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PAKISTAN

NOFO Issue Date: August 23, 2021
Deadline for Submission of Questions: Closing Date: September 03, 2021
Closing Time: 15:00 Pakistan Standard Time

Deadline for Submission of Applications: Closing Date: September 30, 2021
Closing Time: 15:00 Pakistan Standard Time

Subject: Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003

Program Title: Improving Girls' Education Activity (IGEA)

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Potential Applicants:

The United States Agency for International Development (USAID) Mission Pakistan (USAID/Pakistan) is seeking applications for a Cooperative Agreement from qualified entities to implement the Improving Girls' Education Activity (IGEA). This funding opportunity is limited to local Pakistani entities, in accordance with ADS 303.3.6.5(c)(1), and will be awarded after a limited local competition held among eligible local organizations.

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

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

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

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

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

Thank you for your interest in USAID programs.

Sincerely,



Robert Parnell
Supervisory Agreement Officer
USAID/Pakistan's Office of Acquisition and Assistance

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SECTION A: PROGRAM DESCRIPTION

Introduction:

The USAID Improving Girls' Education Activity (IGEA) is a four-year (2021-2025) activity with a total estimated amount of \$4 million. The activity will focus on improving quality and access to basic education, particularly for girls, in remote areas of Khyber Pakhtunkhwa (KP) province including the Merged Areas (MAs). The activity will directly contribute to USAID's Country Development Cooperation Strategy Development Objective -1 Intermediate Result (IR) 1.2: Trust in government enhanced and two sub-IRS 1.2.1 access to basic services increased and 1.2.2 service quality improved.

The activity will mainly focus on girls' education and women's adult literacy. The activity will pilot a public-private partnership model for girls' education in remote areas of KP and the MAs of KP, which will lead to an improvement in access to, and quality of basic education for about half of the population. Improving access to, and quality of basic services will contribute to mainstreaming of the MAs and bringing these areas to parity with the rest of KP province. Provision of quality basic education services to almost half of the MAs population will lead to enhanced public trust in government and support regional stability and security.

Under this program, USAID will facilitate the Government of Khyber Pakhtunkhwa's (GoKP's) pilot project to temporarily outsource the management of public schools for better education outcomes similar to a pilot project of this same nature implemented in Punjab and Sindh. The activity will leverage existing government school infrastructure and private sector technical expertise of delivering quality education for girls in one of the most underserved areas of the country. The private sector may bring in additional resources from other donors/philanthropists at a later stage. In addition to facilitating the partnership between the GoKP and private sector, the private sector will identify and hire suitable local teachers and staff from the area. In the afternoon/early evening, the school will run adult literacy and vocational training programs particularly in literacy and numeracy training for women and adolescent girls, as they do in other parts of the country – this will potentially contribute to women's economic empowerment. The goal of this pilot activity is to introduce an education management model to remote districts of KP and the MAs and build a foundation for transformation of prevailing girls' education systems in the region.

The activity will complement the government's planned investment aimed at improving education infrastructure and girls' enrollment by focusing on quality of education and teachers' capacity building. [NOTE: Teachers' capacity building will be covered in adult literacy centers as needed.] Learning of this activity will also provide a basis to reform girls' education to replicate the approach across the region through funding committed for the tribal decade strategy.

Once able to prove success of this model with public schools, private philanthropists and businesses, particularly those who have business and/or familial linkages in the area, may help expand this to other parts of the MAs. The model can later be expanded to boys' education as well.

Background and Problem Statement

The overall adult literacy rate in the MAs is 33 percent, with a total male literacy rate of 49.7 percent, while only 12.7 percent of women are literate. Women's education is constrained by a number of systemic, logistical, and cultural challenges. Decades of neglect, lack of investment in educational infrastructure, and the absence of an effective governance system have limited educational opportunities. Quality of education and instruction provided in the limited facilities that do exist in the MAs are also below Pakistan's national standards.

The Economist published a research report on education sector reforms in Pakistan. The report noted that Pakistan is the 2nd lowest country in South Asia in terms of gap between boys' and girls' enrollment. About 3% of children who attend public sector schools graduate from higher secondary (12th grade) as most of the children drop out before reaching the final year of schooling. About 50% of the Pakistani population complete their primary education and are considered literate. Quality of education, particularly in public sector schools, needs a lot of attention and there is a huge gap between the schools in urban and rural areas¹."

Schools were a prime target of militants during the last two decades in the region, resulting in destruction of hundreds of educational facilities in KP province, particularly in Malakand division and the tribal areas along the border of Afghanistan. More than 800 terrorist attacks were conducted mostly on the public sector education institutes in Khyber Pakhtunkhwa (KP) province and hundreds of girls' schools were closed down in Swat (a district in the north of KP province) when Taliban had control of the area between 2007 and 2015.

In Malakand district alone, militants have destroyed a number of girls' schools and threatened girls to prevent them from attending schools, practically bringing girls' education to a halt. The floods of 2010 further exacerbated the situation, causing damage to hundreds of school facilities across the province. In response, the GoKP and donor agencies have focused on reconstruction of schools across the province. USAID's flagship government-to-government initiative, the Khyber Pakhtunkhwa Reconstruction Program (KPRP), has rebuilt more than 170 schools throughout the province.

While the reconstruction of schools has remained a focus of the GoKP's and donor interventions, management and service delivery improvement in public sector schools remains a critical issue that needs to be addressed. The overall quality of education in public schools, particularly in remote areas, remains an area of concern for the GoKP. Public sector schools suffer from a number of issues including a lack of instructor capacity, teacher absenteeism, and little to no monitoring and evaluation systems. This contributes to not only poor educational outcomes, but also to low student enrollment and high dropout rates. While there has been some investment in teacher training and children's skills improvement, a holistic effort is needed to address the aforementioned systemic management challenges.

¹ The Economist, January 2018

Appreciating the complexity of the challenge and capacity constraints of government institutions, the GoKP intends to leverage private sector expertise to improve social services delivery in the province. The KP government recently amended the Public Private Partnership (PPP) Act to partner with the private sector to improve management of public sector institutions. The GoKP has piloted a PPP approach in the health sector resulting in service delivery improvement. The GoKP aims to engage the private sector in the education sector in a similar way, however, it lacks the institutional capacity to develop and implement a viable PPP model.

Current status and prospects of PPPs in education in Pakistan

The private sector engagement idea is not something new in the education sector in Pakistan. The model was initiated in Punjab and Sindh provinces more than a decade ago and has been scaled up significantly in recent years based on promising results.² Outsourcing of public sector schools in these two provinces to reputable and experienced organizations has resulted in significant improvement in access and quality of education.

PPPs are expanding and becoming increasingly popular for risk sharing between public and private partners and maximizing value for taxpayers' money. The basis for developing PPPs in education is to improve the quality of education and maximize the potential to expand equitable access to schooling especially for marginalized groups. In this regard, Punjab and Sindh provinces have already taken bold initiatives by partnering with the private sector for improving the learning outcomes of children.

Punjab was the first province to introduce PPP in the education sector and about a decade ago; 150 schools were sourced out to the private sector for management. After an encouraging response, the model has been expanded to more than 5,000 public sector schools in the province. The Punjab Education Foundation (PEF), quasi-independent body, oversees some of the largest school-privatization and school-voucher programmes in the world. Schools overseen by PEF now teach more than 3 million children - an additional 11 million or so remain in ordinary government-run schools³.

In Sindh, the government initially introduced the PPP model in four schools and has expanded to 139 schools across the province and 32 more schools are in the process of being outsourced to the private sector. Through the Sindh Education Foundation, an arms-length government body, the Government of Sindh is funding "public-private partnerships" covering 2,414 schools and 653,265 pupils. In addition, the outsourcing program schemes subsidize poor children to attend cheap private schools and pay entrepreneurs to set up new schools in underserved areas. This policy was evaluated in a paper by Felipe Barrera-Osorio of Harvard University and colleagues published in 2015.⁴ The researchers found that in villages assigned to the scheme, enrolment increased by 30% and test scores improved. Parents raised their aspirations—they started wanting daughters to become

² Education Management Organization Reform in Sindh

³ The Economist, January 2018

⁴ Felipe Barrera-Osorio & Dhushyanth Raju (2015) Evaluating the Impact of Public Student Subsidies on Low-Cost Private Schools in Pakistan, *The Journal of Development Studies*, 51:7, 808-825,

teachers, rather than housewives⁵. Interestingly, the Sindh government seeing positive results has engaged a private sector entity to help manage a Teacher Education Institute, which shows the government's trust and confidence in the PPP model.

A study commissioned by the Asian Development Bank in 2010⁶ reveals that the schools managed/operated by the private sector under the PPP modality in Punjab are showing remarkable progress in terms of students' learning outcomes. The Sindh government started with a budgetary allocation of about 200 million Pakistan Rupee (PKR) per year for supporting the PPP model and over the years has increased its allocation to One billion PKR annually from its recurrent budget to expand the model. The Asian Development Bank is providing \$75 million for the Sindh Secondary Education Improvement Project to improve education service delivery in the province. PPP is one of the major components of the project to be implemented in 10 districts of the province.

Best Practices in Public Private Partnerships in Education⁷

The world, since the 1980s, has witnessed a major trend in reducing the public sector through the privatization of many of its functions to make it more efficient and cost effective.⁸ This has been in the form of the privatization of state-owned organizations as well as through the public-private partnerships. Consistent with the global trends, we have also witnessed significant privatization of state-owned entities and lately several instances of PPP, including the use of PPPs to transfer the execution of social services.

The International education - PPP programs from Venezuela, Malaysia, Colombia and Bangladesh might be helpful to know more about the best practices in education-PPP. These models could be helpful on the basis of their wide-range coverage of the private sector involvement in education in partnership with the public sector, providing the relevant policy lessons for Pakistan. Out of the studied programs, the most relevant are child subsidy based, which are already being implemented in Pakistan through the Punjab and Sindh Education Foundations (PEF & SEF).

