includes all program costs (federal and non-federal), for each major budget category and by year for activities implemented by the applicant and potential sub-applicants for the entire program period. Applicants must submit a summary and a detailed budget as follows (each proposed sub-award must include the same cost element break-down):

Summary Budget						
Cost Elements	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
1. Salaries and allowances						

2. Fringe Benefits						
3. Travel, Transportation & Per Diem						
4. Equipment and Supplies						
5. Sub-contracts						
6. Sub-grants						
7. Other Direct Costs						
8. Indirect Costs						
Estimated Cost (sum 1 to 8)						

(6) Detailed Budget

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

(a) **Salaries and Allowances –** Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

(b) **Fringe Benefits –** (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

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

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

(e) **Sub-contracts** – Any goods and services being procured through a subcontract mechanism.

(f) **Sub-grants –** The applicant should identify the activities to be implemented through sub grants. The Applicant shall describe its approach to, and how it will manage, the competition and award of sub-awards in line with USAID best practices and the Colombian context.

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

(h) **Indirect Costs –** The applicant must support the proposed indirect cost rate with a letter from a cognizant, U.S. Government audit agency, a Negotiated Indirect Cost Agreement (NICRA). The Budget Narrative should clearly explain the base and the calculation for the indirect costs.

(i) **(Only if no NICRA is available) Reviewed Financial Statements Report** – the Applicant should submit the following: : a report issued by a Certified Public Account (CPA) documenting the review of the financial statements was performed in accordance with Statements on Standards for Accounting and Review Services; that management is responsible for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework and for designing, implementing and maintaining internal control relevant to the preparation. The account must also state the he or she is not aware of any material modifications that should be made to the financial statements;

or

Audited Financial Statements Report – An auditor issues a report documenting the audit was conducted in accordance with Generally Accepted Auditing Standards (GAAS), the financial statements are the responsibility of management, provides an opinion that the financial statements present fairly in all material respects the financial position of the company and the results of operations are in conformity with the applicable financial reporting framework (or issues a qualified opinion if the financial statements are not in conformity with the applicable financial reporting framework.

or

If the apparently successful applicant has never received a negotiated indirect cost rate, the apparently successful applicant may choose to charge the administrative/ management costs as direct costs or to charge a *de minimis* rate of 10% of modified total direct costs (see 2 CFR 200.414(f)). If the prospective applicant chooses the *de minimis* rate, the AO must incorporate the 10% indirect cost rate in the award budget and the Recipient must follow the requirements in 2 CFR 200.414(f).

(7) Prior Approvals in accordance with 2 CFR 200.407

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

(8) Approval of Subawards

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

- Name of organization
- DUNS Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.331(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

(9) Dun and Bradstreet and SAM Requirements

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

1. Provide a valid DUNS number for the applicant and all proposed sub-recipients;
2. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (https://sam.gov/SAM/).
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

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

DUNS number: https://fedgov.dnb.com/webform/

SAM registration: https://sam.gov/SAM/

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

D.4. BRANDING STRATEGY & MARKING PLAN

The apparently successful Applicant must submit a draft Branding Strategy and Marking Plan at the time of award. It must include all estimated costs associated with the branding and marking of the Activity, such as plaques, stickers, banners, press events and materials, etc. In preparation of the BSMP, the apparently successful Applicant must use the guidance and format provided by USAID and be consistent with USAID's Branding and Marking Policy. USAID's Agreement Officer will have final approval of the branding strategy and marking plan. The Branding and Marking Plan will be included in and made a part of the resulting cooperative agreement. Anticipated Branding and Marking costs must be included in the Activity's Budget.

D.5. FUNDING RESTRICTIONS

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.330 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction 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.

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

D.6. CONFLICT OF INTEREST PRE-AWARD TERM (August 2018)

a. Personal Conflict of Interest

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

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

b. Organizational Conflict of Interest

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

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

E.1. CRITERIA

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

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

E.2. REVIEW AND SELECTION PROCESS

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

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

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

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

E.2.1. *Merit Review*

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

USAID will use a streamlined process to evaluate the concept papers. The concept papers will be evaluated using the following three selection criteria:

1. The viability and feasibility of the activities and proposed technical approach to achieve the objectives of this RFA.
2. Partnerships, networks and alliances to address programmatic and managerial aspects of this project.
3. The previous relevant experience of the applicants. Prior experience with USAID is not required.

Once the submitted concept papers have been fully reviewed, the selected Applicant(s) will be notified by the Agreement Officer of their status and the steps for submission of the Full Application.

b) *Phase 2 - Full Application – Open only to organizations selected in Phase 1*

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

CRITERION	CRITERION NAME	WEIGHT
Criterion 1	Technical Strategy	More important than Management, Staffing Plan and Key Personnel
Criterion 2	Management, Staffing Plan and Key Personnel	Less important than Technical Strategy

Criterion 1 – Technical Strategy

The technical strategy shall be evaluated based on:

a. The extent to which the application demonstrates an understanding of the Program Description, and the degree to which the strategy is technically sound and likely to meet the Activity's objectives and Intermediate Results.

b. The extent to which the approach is realistic, informed by the local context, and incorporates a flexible approach and the Guiding Principles described in the Program Description.

c. The extent to which the approach incorporates key local partners and alliances and ensures that the program results can be independently sustained after completion of the program.

d. The extent to which the illustrative AMELP and approach to Collaboration, Learning and Adapting captures the intended results and impacts, and their appropriateness to flexible, complex local context.

Criterion 2 – Management, Staffing Plan and Key Personnel

The management, staffing plan and key personnel shall be evaluated based on:

a. Quality and responsiveness of the proposed project management structure, including realism and reasonableness of the mobilization plan, sub-awards and partnerships, prime partner technical support, and management capacity.

b. Approach to manage sub-award in line with USAID best practices and the Colombian situation.

c. Extent to which the Applicant proposes key personnel and other long and short-term personnel who possess the appropriate, complementary technical and management skills to successfully implement and achieve the objectives of this program.

Business Review

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

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

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

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

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

F.1. FEDERAL AWARD NOTICES

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

Following the selection for award and successful negotiations, the successful Applicant will receive an electronic copy of the notice of the award signed by the Agreement Officer which serves as the authorizing document. The Agreement Officer will only do so after making a positive responsibility determination that the Applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID.

USAID will follow the guidelines of ADS 303.3.7 to provide additional information for unsuccessful Applicants.

F.2. ADMINISTRATIVE & NATIONAL POLICY REQUIREMENTS

This NOFO is issued pursuant to The Foreign Affairs Act of 1961, as amended. The award will be administered as follows:

Administrative Agreement Office: Office of Acquisition and Assistance (OAA), USAID/Colombia;

Technical Office: Democracy, Human Rights and Governance (DRG) Office, USAID/Colombia.

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

- For US organizations: ADS 303, 2 CFR 700, 2 CFR 200, and Standard Provisions for U.S. Non-governmental organizations.
- For Non-US organizations: Standard Provisions for Non-U.S. Non-governmental Organizations.

See Annex 2, for a list of the Standard Provisions that will be applicable to any awards resulting from this RFA.

F.3. REPORTING REQUIREMENTS

All written documentation must be submitted in English except as otherwise stated. Documents shall be sent by email (one version in the original software program and one version in PDF). All reports will be submitted to the Agreement Officer's Representative (AOR) with copy to the Agreement Officer and the Acquisition and Assistance Specialist.

F.3.1. ***Financial Reports***

a) Quarterly Projected Expenditures

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

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

b) *Quarterly Accruals Reports*

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

F.3.2. *Performance Reports*

a) *Annual Implementation Plan*

Within 45 days of award, the Recipient will submit for USAID AOR approval its detailed Annual Implementation Plan covering the period from award date through September 30, 2021. In subsequent years, the recipient must submit the annual work plan by August 15. The Plan shall include a description of activities, timelines and budgets, and will identify any start up activities required, as well as critical paths and milestones for the period of the agreement. The Recipient shall include in the Implementation Plan all results and activities described in the Program Description and the Environmental Mitigation Measures applicable.