Fe y Alegria⁹ Network from Venezuela adopts decentralized management of resources. The Principals have the authority to recruit and dismiss teachers, acquire supplies, and sign maintenance contracts, among other things. Furthermore, per child cost in these schools is at par with public schools making them financially viable.

The Trust School Program in Malaysia follows the 5 Years School Transformation Plan, which encourages the introduction of new approaches towards teaching and learning, combined with the improved management practices. In this model, the capacities of teachers and school leaders are built with the help of third parties. The assessments and feedback are an integral part of this program.

⁵ The Economist, January 2018

⁶ Public Private Partnerships in Education- Lessons learned from Punjab Education Foundation.
<https://www.adb.org/sites/default/files/publication/27494/ppp-education-punjab.pdf>

⁷ Public Private Partnership in Education- Best Practices

⁸ 2017 Public Private Partnership Guide and Toolkit | Government of Sindh

⁹ Public Private Partnership in Education- Best Practices

Concession Schools in Colombia designate school management to the private sector and financial responsibilities to the public sector. These schools enjoy the same per child cost as public schools, which makes the model financially sustainable. The school facilities have been built with an outstanding architecture and, in evenings these are used as community centers.

Girls Stipend Program from Bangladesh is a targeted voucher and stipend program that aims to increase enrollment and retention of girls in secondary schools. The stipend is directly extended to the students to cover their educational cost. The program has resulted in an increase in female enrollment rate.

Purpose and Scope of IGEA

***Goal:** Improved access and quality of education along the Af-Pak border areas of Khyber Pakhtunkhwa*

Purpose: The activity's purpose is to achieve better learning outcomes and increased enrollment through improved management of public schools (particularly girls' schools) in KP, including the merged areas.

Objective - 1: Education department capacity enhanced through development of policy and institutional framework for initiating Public Private Partnership (PPP) in the education sector. (Technical Assistance to KP government)

Objective - 2: Education service delivery improved by outsourcing public sector schools to the private sector on a pilot basis.

Description:

The activity aims to address systemic issues in education service delivery by introducing a viable PPP model in the province.¹⁰ Developing a system for outsourcing the management of public-school operations (i.e., instruction, administration, and school facilities management) to reputable private sector entities has led to substantive positive changes in education management in Sindh and Punjab Provinces, particularly for girls. Introducing a private sector management model to the MAs could be a step towards transforming education, particularly for girls in the region. In addition to leveraging private sector expertise for provision of quality services in government schools, a partnership model will help channel additional resources towards education and be another steppingstone towards mainstreaming these areas.

Building on the Punjab and Sindh province model, the activity will introduce public sector schools outsourcing in the KP province. The activity will work with the GoKP to establish a viable policy and institutional framework for PPP in the education sector and will pilot it in priority areas to be selected in consultation with the KP government. USAID will work with the concerned government

¹⁰ The activity will focus on both access and quality. Poor access and quality are the results of systematic issues that need to be addressed as they affect service delivery in the education sector.

counterparts to determine an appropriate institutional arrangement and will provide the required technical assistance to effectively implement the initiative.

This pilot activity will create a demonstration effect and will serve as a model to reform the education system across the MAs to benefit female students. A holistic approach to girls' education encompassing a system for teachers training will ensure long-term sustainability of the model. The proposed activity will also complement the government's planned investment aimed at improving education infrastructure and girls' enrollment by focusing on quality of education and teachers' capacity building. Findings of this program will provide a basis to reform public sector education particularly girls education to replicate the approach across the region.

Technical Component of IGEA

Component I: Technical Assistance to the GoKP

USAID will facilitate the GoKP's development of a system to outsource the management of public schools (a similar model to Punjab and Sindh) in the KP including the MAs. The activity will focus on girls' education and women's adult literacy. Building on the PPP model being practiced in Sindh province, USAID FATA/KP and Karachi office will jointly work with the GoKP to develop an institutional framework for outsourcing of public sector schools' management to the private sector. USAID will leverage its extensive experience of facilitating the education sector PPP in the Sindh province to develop a customized model for the former Federally Administered Tribal Areas (FATA) region.

The KP government under the Public Private Partnership act has created a dedicated unit in the Planning and Development Department (P&D) and the main purpose of this unit is to facilitate other government departments to implement activities under the PPP mode. The unit is mandated to hire experts and provide guidance and help in developing policies, frameworks, and regulations. In the case of the Education Department, the Elementary Education Foundation (EEF) has been given the mandate for developing a PPP model in the education sector. The GoKP has implemented a PPP model in the health sector in the province and is currently expanding it to the MAs of the province which demonstrate governments' confidence and trust in PPP approach. In the case of the education sector, it will be the first time that the private sector will be formally engaged to improve the management of public sector schools in the province. The GoKP will need technical support to design and implement a viable PPP model in the education sector. The Elementary Education Foundation has already drafted a PC-1 (Planning Commission Pakistan form-1) for the purpose. USAID will provide technical assistance to the department to improve the PC-1 based on the lessons learned in other parts of the country and develop a customized PPP model for the province. USAID will assist the GoKP in establishing a dedicated unit in the Education Department to spearhead and oversee the implementation of the PPP model. USAID will support piloting of the PPP model to create a demonstration effect. The government of KP will build on it and will replicate the model across the province using its own resources.

The Elementary Education Foundation has shown keen interest in understanding the PPP model. The officials of the foundation paid an exposure visit to Karachi to develop a better sense of the PPP approach adopted in other parts of the country, particularly in Sindh province, where the approach is being practiced for more than ten years.

Expected Results Component I:

- Develop policy, institutional framework, and regulations for Public Private Partnership (PPP) for outsourcing of public sector schools' management to the private sector;
- Education department officials trained in procurement, monitoring, and management of PPP units for effective implementation and sustainability of PPP initiative in education;
- Public Private Partnership (PPP) Unit established and operationalized; and
- Sustainability plan developed.

Results will be disaggregated by geographic area, number of individuals desegregated by sex and disability status who have received training or benefited, number of schools desegregated on sex and rural and urban locations.

Component II: Outsourcing of public sector schools on pilot basis

The program will be piloted in one or two of the MAs and/or other districts of KP to be selected in consultation with the GoKP. The program will leverage existing government school infrastructure and private sector technical expertise and experience to introduce quality education for girls in one of the most underserved areas of the country. The private sector partner is expected to bring in additional resources from other donors/philanthropists at a later stage. USAID will help facilitate partnership between the GoKP and the private sector for effective implementation of the project activities.

Expected Results of Component II:

- Private sector organization/s engaged for improving schools' management;
- Criteria for potential schools' identification and selection developed and implemented;
- Teachers trained for better learning outcomes;
- Schools' managers trained on monitoring and supervision for improving schools' performance;
- Improved access particularly for girls' in the target areas/districts;
- Improved quality of education particularly for girls in the selected schools;
- Community participation increased in the selected schools for improved school performance;
- Improved attendance of teachers and students in the selected schools, increased retention of students; and
- Learning environment improved in the schools.

Results will be disaggregated by geographic area, number of individuals desegregated by sex and disability status who have received training or benefited from project interventions, number of schools desegregated on sex and rural and urban locations, number of beneficiaries (students and teachers) desegregated by sex and location.

Expected Reporting Indicators

1. ES.1-3 Number of learners in primary schools or equivalent non-school based settings reached with USG education assistance- (F- indicator)
2. ES.1-6 Number of educators who complete professional development activities with USG assistance (1.2.2a Mission PMP, F- indicator)
3. ES.1-12 Number of education administrators and officials who complete professional development activities with USG assistance- (F - indicator)
4. ES.1-13 Number of parent teacher associations (PTAs) or community based school governance structures engaged in primary or secondary education supported with USG (F-indicator)
5. ES.1-50 Number of public and private schools receiving USG assistance- (F- indicator)
6. Number of schools with management transferred to the private sector. (Custom indicator)
7. Percentage change in teachers' attendance rate in USG assisted schools. (Custom indicator)
8. Percentage change in students' dropout rate in USG assisted schools. (Custom indicator)

Technical Approach:

The activity aims to address systemic issues in education service delivery by introducing a viable PPP model in the province. Developing a system for outsourcing the management of public-school operations (i.e., instruction, administration, and school facilities management) to reputable private sector entities has led to substantive positive changes in education management in Sindh and Punjab Provinces, particularly for girls. Introducing a private sector management model to the MAs could be a step towards transforming education, particularly for girls in the region. In addition to leveraging private sector expertise for provision of quality services in government schools, a partnership model will help channel additional resources towards education and be another steppingstone towards mainstreaming these areas.

Building on the Punjab and Sindh province model, the activity will introduce public sector schools outsourcing in the KP province. The activity will work with the GoKP to establish a viable policy and institutional framework for PPP in the education sector and will pilot it in priority areas to be selected in consultation with the KP government. USAID will work with the concerned government counterparts to determine an appropriate institutional arrangement and will provide the required technical assistance to effectively implement the initiative.

This pilot activity will create a demonstration effect and will serve as a model to reform the education system across the MAs to benefit female students. A holistic approach to girls' education encompassing a system for teachers training will ensure long-term sustainability of the model. The proposed activity will also complement the government's planned investment aimed at improving education infrastructure and girls' enrollment by focusing on quality of education and teachers' capacity building. Findings of this program will provide a basis to reform public sector education particularly girls education to replicate the approach across the region.

Despite the challenging environment in the MAs and other districts of Khyber Pakhtunkhwa, sustainability will be a strong focus. USAID/Pakistan team will work with the successful offeror to

explore innovative ways to ensure the project achieves its desired results and triggered benefits streams continue beyond the life of the project. The project implementation approaches will place highest priority on reinforcing United States Government efforts to extend the writ of the government, encourage successful resettlement of the displaced population in the MAs and strengthen the platform upon which peaceful, prosperous MAs can emerge.

Gender:

Pakistan is ranked 153 out of 156 countries in the Global Gender Gap Index Report 2021¹¹ Published by the World Economic Forum (WEF) due to persistent and pervasive restrictions on women and girls. In Pakistan, women's access to education, health, justice,¹² political participation, and economic opportunities is among the lowest in the region. Patriarchal norms, structural inequalities, and gender-based violence in Pakistan restrict women's active and meaningful participation in public and political spheres. Existing inequalities exacerbate sociocultural differences and disparities in access to rights and services, magnifying the gender divide in conflict and crisis scenarios.