The Annual Implementation Plans must include:

Proposed accomplishments for the fiscal year, and expected progress toward achieving results that are linked to the Activity Monitoring Evaluation and Learning Plan (AMELP) below.

Timeline for implementation of the year's proposed activities, including target completion dates.

Information on how activities will be implemented.

Analysis of possible obstacles hindering achievement of objectives.

b) *Activity Monitoring Evaluation and Learning Plan (AMELP)*

The AMELP will include: A Monitoring Plan to measure and assess activity results with appropriate indicators for each level of the results framework; and A strategic evaluation and learning agenda, i.e., a set of questions which the program intends to answer via systematic research methods. Because USAID may intend to separately procure an independent impact evaluation of this award, recipients should focus their evaluation agenda on more formative and process evaluation questions and situational or needs assessments. Such internal evaluations (conducted by the awardee) are subject to review and approval by USAID.

(1) Monitoring Plan

Within 60 days of award, the recipient shall submit in electronic version to USAID/Colombia a final Monitoring Plan for the time frame of the activity. Upon award, the recipient shall work with the USAID/Colombia Agreement Officer's Representative (AOR) to ensure that indicators are aligned with the Mission's development objectives and results framework. The plan should include indicators, baselines and targets relevant to activity-level management and monitoring. The recipient shall develop a strong data collection system, which includes adequate data quality controls and complies with all USAID data quality requirements, ADS 201.3.5. Each indicator in the approved plan will have a performance indicator reference sheet. The plan should specify approximate dates for data collection, the method, type, and source of information to be collected, and shall report on these indicators in line with existing and future USG guidance. The recipient must define a baseline and include goals for each proposed year to the end of the agreement. The Recipient must inform USAID as soon as the following types of conditions become known:

- Problems, delays, or adverse conditions which will impair the ability to meet the objectives of the award. This disclosure must include a statement of the action taken, or contemplated, and any assistance needed to resolve the situation.
- Favorable developments which enable meeting time schedules and objectives sooner or at less cost than anticipated or producing more or different beneficial results than originally planned.

(2) Evaluation and Learning Agenda

The activity is encouraged to create a list of evaluation questions that should be answered to ensure successful implementation – e.g., questions about national needs, perceptions of the project, barriers to achieving targeted outcomes, piloting of tools, etc. Data generated by the plan will be used to design and modify programmatic approaches to improve impact, in consultation with USAID.

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

In compliance with ADS 201 and ADS 579 regarding data reporting, once the AMELP is approved by the AOR, the Recipient must register in USAID/Colombia’s MONITOR System (see Section E.2.d of this Cooperative Agreement) the following:

1. Activity information (Summary, start/end dates, objective, budget, geographical coverage, target population, etc.).

2. Sub-activity information (Summary, start/end dates, objective, budget, geographical coverage, target population, classification), etc. A sub-activity is understood as an effort within the Activity, carried out either directly by the Recipient or by its sub-grantees/sub-contractors. The sub-activity should have a clear purpose, USAID resources, indicators and targets linked to the Activity’s AMELP and an environmental determination. Sub-activities will be uploaded in the system on an ongoing basis.

3. Sub-activity environmental compliance information. Should the Activity be rated as “negative determination” or “positive determination” in the Initial Environmental Examination (IEE) and/or Environmental Threshold Decision (ETD), the Recipient will need to report on the compliance of applicable Environmental Management Approach (EMA) for each sub-activity on a quarterly basis. The EMA must identify mitigation measures and training needs to avoid harming people and ensure the wise use of USAID money through thoughtful, environmentally sound economic development - for activities that are subject to one or more conditions set out in the “Recommended Threshold Decision” section of the IEE. The Recipient should keep in mind that it’s its responsibility to:

a. Develop and provide an EMA to USAID/Colombia Mission Environment Officer (MEO) for review and approval by registering each sub-activity in the MONITOR system (http://www.monitor.net.co).

b. All sub-activities must be approved by the MEO of USAID/Colombia before starting through the MONITOR system, including Categorical Exclusion.

c. Use the MONITOR system, as instructed by the MEO, to ensure compliance with USAID environmental regulation 22 CFR 216.

d. Ensure that any appropriate environmental guidelines are followed and that mitigation measures described in the pertinent Threshold Decision (IEE) for each of these activities are funded and implemented, including any necessary training or capacity building, and adequate monitoring.

e. Ensure that the EMA is implemented, even under subcontracts and subgrants.

4. AMELP indicators (PIRS Information). The indicator results will be uploaded on a quarterly basis. Any modification to an Indicator and its PIRS needs to be validated and approved by USAID.

5. The Recipient must report indicator progress into MONITOR, in parallel as the submission of the (Quarterly/Annual) Performance Progress Reports. This will allow aggregation of results at the Activity level and elaboration of progress reports by USAID/Colombia.

c) Quarterly Performance Progress Reports

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

Due: 30 calendar days following the end of each USG Federal fiscal year quarter.

d) Annual Performance Progress Reports

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

Due: Annually within thirty (30) thirty calendar days after September 30.

e) Final Performance Progress Report

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

Due: 60 calendar days prior to the end date of the Award *f) Close-out/Demobilization Plan*

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

Due: Six months prior to award completion date.

g) Communications and Outreach (C&O) Plan

USAID/Colombia conducts public affairs to raise public awareness, understanding, and support for the role and contribution of U.S. assistance programs in Colombia. The Recipient must support USAID's outreach to Colombian and U.S. audiences by producing informative materials explaining USAID's efforts to assist the people and Government of Colombia to achieve the objectives outlined in Section A.5.

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

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

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

Due: 90 calendar days of the award.

h) *Security Reporting and Responsibilities*

The Recipient must be aware of security conditions in Colombia, and by entering into the award, assumes full responsibility for the safety of its employees. Prior to commencing work, the Recipient must ensure that it has adequate procedures in place to advise its employees of situations or changed conditions that could adversely affect their security.

In order to keep abreast of security conditions in Colombia, the Recipient must seek information from all available sources, including the Agreement Officer Representative (AOR) USAID/Colombia, for all areas in which its employees work or travel. The Recipient acknowledges that security conditions are subject to change at any moment, that USAID cannot guarantee the accuracy of any information that it may provide to the Recipient and that USAID assumes no responsibility for the reliability of such information. The Recipient has sole responsibility for approving all travel plans for its employees.

F.4. ENVIRONMENTAL COMPLIANCE

An Initial Environmental Examination (IEE) [LAC-IEE-19-49] has been approved for the Program(s) funding this RFA and covers actions expected to be implemented under this Cooperative Agreement. The selected recipient will be responsible for implementing all IEE conditions pertaining to activities to be funded under this RFA. USAID has determined that a Categorical Exclusion applies to this activity.

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

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

b. Controlled experimentation exclusively for the purpose of research and field evaluation which are confined to small areas and carefully monitored;

c. Analyses, studies, academic or research workshops and meetings;

d. Projects in which USAID is a minor donor to a multi-donor project and there are no potential significant effects upon the environment of the United States, areas outside any nation’s jurisdiction or endangered or threatened species or their critical habitat;

e. Document and information transfers.

f. Studies, projects or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment (such as construction of facilities, etc.).

g. Matching, general support and institutional support grants provided to private voluntary organizations (PVOs) to assist in financing programs where USAID’s objective is providing such financing does not require knowledge of or control over the details of the specific activities conducted by the PVOs.