Owing to its political history and tribal context, the MAs and other remote areas of KP lag behind all other regions of Pakistan on basic social indicators and access to services. Women in these areas experience further barriers to accessing services and participating in public life due to the custom of gendered seclusion (purdah) and restrictions on women's movement. For example, women's access to basic education is still a major issue in the MAs with literacy at 49.7 percent for men compared to just 12.7 percent for women.¹³

Historically, there has been very little work on women's issues and gender relations in MAs and the instability in the last two decades have further constrained options for in depth understanding of women issues in the region. Post-conflict programs and policies have tended to reinforce traditional gender roles, rather than reshaping them. Women have little opportunity to pursue non-traditional skills building or careers, particularly in technology. Any new programs for MAs and remote districts of KP during the reform phase should introduce innovative approaches to promote diversity and women inclusion.

The FATA merger and implementation of the FATA reforms offer an opportune moment to provide women and other minority groups with a space to voice their needs and demands about citizenry and state services. The women of MAs have different needs and rights that require deeper research. New intervention should seek to include the voices of women, Temporarily Displaced Persons (TDPs), religious minorities, and youth belonging to the MAs in a manner that is respectful of their individual realities and needs, and in a way that seeks to move beyond patriarchal traditions.

¹¹Global Gender Gap Report 2021 http://www3.weforum.org/docs/WEF_GGGR_2021.pdf

¹²Research article

The employment paradox to improve women's empowerment in Pakistan-Research Article.
<https://www.tandfonline.com/doi/full/10.1080/23311886.2019.1707005>

¹³ FATA Development Indicators Household Survey 2013-14. <http://phkh.nhsrcc.pk/sites/default/files/2019-07/Fata%20Development%20Indicators%20Household%20Survey%202013-14.pdf>

The Improving Girls' Education Activity will look at these gendered power dynamics in order to inform its interventions aimed at creating gender inclusive education opportunities in KP including MAs. Interventions under the activity will develop strategies on engaging youth, women and marginalized groups, especially in the MAs, at the onset of the activity, and test critical assumptions about traditional power structures. The activity will create awareness among men and women about women's economic and social role and ensure their participation. The activity will set a minimum beneficiary target for women and other marginalized groups in the expected outputs and outcomes.

Local Systems:

The 25th Amendment and subsequent GoP and GoKP strategies, and other policy documents outline their collective vision for the MAs. The need for support in the MAs far outstrips what the GoP or the donor community can achieve in the short implementation time frame proposed by the GoP and GoKP. Successful implementation will require the government, donors, and other parties (including the private sector and local NGO community) to work in a collective and collaborative fashion. The GoKP has already taken several key steps to actively engage the broader donor community and other local stakeholders in this process.

The Improving Girls' Education Activity is expected to strengthen the technical capacity of local government institutions, civil society and citizens, particularly education managers, teachers, members of the Parent Teacher Councils and local communities, including women and youth, to improve access and quality of education in the target areas of Khyber Pakhtunkhwa and MAs. The activity will rely heavily on private sector entities related to education, partners, and government counterparts as implementers and guarantors of sustainability of these interventions. The Recipient will work closely with the local government and communities to implement activities, by conducting cost benefit analyses (CBAs) to assess the strengths and weaknesses of interventions and alternatives for resources allocation. Likewise, to explore who are positive influencers and spoilers of development success, and where USAID's investments can produce the highest positive outcomes.

Journey to Self-Reliance/Sustainability:

USAID defines self-reliance as government commitment and capacity to plan, finance, and implement its own development strategy. Transparent, accountable, and inclusive governance is key to a country's path to self-reliance. Countries that have sought self-reliance have invested in building the capacity of government institutions, the civil society, its citizens and the economy, as well as prioritized commitment for social inclusion, political openness and transparency, and responsible economic management. IGEA will capitalize on the GoKP Tribal Decade Strategy (TDS) to boost government development efforts by strengthening the capacity of both public and private sector representatives, as well as facilitate communities and private sector roles to stimulate sustainable development in the area.

USAID's development policy promotes sustainability, which encompasses both the sustainable achievement of development results and the use of environmentally sustainable practices. Sustainability depends on effectively harnessing the contributions of many local actors to produce

results that benefit the people of Pakistan. A focus on sustainable interventions will help avoid inadvertent harm to the people that USAID seeks to assist. The offeror proposed interventions should consider how they will promote sustainability through: 1) local ownership, 2) the assessment of outcomes after programs have ended, and 3) the strengthening of local systems to produce development results. It is critical that the award Recipient engage both government representatives and citizens/civil society organizations early-on in the activity inception to ensure a greater degree of sustainability.

To promote sustainability, evidence-based decision making will be an integral aspect of this activity, especially in regard to developing pilot interventions. During the implementation of the activity, the Recipient will propose an approach for identifying local needs; designing, testing, and implementing pilot interventions to address these needs; monitoring, adapting, and learning from the impact of pilot interventions; and scaling-up successful pilot interventions to achieve sustainable impact.

This activity will support Pakistan's Journey to Self-Reliance in one of the least developed regions of Pakistan. This activity will work with the GoKP leadership in bringing about development change in the focused MAs by increasing education opportunities for the residents, especially for girls, women and boys. The activity will pilot innovative approaches to promote education in the MAs and will provide technical assistance to the GoKP to integrate successful approaches in public sector development programs. This will ensure a sustainable and longer-term impact and will directly contribute to Pakistan's self-reliance.

Youth:

The activity will pay particular attention to engaging/including youth from MAs in all possible interventions, while applying conflict sensitivity and do-no-harm principles. Identified as one of the youngest countries in the world with 64% of the country's population under the age of 29,¹⁴ Pakistan's youth need to be engaged in the development of the country's future. A self-reliant Pakistan cannot be achieved without the active participation of more than half of its population, which will be the country's future leaders. With approximately 30%¹⁵ of youth between the ages of 15 and 29, Pakistan will continue to be a younger country for at least the next three decades.

Positively and constructively engaging youth is particularly important in the erstwhile FATA context. Illiterate, unemployed and marginalized youth in MAs are more susceptible to recruitment by militant outfits for anti-state activities. Lack of education and economic opportunities and meaningful employment in particular has been identified as some of the reasons for making Pakistani youth susceptible to violent extremist influences. It is critical that MAs' youth are educated and have viable economic avenues through which they can find dignified and respectable businesses and employment options and feel that they are contributing to building a better future for themselves. The offerors are expected to incorporate into their technical proposal:

¹⁴ UNDP Human Development Report 2018

¹⁵ National Human Development Report-2017 Pakistan

- I. How the activity will increase education opportunities for youth and ensure constructive youth engagement; and
- II. How youth will specifically be prioritized within this activity, and how the Offeror will integrate a youth development approach into the logical framework and workplan.

The guiding principles for incorporating these efforts in the work plan will be to recognize youth participation as vital for effective programming, to specifically address gender equality interventions, and to embrace innovation and technology by and for youth.

Climate Change Integration

Pakistan is one of the top ten¹⁶ countries at greatest risk of climate change-related hazards and shocks. Since 1960, the number of days and nights reported to be hotter than average temperatures have increased. While data is limited at the sub-national level, overall climate impacts in Pakistan are likely to be highly relevant for the MAs, as the arid landscape is particularly vulnerable to fluctuations in rainfall and temperature.

The Climate Vulnerability Assessment for USAID's CDCS confirmed Pakistan's vulnerability and risk to climate stressors. Key stressors identified by the screening include changing patterns in precipitation, frequent flooding, and frequent heat waves. It is also projected that these stressors will continue to occur in the future.

Climate change is a cross cutting issue that can have significant impacts on regional, national, and local development efforts in all sectors. In recognition of that fact, in 2014 President Obama signed Executive Order (EO) 13677 which requires all US agencies to factor climate change into their foreign assistance planning and manage the associated climate risks. The offeror is required to mention how identified climate change related hazards and shocks for the Improving Girls' Education Activity interventions will be factored in and be included as a separate section in the environmental compliance and reporting requirements.

Private Sector Engagement, Digital Technology and Innovation through Partnerships:

Absence of enabling infrastructure and legal and regulatory framework has been a major constraint to sustainable development¹⁷ in the region. The MAs cannot attract private sector investment without an enabling environment. Creating and maintaining an effective enabling environment requires a strong and transparent regulatory framework for business transactions. USAID interventions will focus on activities that promote private sector investments in the region. Irrespective of other work, MAs will only prosper when the private sector will thrive there and in order to make the private sector flourish, the cost of doing business will have to be reduced. The private sector produces more than 90 percent of the goods and services in the region. It is, therefore, the main driver of economic growth, employment and social outcomes. Thus, creating an enabling

¹⁶ The Global Climate Risk Index report 2020

¹⁷ **Sustainable development** is the organizing principle for meeting human development goals while simultaneously sustaining the ability of natural systems to provide the natural resources and ecosystem services on which the economy and society depend.

environment in which the private sector can flourish, is the most effective way of achieving sustainable development. The existence of regulatory laws makes business transactions easier and induces entrepreneurs a sense of security for investing their capital.

The activity will provide technical support to the GoKP in program design (PC-1) to maximize impact of education interventions under the TDS. The activity will help in prioritization and targeting of education interventions in light of real time data and private sector feedback.

Fostering transparency and accountability is an important focus area for the United States Mission in Pakistan. The offeror is expected to consider how to contribute to improved transparency and accountability within the scope of the activity. This can range from small-scale activities, such as sharing of monitoring data with local participants, to much larger-scale programs that focus on policy-level changes. The offeror should describe how the activity is expected to contribute to improved transparency and accountability in the education sector.

Environmental Compliance Considerations:

Compliance with USAID's Environmental Regulations is a legal requirement as well as Agency policy. Under the USAID's 22 CFR 216 Environmental Compliance Regulations, the activity determination is Categorical Exclusion under RCE number Asia 21-071 approved by Bureau Environmental Officer on May 7, 2021. The Activity will follow guidance provided in the Asia Emerging Threats (COVID-19) Programmatic IEE: Asia 20-042, approved on April 09, 2020 (<https://ecd.usaid.gov/repository/pdf/52764.pdf>), which provides specific guidance on approved disinfectants, personal protective equipment, social distancing, and relevant environmental mitigation and monitoring measures.

Environmental lessons learned if any must be included in the Monitoring, Evaluation and Learning (MEL) Plan, annual reporting and in evaluations.

Host Government, Donor, and other Counterpart Collaboration:

The implementing partner is required to establish relationships and maintain seamless coordination with key public and private sector stakeholders as well as other donors to effectively implement the activity. At the strategic level, the implementing partner will work with the Office of Secretary of Elementary and Secondary Education Department (ESED) and the Planning and Development Department (P&DD), GoKP to seek strategic guidance and to ensure that interventions are fully aligned with and contribute to GoKP development objectives. The implementing partner will establish a Project Steering Committee (PSC) to ensure regular coordination with key government counterparts. The PSC will be chaired by the Secretary Education with relevant government departments and USAID in membership. The PSC will meet on a quarterly basis, or more frequently if required, to review progress and provide strategic guidance. At the implementation level, the implementing partner will liaise directly with relevant government departments to ensure smooth implementation of activities. As previously mentioned in the Local Systems section, the offeror would work with Elementary and Secondary Education Department, Elementary Education Foundation, Education Directorate, Provincial Institute of Teacher Education, not to perform their duties, but to support them for sustainability and self-reliance. The offeror will leverage their

resources such as their penetration in the community, their networks for outreach, and their local knowledge and ongoing initiatives to better understand the context and constraints.

The implementing partner will also develop strong relationships with key potential private sector stakeholders to leverage private sector resources and expertise and maximize reach and impact. Finally, the implementing partner will collaborate with other donors mainly, Foreign, Commonwealth & Development Office (FCDO, formerly DFID), Asian Development Bank (ADB), World Bank, United Nations organizations, and the European Union (EU) working in the same geographic area to create synergies and complementarity. Similarly, the offeror will work with relevant USG activities like Human Development Activity (HDA) with which this activity will need to work in tandem.

END OF THE PROGRAM DESCRIPTION

AUTHORIZING LEGISLATION/APPLICABILITY OF 2 CFR 200 & 700

This award is authorized in accordance with the Foreign Assistance Act of 1961, as amended. Code of Federal Regulation (2 CFR) 200 and 700 are applicable to any subaward to a U.S. organization made under this solicitation. For US NGOs, the Standard Provisions for U.S. Nongovernmental Recipients (Non-US NGOs) referenced in ADS 303 will apply to any subaward. For non-U.S. organizations, the Standard Provisions for Non-U.S., Nongovernmental Recipients (Non-US NGOs) will apply. While 2 CFR 200 and 700 do not directly apply to non-U.S. applicants, the USAID Agreement Officer (AO) will use the standards of 2 CFR 200 and 700 in the administration of the award.

END OF SECTION A

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to issue one Cooperative Agreement pursuant to this Notice of Funding Opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide \$4 Million in total USAID funding over a 4-year period.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is 4 Years. The estimated start date is within the month of December 2021.

3. Substantial Involvement

a. Approval of the Recipient's Implementation Plans

- Approval of annual work plans
- Approval of the final report
- Approval of MEL Plan

b. Approval of the Grants Manual and Grants

In accordance with the Substantial Involvement clause of this award, the AO must approve Grants Manual for use in this Cooperative Agreement. All grants must receive USAID approval depending on the value of the Grant Agreement.

- 1) For Grant Awards below \$5,000: The Agreement Officer Representative shall provide approval or reject the grant.
- 2) For Grant Awards \$5,000 and above: The AO shall provide approval or reject the grant.

c. Approval of Specified Key Personnel

The following positions have been designated as key to the successful implementation of the program objectives of this Cooperative Agreement and require USAID approval. The applicant may propose additional key personnel positions, based on the focus and specific activities included in the application. USAID/Pakistan recommends gender balance in the team of proposed key personnel. In accordance with the Substantial Involvement clause of this award, these personnel are subject to the approval of the AO:

- **Project Director**
- **Deputy Project Director**
- **Public-Private Partnership/Legal Advisor**
- **Monitoring and Evaluation Specialist (M&E Specialist)**

d. Approval of Consultants (Short/Long Term Technical Assistance)

Consultants for Technical Assistance under this Cooperative Agreement will require AO's approval.

e. Approval of sub-recipients

f. Agency and Recipient Collaboration or Joint Participation

1. Collaborative involvement in selection of advisory committee
2. Concurrence on the substantive provisions of sub-awards.
3. Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects.

g. Agency Authority to Immediately Halt an Activity

4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is **937**.

5. Nature of the Relationship between USAID and the Recipient

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

END OF SECTION B

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SECTION C: ELIGIBILITY INFORMATION

1. Eligibility

This funding opportunity is limited to local Pakistani entities and USAID expects a healthy competition within the eligible local Pakistani organizations resulting in the award of a Cooperative Agreement.

Consistent with the Federal Grant and Cooperative Agreement Act of 1977 and in accordance with ADS 303.3.6.5(c)(1), USAID encourages eligible local Pakistani organizations to participate in this restricted limited to local competition and welcomes applications that have not previously received financial assistance from USAID.

2. Authorized Geographic Code

The authorized geographic code for this activity is 937.

3. Cost Sharing

USAID has established that Cost Share is not required for the applicant to be eligible for this activity.

4. Other

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

END OF SECTION C

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Muhammad Ali Bilal
Administrative Agreement Officer
USAID/Pakistan
C/o American Embassy
Diplomatic Enclave, Ramna 5
Islamabad
Mbilal@usaid.gov

Aaqib Hameed
Acquisition & Assistance Specialist
USAID/Pakistan
C/o American Embassy
Diplomatic Enclave, Ramna 5
Islamabad
AaHameed@usaid.gov

2. Questions and Answers

Questions regarding this NOFO should be submitted in writing to the email address pkcontract@usaid.gov with a copy to Mr. Muhammad Ali Bilal and Mr. Aaqib Hameed at the email addresses above no later than the date and time provided on the cover letter. Any information given to a prospective Applicant concerning this NOFO will be provided to all other prospective Applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

3. General Content and Form of Application

Preparation of Applications:

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections 5 through 7, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

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

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

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

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English
- Use standard 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 and must be printer friendly.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the Applicant's discretion, however, the official cost application submission is the unlocked Excel version. Detailed budget narrative of the Cost Sheet must be provided as a separate word / pdf document. Budget narrative document has no page limit.
- There has been a problem with the receipt of *.zip files due to anti-virus software. Therefore, Offerors are discouraged from sending files in this format as we cannot guarantee their acceptance by the internet server.

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

4. Application Submission Procedures

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

Applications must be submitted by email, with up to 25 MB in size (size limit per email), to pkcontract@usaid.gov with a copy to Aahameed@usaid.gov. Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g., "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

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

5. Technical Application Format

The technical application should be specific, complete, and presented concisely. The Technical Application must not exceed Fifteen (15) pages excluding Cover Page, Table of Contents, Executive Summary, Abbreviations Page and Annexes. The application must demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and merit review criteria found in this NOFO.

- (a) Cover Page (Does not count towards page limitation)
- (b) Table of Contents (Does not count towards page limitation) Include major sections and page numbering to easily cross-reference and identify merit review criteria.
- (c) Executive Summary (One page, does not count towards page limitation) The Executive Summary must provide a high-level overview of key elements of the Technical Application.

6. Technical Application:

The Technical Application must address the following three factors at a minimum.

I. Technical Approach and Understanding
II. Management Approach and Organizational Capacity
III. Personnel

(Please note that for the evaluation of technical factors, the importance of the technical factor “Technical Approach and Understanding” is equal to the importance of all other technical factors when combined).

I. Technical Approach and Understanding

Applicant Instructions:

Provide a specific, complete and concise technical approach that takes into account considerations identified in the NOFO. The overall technical approach must demonstrate understanding of the IGEA program description and propose innovative, feasible, realistic and directly relevant activities to achieve the expected objectives and high-level results.

The technical approach must provide evidence-based solutions to achieve IGEA objectives including collaboration with public and private sector stakeholders and leveraging private sector expertise. Applicants are required to provide a one-page description of innovative approaches to leverage resources and expertise to achieve IGEA’s objectives as part of the technical approach. The technical approach must address gender and sustainability considerations.

Demonstrate understanding of the IGEA’s program description goals, objectives and results, landscape, and sustainability of the proposed approach. Demonstrate understanding of the current basic education landscape and social structure in the province including the NMDs, government plan, policies and strategies, infrastructure, policy framework, particularly the public-private partnership framework. The technical approach must address the challenges and opportunities with the merger and its implications for the basic education sector.

II. Management Approach and Organizational Capacity

Applicant Instructions:

The Applicants must provide a management structure that supports the technical approach; and propose mobilization plan, staffing and management plan, sub-contract and/or grant management plan and monitoring, evaluation and learning (MEL) plan that must be compatible with achieving IGEA’s goals and objectives. The Applicants must propose management mechanisms that include incentives for locally procured services and adaptive management. The management approach must address the alliances with local communities, government institutions and private sector stakeholders.

Management Plan must demonstrate flexibility to implement activities in a fluid situation, assess results and make adjustments based on lessons learned. Management plan and approach must address knowledge transfer and capacity building of government, local partners, and counterparts as a strategy for sustainability with clarity.

III. Personnel

Applicant Instructions:

Provide a personnel plan with a proposed management structure that supports the technical approach and convincingly demonstrates an ability to achieve program objectives. Provide staffing details (key and non-key) which must also include the technical, administrative, and financial support personnel required to implement the program. Applicants should include an organizational chart as an Annex.