F.4.1. ***Climate Risk Management***

All USAID projects and activities approved after October 1, 2016 are required to be assessed for climate risks. The process of assessing, addressing, and adaptively managing climate risks is known as climate risk management. The goal of climate risk management is to make USAID's development work more resilient to potential changes in climate or weather conditions -- such as increasing temperatures, more frequent droughts or floods, or large storms. These events can have potential negative consequences on projects or activities, making it more difficult to achieve results. With better analysis and planning, USAID can anticipate, prepare for, and adapt to these changing conditions and avoid inadvertently increasing our exposure to risk. Climate risk is the potential for negative consequences due to changing climatic conditions where the outcome is uncertain.

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

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

F.5. MANAGEMENT OF SUB-AWARDS

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

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

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

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

Jessica Faber
Agreements Officer
jfaber@usaid.gov

Miguel Atuesta
Acquisition and Assistance Specialist
matuesta@usaid.gov

[END OF SECTION G]

SECTION H: OTHER INFORMATION

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

H.1. APPLICATIONS WITH PROPRIETARY DATA

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

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

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

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

[END OF SECTION H]

[END OF NOFO 72051420RFA00008]

ANNEX 1 – BUDGET TEMPLATE

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

[END OF ANNEX 1]

ANNEX 2 - STANDARD PROVISIONS

The full text of these provisions may be found at:

- For US organizations: Standard Provisions for U.S. Non-governmental organizations.
- For Non-US organizations: Standard Provisions for Non-U.S. Non-governmental Organizations.

The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations**.** The award will also contain the following "*required as applicable*" Standard Provisions:

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

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

		RAA13. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA14. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA15. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA16. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
X		RAA17. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
	X	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
X		RAA22. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
X		RAA23. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
	X	RAA24. PATENT REPORTING PROCEDURES (DECEMBER 2014)
	X	RAA25. ACCESS TO USAID FACILITIES AND USAID’S INFORMATION SYSTEMS (AUGUST 2013)
X		RAA26. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
X		RAA27. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	X	RAA28. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (DECEMBER 2014)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
X		RAA5. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
X		RAA6. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
X		RAA7. SUBAWARDS (DECEMBER 2014)
X		RAA8. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
	X	RAA9. OCEAN SHIPMENT OF GOODS (JUNE 2012)
X		RAA10. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
	X	RAA11. PATENT RIGHTS (JUNE 2012)
		RAA12. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	X	RAA13. INVESTMENT PROMOTION (NOVEMBER 2003)
X		RAA 14. COST SHARE (JUNE 2012)
		RAA15. PROGRAM INCOME (DECEMBER 2014)
		RAA16. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA17. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)

	X	RAA18. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
	X	RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	X	RAA22. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA23. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA24. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA25. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
X		RAA26. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
X		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
X		RAA28. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	X	RAA29. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

[END OF ANNEX 2]

ANNEX 3 – TEMPLATE BRANDING STRATEGY AND MARKING PLAN

USAID | COLOMBIA
DEL PUEBLO DE LOS ESTADOS UNIDOS DE AMÉRICA

BRANDING AND MARKING GUIDANCE AND TEMPLATE FOR ASSISTANCE AWARDS

1. GUIDANCE

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

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

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

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

2. GENERAL INSTRUCTIONS - BRANDING

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

When preparing these documents use the following guidance:

- USAID identity must follow guidance laid out in the USAID Graphic Standards Manual
- No contractor logos
- No acronyms

- Do not use other competing identities (unless granted an exception by the appropriate USAID officer.)
- Include the word "Project" at the end of the name of the activity
- Do not use add a slash after USAID to add the project name, it is reserved for USAID Missions.
- Do not project names that look like a brand

key/legend: To be completed by the partner

....

1. TEMPLATE

"USAID BRANDING STRATEGY"

AWARD TITLE

AWARD NUMBER

DATE OF PLAN

1) Program Name

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

Identify activity name in English and host-country language(s).