Key Personnel:

A. Project Director (Based in Peshawar)

The Project Director shall be responsible for the overall leadership, management, and implementation of the program and report to the home office, as well as directly coordinate and report to the designated USAID Agreements Officer's Representative (AOR). The Project Director shall supervise activity implementation, serve as the principal interlocutor with USAID and the Government of Pakistan (GOP), and ensure the project meets its stated goals, compliance standards, and reporting requirements.

The Project Director must meet the following minimum set of qualifications:

- Master's degree preferably in Education, Public Policy, Administration, International Development, Human Resource Management/Development, or a relevant field, from an accredited university.
- A minimum of ten years of professional experience in the successful implementation of basic education, human, and institutional capacity development programs.
- Five years of experience as a Project Director/Chief of Party or in a similar leadership position.
- Proven leadership in the management and administration of education programs or similar international donor technical assistance projects with skills in strategic planning, management, supervision and budgeting.
- Proven ability to develop and communicate a common vision among diverse partners and the ability to lead multi-disciplinary teams; and
- Prior experience of working in the education sector, particularly on public-private partnership initiatives, is highly desirable.
- Exceptional written and spoken English. Pashto and/or Urdu speaking abilities are desirable.

- Proven experience directly collaborating with donor and host country government representatives.
- Strong computer skills.

B. Deputy Project Director

The Deputy Project Director shall be responsible for program management, administration, and operations, including personnel management, performance management systems, financial management, subcontracts, and timely completion and submission of all program deliverables, including financial statements and reports. The Deputy Project Director must be able to assume the responsibilities of the Project Director in his/her absence.

The Deputy Project Director must meet the following minimum set of qualifications:

- Master's degree in a relevant discipline from an accredited university.
- A minimum of seven years of experience in a responsible position, managing education, human and institutional capacity development projects, preferably donor supported.
- A demonstrated ability to work collegially and productively with a variety of stakeholders/partners.
- Ability to participate and represent in technical meetings.
- Prior experience of managing education projects and working with the government is highly desirable.
- Knowledge and experience of performance evaluation and monitoring systems.
- A strong understanding of both Applicant's and USAID policies and procedures with regards to financial management, financial reporting, procurement processes and systems for adhering to USAID awards.
- Prior experience/skills complementary to the program description preferably in a conflict affected environment.
- Proven experience of directly collaborating with donor and host country government representatives.
- Strong communication skills with a proven ability to distill and convey key messages that resonate with stakeholders, partners, beneficiaries and a wide range of audiences, including individuals and organizations.
- Exceptional written and spoken English.
- Strong computer skills.

C. Public-Private Partnership/Legal Advisor

The Public Private Partnership/Legal Advisor shall be responsible to lead and support the formulation of PPP policy for KP government education department. He/she will be responsible for providing technical support to the KP government in the development and operationalization of PPP policy and framework in the education sector. He/she will be responsible for providing support to establish a dedicated unit for PPP within the education department and make it operational and provide guidance on the legal aspects of PPP related to education sector.

The Public-Private Partnership/Legal Advisor must meet the following minimum set of qualifications:

- Bachelor's degree in law or master's degree in a relevant discipline from an accredited university.
- A minimum of ten years of relevant work experience in development sector.
- Strong technical understanding of public sector institutional frameworks, policy and regulatory regime for social sector is required.
- Prior experience of working on PPP initiatives in social sector in general and preferably in education sector with the government is highly desirable.
- Strong understanding of legal aspects of PPP initiatives.
- Strong understanding of PPP initiatives in Pakistani context and preferably in Khyber Pakhtunkhwa province.

D. Monitoring and Evaluation Specialist (M&E Specialist)

The Monitoring and Evaluation (M&E) Specialist shall be responsible for coordinating the development of a Monitoring, Evaluation and Learning (MEL) plan for the project, including performance monitoring criteria. He/she will be responsible for tracking the project progress and share activities' information as per agreed MEL Plan and also provide suggestions to the management for effective implementation so that the project achieves its set targets. Also helps in designing studies and assessments.

The M&E Specialist must meet the following minimum set of qualifications:

- Master's degree in a relevant discipline from an accredited university.
- A minimum of five years of monitoring and evaluation experience using USAID or similar systems and templates with at least two of these years preferably working on education programs.
- A demonstrated ability to work collegially and productively with a variety of stakeholders/partners.

- Strong M&E skills, data analysis and report writing skills are required.
- Knowledge and experience of performance evaluation and monitoring systems.
- Strong computer skills.

Other Staff:

The award recipient has the discretion to determine the appropriate number and composition of additional personnel, short-term technical staff, and others needed to meet the project requirements described in the technical proposal. If the Applicant proposes technical leads for particular areas, the personnel should be knowledgeable of local context and cultural sensitivity. All personnel must demonstrate exceptional written and oral communication skills in English and have an excellent command of the technical area. Familiarity with the political, social, economic, and cultural context of working in Khyber Pakhtunkhwa (KP) in general and NMDs is also highly preferred. Overall, preference will be given to applicant organizations demonstrating a commitment in hiring a diverse and inclusive team.

The non-key personnel positions are expected to be:

- Finance Manager
- Procurements Officer
- Admin and HR Officer/s

7. Business (Cost) Application Format

The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit is assigned 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 AO 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):

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

The Applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

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

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

III. Required Certifications and Assurances

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

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

IV. Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2010 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. The Budget Narrative (separate detailed word/pdf document) must contain sufficient detail to allow USAID to understand the proposed costs. The Applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including assumptions and sources for costs to support USAID's determination that the proposed costs are fair and reasonable. Applicants are advised to use the exchange rate of USD 1= PKR 155 for budget purposes.

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the Applicant and any potential sub-applicants for the entire period of the program. See Section H, Annex 1 for Budget Template
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

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

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

of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.

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

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

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

Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)

Eligibility: Any applicant that has never received a NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The

applicant must describe which cost elements it charges indirectly vs. directly. See Standard Provision for further information.

Method 4 - Indirect Costs Charged as a Fixed Amount

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

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

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

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

8. Security Costs

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

Security Format

The Applicant shall submit a Security Plan and budget as a part of their application. The Security Plan shall be based on a credible threat analysis and risk assessment. The plan shall provide a coherent, integrated security plan, which demonstrates that

the applicant has undertaken a thoughtful review of their security needs and includes analysis of the various elements of a security system showing how threats will be mitigated. The security budget shall delineate and justify for reasonableness of all costs. The security budget shall be complete and include comprehensive budget notes. The Security Plan and budget shall also include a point of contact to answer questions or provide clarifications regarding security throughout the life of the program. The applicant is encouraged to acquire professional advice from an expert of its choosing to assist in establishing an overall security plan/system. The security plan accompanied by the budget will be reviewed together with the technical and cost applications, and will need to demonstrate that the security needs to successfully implement the program description as presented in the applicant's technical approach have been addressed/considered. See Section H, Annex 2 for Sample Security Plan Template.

V. 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.

VI. 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.

VII. Dun and Bradstreet and SAM Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifiers (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 (www.sam.gov).
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

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

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

SAM registration: <http://www.sam.gov>

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

VIII. History of Performance

The Applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed five awards, as follows:

- Name of the Awarding Organization;
- Award Number;
- Activity Title;
- A brief description of the activity;
- Period of Performance;
- Award Amount;
- Reports and findings from any audits performed in the last five 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.

IX. Branding Strategy & Marking Plan

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

Branding Strategy – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the AO from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the AO will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the AO and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
 - (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
 - (2) The intended name of the program, project, or activity.
 - (i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brand mark, with the tagline "from the American people" as found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI of the NOFO states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
 - (ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous support of the American People" next to the USAID Identity when acknowledging contributions.
 - (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

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

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

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

(4) Planned communication or program materials used to explain or market the program to beneficiaries.

(i) Describe the main program message.

(ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.

(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, "USAID is from the American People."

(iv) Provide any additional ideas to increase awareness that the American people support this project or program.

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

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

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

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

Marking Plan – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and landmark, with the tagline "from the American people." The USAID Identity is

the official marking for the Agency, and is found on the USAID Web site at <http://www.usaid.gov/branding>. Section VI of the NOFO will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

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

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

e. The Marking Plan must include all of the following:

(1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:

(i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;

(ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;

(iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and

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

(v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

(2) A table on the program deliverables with the following details:

(i) The program deliverables that the applicant plans to mark with the USAID Identity;

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

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

- (iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and
- (v) The rationale for not marking program deliverables.

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

- (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
- (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
- (iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
- (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
- (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
- (vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
- (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

X. 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 will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the AO. Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

XI. 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 PRE-AWARD TERM)

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SECTION E: APPLICATION REVIEW INFORMATION

I. MERIT REVIEW CRITERION

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

- For the overall evaluation purposes, all technical factors other than cost or price, when combined, will be significantly more important than cost or price.
- For the evaluation of technical factors, the importance of the technical factor “Technical Approach and Understanding” is equal to the importance of all other technical factors when combined.
- If the AO determines that competing programmatic factors of Technical Applications are essentially equal, cost factors may become the determining factor in the source selection. Conversely, if the AO determines that competing cost proposals are essentially equal, technical factors may become the determining factor in source selection.
- Further, if after carrying out discussions, USAID is unable to agree with the apparently successful applicant’s proposed cost; the applicant can be eliminated from further consideration and USAID will initiate discussion with the next applicant on the final selection list.
- Past Performance Information will be reviewed as part of the Pre-Award Risk Assessment and responsibility determination at the later stage and can be the basis for elimination. Only the Apparently Successful Applicant will be asked to provide any additional information regarding the past performance.

Criterion Identification – The review of technical applications will be limited to the following three main factors: Technical Approach and Understanding, Management Approach and Organizational Capacity, and Personnel.

CRITERION	CRITERION NAME
Criterion 1	Technical Approach and Understanding
Criterion 2	Management Approach and Organizational Capacity
Criterion 3	Personnel

CRITERION 1	CRITERION NAME:	Technical Approach and Understanding
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Evaluation Criteria:

Demonstrated understanding of the IGEAs program description goals, objectives and results, landscape, and sustainability of the proposed approach will be evaluated. The technical approach and understanding will be evaluated in terms to the extent it is well conceived and will likely be successful in accomplishing the objectives and high level results set forth in the program description and comply with the Applicant Instructions in Section D. The technical application should be specific, complete and presented concisely. Evaluation will further be focused on the extent to which the proposed activities are innovative, feasible, realistic, and directly relevant to the achievement of results and objectives. The technical approach and understanding will be evaluated in terms of overall quality.