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

3) Positioning

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

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

4) Budget

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

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

5) Program Communications and Publicity

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

6) Key milestones and opportunities

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

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

7) Acknowledgements

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

3. GENERAL INSTRUCTIONS - MARKING

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

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

"USAID MARKING PLAN"

AWARD TITLE

AWARD NUMBER

Marking Plan for the [Name] Activity

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

1.0 MARKING

1.1 MARKING PLAN

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

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

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

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

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

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

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

The provision is as follows in English and Spanish:

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

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

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

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

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

Category/Material	Type of Marking	Visual, Verbal, Textual Disclaimer
Administrative		
Activity related stationery products	The USAID logo will be used.	Visual Textual
Contract Deliverables: documents, publications, studies, reports, papers, technical assistance consultant reports	Follow guidelines for exclusive marking. Use specific language for deliverables when submitted to USAID for review.	Visual Textual
Program Communication		
Technical reports, publications, documents, studies	The USAID logo will appear on the cover; design follows guidelines for exclusive branding unless co-branding is	Visual Textual

	acceptable or an exemption is provided for no branding.	— Consider Disclaimer
Training materials, manuals and sessions	The USAID logo will appear on the cover of documents and verbal branding will be used at training sessions; design follows guidelines for exclusive branding unless co-branding or an exception for no marking is indicated.	Visual, Textual, Verbal — Consider Disclaimer for Visual & Textual
Audiovisual: Video, CDs-ROM, Animated Infographics	The USAID logo will be printed on CD labels, splash screen/menus, and packaging; design follows guidelines for exclusive branding unless co-branding or an exemption is indicated for no marking.	Visual
PowerPoint presentations	The USAID logo is required as per USAID presentation template; design follows guidelines for the exclusive branding unless co-branding is acceptable or an exemption for no branding is indicated. Templates available at www.usaid.gov/branding/resources	Visual
Posters, banners, exhibition booth signs, event signage	The USAID logo will appear on the material; design follows guidelines for exclusive branding unless co-branding or an exemption for no branding is indicated.	Visual
Program public awareness, advocacy and behavior change materials and activities	The USAID logo will appear on each material based on the purpose and type of material, target audience and how to be used. Design follows guidelines for exclusive branding unless co-branding	Visual, Textual or Verbal

	or an exemption for no branding is indicated.	
Web portal and social media platforms (Facebook, Twitter, Flickr, blogs, others)	Follow guidelines in ADS 558 for appropriate branding and marking.	Visual Textual
Institutional Communication		
Photographs, Infographics	The USAID logo or "USAID" in text will appear on the material; design follows guidelines for exclusive branding unless co-branding or an exemption for no branding is indicated.	Visual Textual — Consider Disclaimer on Infographics
Collateral, print information material (i.e., success stories, fact sheets, articles, feature stories, others)	The USAID logo will appear on printed materials; design follows guidelines for exclusive branding.	Visual Textual
Equipment purchased for their own use	The USAID logo will appear on items; exclusive branding unless co-branding is acceptable or an exemption for no branding is indicated.	Visual

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

1.2 Exceptions to Contract Marking Requirements

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

2 CFR 700.16 (h) Presumptive Exceptions

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

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

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

d. Impair the functionality of an item, such as sterilized equipment or spare parts.

e. Incur substantial costs or be impractical, such as items too small or other otherwise unsuited for individual marking, such as food in bulk.

f. Offend local cultural or social norms, or be considered inappropriate on such items as condoms, toilets, bed pans, or similar commodities.

g. Conflict with international law, such as the international recognized neutrality of the International Red Cross (IRC) or other organizations.

h. Deter achievement of program goals, such as cooperating with other donors or ensuring repayment of loans.

Category/Material for exception	Specific Exception(s)	Visual, Verbal, Textual
Administrative		
Program Communication		

Institutional Communication		
Commodities and Equipment		

1.3 SUB AWARDS

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

1.4 PREPRODUCTION REVIEW

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

1.5 GRAPHIC EXAMPLES

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

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

Incorrect example for project name

Correct example for project name

[END OF ANNEX 3]