The evaluation criteria will take into consideration the extent to which the proposed approach provides evidence-based solutions to achieve IGEA objectives including collaboration with key stakeholders and leveraging public/private sector expertise. The extent to which the proposed approach addresses gender and sustainability consideration as laid out in the program description. Clear understanding of the current basic education landscape and social structure in the province particularly the NMDs, government plans, policies and strategies, and available infrastructure. The extent to which the approach demonstrates a thorough understanding of the prevailing Public Private Partnership laws, policies in the KP province, the existing institutional framework and capacity constraints, challenges and opportunities with the merger and its implications for the education sector.

CRITERION 2	CRITERION NAME:	Management Approach and Organizational Capacity
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Evaluation criteria

The management approach and organizational capacity will be evaluated on the extent to which the proposed management structure is practical and consistent with the technical approach; the proposed mobilization plan, staffing and management plan, sub-contract and/or grant management plan and monitoring, evaluation, and learning (MEL) plan are compatible with achieving IGEA's goals and objectives. Special consideration will be given to applicants who propose management mechanisms that include incentives for locally procured services and adaptive management. The alliances with local communities, government institutions and private sector stakeholders proposed will also be evaluated.

The extent to which the proposed plan demonstrates flexibility to implement activities in a fluid situation, assess results and make adjustments based on lessons learned. Clarity of the plan and approach that envisions knowledge transfer and capacity building of local partners and counterparts as a strategy for sustainability.

CRITERION 3	CRITERION NAME:	Key Personnel
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Evaluation criteria

The personnel plan with a proposed management structure that supports the technical approach and convincingly demonstrates an ability to achieve program objectives will be evaluated. Key personnel positions minimum requirements are detailed in the description provided in the Applicant Instructions in Section D. The applicants will be assessed according to the minimum requirements, strength of the technical background and qualifications of each proposed key personnel, including:

- Academic and/or relevant technical background and qualifications (including English language ability), and
- Demonstrated successful experience in managing donor funded development activities in similar contexts and/or developing countries.

II. BUSINESS (COST) REVIEW

The Agency will review the cost application of the applicant(s) under consideration for an award as a result of the merit review criteria 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 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
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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

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

2. Administrative & National Policy Requirements

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

For Non 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 NOFO.

3. Reporting Requirements

- **Financial Reporting:**

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

- **Performance Reporting**

- **Annual Work Plans:** The work plans for all USAID/Pakistan activities are aligned with the USG Fiscal Year Calendar (October 1 to September 30). The Recipient will submit its first work plan to the AOR for approval within 30 days of Award. The first work plan will cover the period from the start date of the Award until the end of the first USG Fiscal Year of the Activity – therefore the first work plan may cover less than twelve months depending on the date of Award. The AOR

will provide comments within 20 working days to the Recipient and the Recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days.

All subsequent work plans will be submitted to the AOR no later than 1 September and will cover an entire Fiscal Year, i.e., October 1 to September 30. The AOR will provide comments within 20 working days to the Recipient and the Recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days. All work plans must be developed in cooperation with the AOR, other relevant USAID/Pakistan activities, donor programs, government plans, beneficiary communities, and all other relevant stakeholders as designated by the AOR.

- **Monitoring, Evaluation and Learning (MEL) Plan:** The Recipient will submit to the AOR a life of project MEL Plan covering the full implementation period within 30 days of the Award (with the submission of the first work plan) that include Performance Indicators for the first year and for the Life of the Project (LOP). For all subsequent years of operation, the Recipient will modify the MEL Plan to align with the annual work plan, if required by the AOR. The AOR will then provide comments within 20 working days to the Recipient and the Recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days.
- **Quarterly Progress Report:** Quarterly reports will summarize the program highlights, achievements, and major activities; budget information; problems encountered, proposed remedial actions and impact achieved against the objectives. The Recipient shall submit an electronic copy of a performance report to the AOR. The performance reports are required to be submitted quarterly (30 calendar days after the quarter). Please refer to 2 CFR 200.328 (b) (1). Along with the quarterly progress report, the Awardee will provide one success story (*Telling Our Story*) from its program as well as respond to the AORs ad hoc requests for information. Success stories should be no more than one page. In addition, reporting will also be done through the mission's online performance monitoring system.
- **Annual reports:** The annual report shall be submitted within 90 calendar days after the reporting period at the end of the first full USAID fiscal year and annually thereafter for each authorized year of performance. The Annual Performance Report shall follow the same format as the quarterly report, but with additional focus on cumulative accomplishments, progress and problems toward achievement of results, performance measures, indicators and benchmarks tied to the Annual

Work Plan and the MEL Plan targets, for the quarter and the entire previous fiscal year, which runs from October 1-September 30. The recipient shall also submit annual environmental compliance report to the AOR for review of the Mission Environmental Officer.

- **Outreach and Communication Strategy:** A communication and outreach strategy shall be developed on an annual basis and incorporated as a section of the Annual Work Plan. The strategies will include the overall communication message of the program, as set forth in the Branding and Marking Plan. The annual strategies must also focus on opportunities for USG visibility through the components of the project in terms of branding and marking but also with regard to events and other direct engagements. The project offers opportunities for signing ceremonies, graduation ceremonies and engagement with the public and private sector organizations and their target audiences throughout the course of the project. The strategy must ensure the use of traditional and social media.
- **Final Activity Report:** The Final Report must cover the full period of the Award and contain an executive summary of the accomplishments and results achieved; an overall description of the activities and accomplishments; a summary of problems/obstacles encountered during implementation; an assessment of the performance in accomplishing the Activity's objectives; significance of these activities; findings; comments, recommendations and other pertinent information. The Recipient shall submit the original and one copy to the AO (if requested), the AOR, and to the Development Experience Clearinghouse (DEC). Submission instructions to DEC can be found at: <http://dec.usaid.gov>.
- **Short-Term Consultant Reports, Technical Briefs/Reports, Special and External Reports:** If applicable, upon completion of the services of each short-term consultant, the recipient shall submit a report to the AOR summarizing the activities, accomplishments and recommendations of the consultant. This can be either in written or verbal form as determined by the AOR. In addition, the recipient shall provide copies of all technical reports including analyses, policy recommendations, comparative studies, etc. to the AOR as these are developed.
- **Grants Manual and Grants:**
The Recipient will submit its Grants Manual to the AOR for approval within 90 days of the issuance of award. This manual will provide guidance for the grant-making system, including the conceptualization, application, evaluation, implementation, monitoring and evaluation, and close-out procedures. In cooperation with and to be approved by USAID, this manual will be used for

evaluating grant applications and managing awards. This manual will also establish transparent and competitive procedures for 1) determining priorities and approaches for grants, and 2) making final selection of grantees.

- **Closeout Plan:** Ninety (90) days prior to the end of the Agreement, the Recipient shall submit a closeout plan to the AOR and the Acquisition and Assistance Office. The closeout plan shall include: brief program summary; brief program timeline; financial status report; final Financial Status Report timeline; latest NICRA or indirect cost rates; anticipated balance of federal funds after expiration of the instrument; final inventory of residual non- expendable property, which was acquired or furnished under the instrument; program and activity end date; recipient responsibilities during phase out; Sub Awardees and/or partnership phase out; status of all program audit reports per the instrument's provisions; final audit report timeline; final report timeline; personnel phase-out timeline; personnel phase-out plan; and job descriptions for personnel anticipated to serve during the closeout phase.
- **Development Experience Clearinghouse Requirements:** The Recipient must submit any technical reports produced under this program, in English, to USAID's Development Experience Clearinghouse (DEC) according to the instructions found at <https://dec.usaid.gov/dec/content/submit.aspx>.
- **Foreign Tax Reporting:** The Recipient's report will be issued for each Fiscal Year and delivered prior to April 16th of each year.

4. Other Requirements

1. Branding & Marking:

The apparently successful applicant will be required to submit a Branding Strategy and Marking Plan to be reviewed and approved by the AO. A Branding Implementation Strategy and Marking Plan must be in accordance with USAID Branding and Marking Plan as required per ADS 320 at the following link: <https://www.usaid.gov/sites/default/files/documents/1868/320.pdf>. See the provision entitled "Marking and Public Communications Under USAID-Funded Assistance".

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

2. Environmental Compliance:

- A. The Foreign Assistance Act of 1961, as amended, Section 117, requires that the impact of USAID's activities on the environment be considered and that USAID

include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's ADS 204, which require that any potential environmental impacts of USAID-financed activities be identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. In case of a conflict between host country and USAID regulations, the latter shall govern. The Recipient's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

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

B. This Activity is covered under Request for Categorical Exclusion (RCE) number Asia 20-042 approved by Bureau Environmental Officer on May 7, 2021, attached as Annex 3. Under the USAID's 22 CFR 216 Environmental Compliance Regulations, the activity determination is Categorical Exclusion. The Recipient shall be responsible for implementing all RCE conditions pertaining to activities to be funded under this solicitation.

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

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

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

D. A provision for sub-grants is included under this award; therefore, the recipient will be required to use an Environmental Review Form (ERF) or

Environmental Review (ER) checklist using impact assessment tools to screen grant proposals to ensure the funded proposals will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. Use of the ERF or ER checklist is called for when the nature of the grant proposals to be funded is not well enough known to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated. Implementation of sub-grant activities cannot go forward until the ERF or ER checklist is completed and approved by USAID. Recipient is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented.

The recipient will be responsible for periodic reporting on environmental compliance to the AOR as specified in the Schedule/Program Description of this solicitation.

SPECIAL AGREEMENT PROVISIONS:

I. EXECUTIVE ORDER ON TERRORISM FINANCING (FEB 2002)

The Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/sub awards issued under this contract/agreement.

II. SECURITY REPORTING REQUIREMENT

a) Security Conditions

The Recipient must be aware of security conditions in Pakistan, and by entering into an agreement, assumes full responsibility for the safety of its employees. Prior to commencing work, the Recipient shall 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 Pakistan, the Recipient shall seek information from all available sources, including the USAID Pakistan EXO/Safety & Security Office (SSO), 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 anticipating, scheduling, budgeting, receiving country clearance and securing required AOR and AO approvals for all travel for its employees and/or his/her dependents traveling to post if accompanied by dependents is allowed by the Recipient's personnel internal policies. The Recipient shall also be responsible for immediately notifying USAID Pakistan and the U.S. Embassy American Citizen Services section in the event a U.S. citizen employee does not return

from travel as expected or does not report to work. In the event that USAID requests the Recipient to do so, the Recipient's Project Director/Chief of Party (COP) shall assume responsibility for contacting all of its employees. The Recipient shall provide to the USAID Pakistan EXO/SSO the name, current address, and current home and/or cellular telephone number of the COP and of an alternate designated employee. The Recipient shall be responsible for ensuring that the information on file in the USAID Pakistan EXO/SSO is up-to-date so that in an emergency, the COP or alternate representative can be reached immediately and he/she can rapidly contact all other affected employees.

The Recipient will be requested to notify the AOR and EXO/SSO about any changes of the individual listed in the security plan as in charge of security.

Once the Agreement is awarded, the Recipient shall be required to submit a list of all personnel involved in the implementation of the project, including sub awardees' personnel. The required list shall be submitted to the AOR and EXO/SSO no later than 30 days after the effective date of the Agreement and must be updated every quarter after the start date of the agreement and/or if a change of personnel happens.

b) Security Plan

The Recipient shall develop a security plan to safeguard all project operations and to comply with all United States Government regulations and Pakistani law. The plan is to be implemented and maintained also by all subcontractors (and/or sub-grantees). The security plan will be reviewed by the Agreement Officer in consultation with USAID/Pakistan's EXO/SSO.

The plan shall include:

- Procedures for reporting and addressing security threats
- Procedures for reporting any deaths related to the project
- Procedures for reporting and addressing any persons missing or kidnapping incidents
- Name and contact information of security contact person for the head office and regional office(s)
- An internal "cascade" list for communicating with staff, which shall be updated/, maintained by the Recipient. The Recipient shall provide the name, address and telephone numbers of the COP and their designee to USAID as principle contacts in case of security situations/emergencies. The Recipient shall be responsible for passing information to their staff.

c) Life Support and Security Services

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

d) Security Threat Reporting

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

- Security & Safety Specialist and any other USAID/Pakistan EXO designated official(s)
- Executive Officer (EXO)
- AOR

Subsequently, a written report shall be submitted in accordance with approved procedures. The Recipient shall develop a list of specific steps to track any potential/identified threats, which will be part of its overall security system. All subcontractors will be required by the Recipient to report any threats/incidents to the Recipient, who will immediately after, notify the above listed USAID/Pakistan representatives.

USAID requires appropriate Security reports be submitted to the Islamabad Safety & Security Specialist, Executive Office, AOR and other USAID/Pakistan officials as directed by USAID Executive Office. The type and frequency of these reports may vary with the project scope, location, and criticality. The Recipient shall report an Initial Threat Assessments and subsequent changes as often as the situation requires (weekly, bi-weekly, monthly etc.). The Recipient is also required to notify USAID of any security related incident in a timely manner according to the following guidelines:

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

- An incident that involves the death, injury, kidnapping of partner personnel and/or damage to partner's property.
- An incident that has critically damaged the funded program, such as fire, catastrophic flood, etc.
- Initial SIR must be reported verbally immediately, and within 4 hours of the incident occurrence/discovered
- A Complete SIR must be filed in writing within 24 hours of the incident
- Updated SIR will continue to be filed in a timely basis (daily, weekly) as long as the situation exists. The timeline will be adjusted as required by USAID.
- Final Report SIR will summarize the incident, the subsequent happenings and the final resolution.

Incident Report (IR)

- An incident involving accidents, potential harm, suspicious persons or acts, threats or harassing actions against personnel or the program.
- IR should be filed as soon as possible (within 24 hours) after the incident is evaluated, and a complete report not later than 72 hours after the incident.

Situation Report (SITREP)

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

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

III. PAKINFO REPORTING REQUIREMENT

USAID/Pakistan utilizes a management information system (MIS), currently called PakInfo, to track activities for all mission-funded projects at the national, provincial, district, and village levels. The purpose of this database is to map the location of project implementation sites to the nearest village or geospatial coordinates, monitor the use of funds at the district and tehsil level and the performance of projects to meet timely information requirements for USAID/Pakistan and several interested parties. These interested parties are USAID/Washington, Congress, implementing partners, the Government of Pakistan (GOP), other donors, and stakeholders. This reporting process supports the bilateral agreement between the U.S. Government and GOP by sharing information on USAID/Pakistan's Mission-funded activities. The Recipient shall provide a quarterly update of information (including, but not limited to, performance results, geospatial coordinates, and photographs) on the activities under the acquisition or assistance agreement by entering this information into the USAID/Pakistan's MIS. The Recipient shall enter information via an Internet website or a Microsoft (MS) Access Database; USAID will provide the URL address or Access Database, and a user ID/password. A comprehensive user manual will be provided by USAID/Pakistan. Upon receipt of the manual, the Recipient will enter and manage the data accordingly.

IV. OFFICE OF INSPECTOR GENERAL (OIG) HOTLINE

The USAID Office of the Inspector General's (OIG) mission is to protect the integrity of USAID programs and awards. Additionally, the Office of Inspector General provides independent oversight that promotes the efficiency, effectiveness, and integrity of foreign assistance programs and operations under USAID OIG's jurisdiction. The purpose of the OIG Hotline is to receive complaints of fraud, waste, or abuse in our client agencies' programs and operations, including

mismanagement or violations of law, rules, or regulations by employees or program participants. Fraud, waste and abuse are defined as:

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

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

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

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

By completing an online form on our website <https://oig.usaid.gov/report-fraud>

By email: ig.hotline@usaid.gov

By telephone: 1-800-230-6539 (Toll-Free) or 202-712-1023

By mail:

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

V. PARTNER VETTING

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

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

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

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

Vetting official: Chad Johnson

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

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

- (d) (1) The vetting official will notify the Recipient that it—
- (i) Is eligible based on the vetting results,
 - (ii) Is ineligible based on the vetting results, or
 - (iii) Must provide additional information, and resubmit the USAID Partner Information Form with the additional information within the number of days the vetting official specifies.
- (2) The vetting official will include information that USAID determines releasable. USAID will determine what information may be released consistent with applicable law and Executive Orders, and with the concurrence of relevant agencies.
- (e) The inability to be deemed eligible as described in this award term may be determined to be a material failure to comply with the terms and conditions of the award and may subject the recipient to suspension or termination as specified in the subpart “Remedies for Noncompliance” at 2 CFR part 200.
- (f) Reconsideration:
- (1) Within 7 calendar days after the date of the vetting official's notification, the recipient or prospective subrecipient or contractor that has not passed vetting may request in writing to the vetting official that the Agency reconsider the vetting determination. The request should include any written explanation, legal documentation and any other relevant written material for reconsideration.
 - (2) Within 7 calendar days after the vetting official receives the request for reconsideration, the Agency will determine whether the recipient's additional information merits a revised decision.
 - (3) The Agency's determination of whether reconsideration is warranted is final.
- (g) A notification that the Recipient has passed vetting does not constitute any other approval under this award.

Alternate I. When sub-recipients will be subject to vetting, add the following paragraphs to the basic award term:

- (h) When the prime recipient anticipates that it will require prior approval for a subaward in accordance with 2 CFR 200.308(c)(6) the subaward is subject to vetting. The prospective subrecipient must submit a USAID Partner Information Form, USAID Form 500-13, to the

vetting official identified in paragraph (c) of this provision. The Agreement Officer must not approve a subaward to any organization that has not passed vetting when required.

- (i) The recipient agrees to incorporate the substance of paragraphs (a) through (i) of this award term in all first tier subawards under this award.

(End of Provision)

VI. POST AWARD CONDITION PRECEDENT TO START PROJECT IMPLEMENTATION IN PAKISTAN:

A condition precedent to start project implementation will be that the apparent successful applicant must have, within 90 days of the award date,

- (i) obtained registration(s) with any relevant agency of the Government of Pakistan (GOP),
- (ii) obtained any necessary No-Objection Certificate(s) (NOCs) from the Ministry of Interior or other relevant GOP and/or Provincial Agency, and
- (iii) entered into any necessary Memoranda of Understanding with the relevant governmental body. Should the organization be unsuccessful in satisfying the condition precedent within 90 days, the award may be terminated at the discretion of the Agreement Officer and issued to the next highest rated applicant.

The apparent successful applicant will be asked to submit a "Pre-Mobilization Plan and Budget" to include a statement of understanding of GOP and Provincial requirements to implement the project in Pakistan, and the minimum staff and resources needed for obtaining these requirements.

VII. PROHIBITION ON PROVIDING FEDERAL ASSISTANCE TO ENTITIES THAT REQUIRE CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS – REPRESENTATION (APRIL 2015)

- (a) In accordance with section 743 of Division E, Title VII, of the Consolidated and further Continuing Resolution Appropriations Act, 2015 (Pub. L. 113-235), Government agencies are not permitted to use funds appropriated (or otherwise made available) under that or any other Act for providing federal assistance to an entity that requires employees, sub awardees or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, sub awardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.
- (b) The prohibition in paragraph (a) of this provision does not contravene requirements applicable to Standard Form 312, Form 4414, or any other form issued by a Federal department or agency governing the non disclosure of classified

information.

- (c) By submission of its application, the prospective recipient represents that it does not require employees, sub awardees, or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, sub awardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(END OF PROVISION)

VIII. SPECIAL AWARD REQUIREMENT RELATING TO THE PROHIBITION ON CERTAIN TELECOMMUNICATION AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT (NOVEMBER 2020)

USAID has been granted a temporary waiver under Section 889(d)(2) that will allow the recipient to use award funds through September 30, 2022, to procure certain telecommunications and video surveillance services or equipment as specified in 2 CFR 200.216. Based on this waiver, all costs incurred for covered telecommunications and video surveillance services or equipment will be allowable through September 30, 2022, without regard to the cost principle at 2 CFR 200.471. Procurements made on or after October 1, 2022, will be unallowable in accordance with 2 CFR 200.471.

[END OF SPECIAL AWARD REQUIREMENT]

**END OF SECTION F
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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

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

Any questions or comments concerning this NOFO must be submitted in writing by email to Mr. Muhammad Ali Bilal at Mbilal@usaid.gov and Mr. Aaqib Hameed at Aahameed@usaid.gov and by the deadline for questions indicated at the top of this NOFO's cover letter.

END OF SECTION G

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SECTION H: OTHER INFORMATION

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

Applications with Proprietary Data

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

“This application includes data that must not be disclosed, duplicated, 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.”

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ANNEX 1 - BUDGET TEMPLATE

Sample Budget Template Excel Sheet. Attached separately with this NOFO as ANNEX-1.

ANNEX 2 - SAMPLE SECURITY PLAN

Sample Security Plan. Attached separately with this NOFO as ANNEX-2.

ANNEX 3 – REQUEST FOR CATEGORICAL EXCLUSION

Request for Categorical Exclusion attached separately with this NOFO as ANNEX-3.

ANNEX 4 - PROVISIONS

MANDATORY STANDARD PROVISIONS

- M1. ALLOWABLE COSTS (NOVEMBER 2020)
- M2. ACCOUNTING, AUDIT, AND RECORDS (MARCH 2021)
- M3. AMENDMENT OF AWARD AND REVISION OF BUDGET (AUGUST 2013)
- M4. NOTICES (JUNE 2012)
- M5. PROCUREMENT POLICIES (JUNE 2012)
- M6. USAID ELIGIBILITY RULES FOR PROCUREMENT OF COMMODITIES AND SERVICES (MAY 2020)
- M7. TITLE TO AND USE OF PROPERTY (DECEMBER 2014)
- M8. SUBMISSIONS TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE AND DATA RIGHTS (JUNE 2012)
- M9. MARKING AND PUBLIC COMMUNICATIONS UNDER USAID-FUNDED ASSISTANCE (DECEMBER 2014)
- M10. AWARD TERMINATION AND SUSPENSION (DECEMBER 2014)
- M11. RECIPIENT AND EMPLOYEE CONDUCT (JUNE 2018)
- M12. DEBARMENT AND SUSPENSION (JUNE 2012)
- M13. DISPUTES AND APPEALS (DECEMBER 2014)
- M14. PREVENTING TRANSACTIONS WITH, OR THE PROVISION OF RESOURCES OR SUPPORT TO, SANCTIONED GROUPS AND INDIVIDUALS (MAY 2020)
- M15. TRAFFICKING IN PERSONS (APRIL 2016)
- M16. VOLUNTARY POPULATION PLANNING ACTIVITIES – MANDATORY REQUIREMENTS (MAY 2006)
- M17. EQUAL PARTICIPATION BY FAITH-BASED ORGANIZATIONS (JUNE 2016)
- M18. NONDISCRIMINATION (JUNE 2012)
- M19. USAID DISABILITY POLICY - ASSISTANCE (JUNE 2012)
- M20. LIMITING CONSTRUCTION ACTIVITIES (AUGUST 2013)

- M21. USAID IMPLEMENTING PARTNER NOTICES (IPN) PORTAL FOR ASSISTANCE (JULY 2014)
- M22. PILOT PROGRAM FOR ENHANCEMENT OF GRANTEE EMPLOYEE WHISTLEBLOWER PROTECTIONS (SEPTEMBER 2014)
- M23. SUBMISSION OF DATASETS TO THE DEVELOPMENT DATA LIBRARY (OCTOBER 2014)
- M24. PROHIBITION ON REQUIRING CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS OR STATEMENTS (MAY 2017)
- M25. CHILD SAFEGUARDING (JUNE 2015)
- M26. MANDATORY DISCLOSURES (NOVEMBER 2020)
- M27. NONDISCRIMINATION AGAINST BENEFICIARIES (NOVEMBER 2016)
- M28. CONFLICT OF INTEREST (AUGUST 2018)
- M29. PROHIBITION ON CERTAIN TELECOMMUNICATION AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT (AUGUST 2020)

Note:

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

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

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

- RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)
- RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
- RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020)
- RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
- RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
- RAA6. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
- RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
- RAA8. SUBAWARDS (DECEMBER 2014)
- RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
- RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
- RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
- RAA12. PATENT RIGHTS (JUNE 2012)
- RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)

- RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)
- RAA15. COST SHARE (JUNE 2012)
- RAA16. PROGRAM INCOME (AUGUST 2020)
- RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
- RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
- RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
- RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
- RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
- RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
- RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
- RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
- RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
- RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
- RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
- RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
- RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS AND AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (APRIL 2016)
- RAA30. RESERVED
- RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

ANNEX 5 - EDUCATION MANAGEMENT ORGANIZATION REFORM IN SINDH

Reference Document, Foot Note 2. Attached separately with this NOFO as ANNEX-5.

ANNEX 6 - THE JOURNAL OF DEVELOPMENT STUDIES - EVALUATING THE IMPACT OF PUBLIC STUDENT SUBSIDIES ON LOW-COST PRIVATE SCHOOLS IN PAKISTAN

Reference Document, Foot Note 4. Attached separately with this NOFO as ANNEX-6.

ANNEX 7 - PUBLIC PRIVATE PARTNERSHIPS IN EDUCATION- LESSONS LEARNED FROM PUNJAB EDUCATION FOUNDATION.

Reference Document, Foot Note 6. Attached separately with this NOFO as ANNEX-7.

ANNEX 8 – PUBLIC PRIVATE PARTNERSHIP IN EDUCATION: BEST PRACTICES

Reference Document, Foot Note 7 and 9. Attached separately with this NOFO as ANNEX-8.

ANNEX 9 - PUBLIC PRIVATE PARTNERSHIP GUIDE AND TOOLKIT

Reference Document, Foot Note 8. Attached separately with this NOFO as ANNEX-9.

ANNEX 10 - ABBREVIATIONS AND ACRONYMS

AFGHANISTAN-PAKISTAN	AF-PAK
AGREEMENT OFFICER	AO
AGREEMENT OFFICER'S REPRESENTATIVE	AOR
ASIAN DEVELOPMENT BANK	ADB
AUTOMATED DIRECTIVES SYSTEM	ADS
BUREAU ENVIRONMENTAL OFFICER	BEO
CATALOG OF FEDERAL DOMESTIC ASSISTANCE	CFDA
CHIEF OF PARTY	COP
CODE OF FEDERAL REGULATION	CFR
COST BENEFIT ANALYSES	CBA
COUNTRY DEVELOPMENT AND COOPERATION STRATEGY	CDCS
DEVELOPMENT EXPERIENCE CLEARINGHOUSE	DEC
DUN AND BRADSTREET	DUNS
ELEMENTARY EDUCATION FOUNDATION	EEF
ELEMENTARY AND SECONDARY EDUCATION DEPARTMENT	ESED
EUROPEAN UNION	EU
ENVIRONMENTAL ASSESSMENT	EA
ENVIRONMENTAL REVIEW	ER
ENVIRONMENTAL REVIEW FORM	ERF
EXECUTIVE OFFICER	EXO
EXECUTIVE ORDER	EO
FOREIGN, COMMONWEALTH & DEVELOPMENT OFFICE	FCDO
FEDERALLY ADMINISTERED TRIBAL AREAS (NOW NMDs)	FATA
GOVERNMENT OF KHYBER PAKHTUNKHWA	GoKP
GOVERNMENT OF PAKISTAN	GOP
HUMAN DEVELOPMENT ACTIVITY	HDA
IMPROVING GIRLS' EDUCATION ACTIVITY	IGEA
INITIAL ENVIRONMENTAL EXAMINATION	IEE
INTERMEDIATE RESULT	IR
KHYBER PAKHTUNKHWA	KP
KHYBER PAKHTUNKHWA RECONSTRUCTION PROGRAM	KPRP
MANAGEMENT INFORMATION SYSTEM	MIS

MERGED AREAS	MA
MONITORING AND EVALUATION	M & E
MONITORING, EVALUATION AND LEARNING	MEL
MICROSOFT	MS
NEGOTIATED INDIRECT COST RATE AGREEMENT	NICRA
NEWLY MERGED DISTRICTS	NMD
NON-GOVERNMENTAL ORGANIZATION	NGO
NO-OBJECTION CERTIFICATE	NOC
NOTICE OF FUNDING OPPORTUNITY	NOFO
OFFICE OF FOREIGN ASSETS CONTROL	OFAC
OFFICE OF THE INSPECTOR GENERAL	OIG
PAKISTAN RUPEE	PKR
PLANNING COMMISSION PAKISTAN FORM-1	PC-1
PLANNING AND DEVELOPMENT	P&D
PLANNING AND DEVELOPMENT DEPARTMENT	P&DD
PROJECT STEERING COMMITTEE	PSC
PUNJAB EDUCATION FOUNDATION	PEF
PUNJAB EDUCATION FOUNDATION	PEF
PUBLIC PRIVATE PARTNERSHIP	PPP
REQUEST FOR CATEGORICAL EXCLUSION	RCE
SAFETY & SECURITY OFFICE	SSO
SINDH EDUCATION FOUNDATION	SEF
STANDARD FORM	SF
SYSTEM FOR AWARD MANAGEMENT	SAM
TEMPORARILY DISPLACED PERSONS	TDP
TRIBAL DECADE STRATEGY	TDS
UNITED STATES	U.S.
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT	USAID
UNITED STATES DOLLARS	USD
UNITED STATES GOVERNMENT	USG
WORLD ECONOMIC FORUM	WEF

**END OF SECTION H
(END OF NOFO)**

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