



USAID
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PAPUA NEW GUINEA, SOLOMON ISLANDS, AND VANUATU

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Subject: Notice of Funding Opportunity Number (NOFO): 72049224RFA00001, Amendment 1

Program Title: USAID/Papua New Guinea Peace Project

Federal Assistance Listing Number: 98.001

Ladies and Gentlemen:

The purpose of this Amendment 1 to the subject Notice of Funding Opportunity (NOFO) is to update the NOFO to reflect changes (highlighted in yellow) impacted by the responses to questions raised. Attachment 1 to this NOFO Amendment provides the specific responses to the questions.

All other terms and conditions in the NOFO remain the same.

Sincerely,

Melissa Benedict
Agreement Officer

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LIST OF ACRONYMS

AMELP	Activity Monitoring, Evaluation, and Learning Plan
AO	Agreement Officer
AOR	Agreement Officer's Representative
ATA	Anti-Terrorism Assistance
CLA	Collaborating, Learning, and Adapting
CBOs	Community-based organizations
CFR	Code of Federal Regulations
CLA	Collaborating, Learning, and Adapting
CSO	Civil Society Organization
EA	Environmental Assessment
EMMP	Environmental Mitigation and Monitoring Plan
EU	European Union
FAA	Foreign Assistance Act
GFA	Global Fragility Act
GBV	Gender-Based Violence
GDP	Gross Domestic Product
IEE	Initial Environmental Examination
IR	Intermediate Result
JSP	Joint Strategic Plan
MEL	Monitoring, Evaluation, and Learning
MTDP	Medium-Term Development Plan
NGO	Non-Governmental Organizations
NICRA	Negotiated Indirect Cost Rate Agreement
NOFO	Notice of Funding Opportunity
OMB	Office of Management & Budget
PNG	Papua New Guinea
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
USAID	The United States Agency for International Development
SARV	Sorcery Accusation-Related Violence
SPCPS	Strategy to Prevent Conflict and Promote Stability
UNDP	United Nations Development Programme
USG	United States Government
WB	World Bank
WPS	Women, Peace, and Security

SECTION A: PROGRAM DESCRIPTION

A.1. Authority:

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200, 2 CFR 700, OMB Circulars, and USAID Standard Provisions for U.S. Nongovernmental recipients. For non-U.S. nongovernmental recipients, the Standard Provisions for Non-U.S., Nongovernmental Organizations and the applicable cost principles (OMB Circular A-122 for non-profit organizations and OMB Circular A 21 for universities) will apply. The OMB circulars are available in the following link: <https://www.whitehouse.gov/omb/information-for-agencies/circulars/>.

For both U.S. and non-U.S. for-profit organizations, Federal Acquisition Regulation (FAR) Part 31 will apply. While 2 CFR 200 and 2 CFR 700 do not apply directly to non-U.S. Applicants, the Agreement Officer (AO) will use the standards of 2 CFR 200 and 2 CFR 700 in the administration of the award. Further information, including the referenced documents, may be obtained via our agency website (usaid.gov) directly or via links in USAID Automated Directive System (ADS) Chapter 303: <https://www.usaid.gov/about-us/agency-policy/series-300/303>.

A.2. Title and Objective:

USAID seeks applications for a cooperative agreement from qualified U.S. and non-US nongovernmental organizations ~~that fall within the authorized geographic code (937)[‡]~~ to implement this five-year, not to exceed USD \$26 million for the Papua New Guinea (PNG) Peace Project (the “Peace Project”) Activity.¹

The goal of this project is to enhance the ability of communities, civil society, and local institutions in PNG to work in partnership to prevent and peacefully respond to conflict, and further increase the safe, meaningful participation of women across society.

The expected result is that empowered citizens, especially women, can effectively and peacefully advocate for more accountable, responsive, and transparent local institutions. The project aims to employ a bottom-up approach to engage ordinary citizens, local communities, provincial governments, and sub-national and international partners to build on existing strengths and prevent internal and external threats from growing into broader conflicts or crises.

[‡]In accordance with USAID’s Operational Policy (or ADS), an “activity” generally refers to an implementing mechanism that carries out an intervention or set of interventions to advance identified development result(s) in a given country or region (ADS 201.3.4). Note that the term “program” is used in 2 CFR 200. Please see 2 CFR 700 for the USAID-specific definitions of the terms “Activity” and “Project” as used in the USAID context for purposes of planning, design, and implementation of USAID development assistance.

A3. Background:

The USAID Peace Project directly aligns and supports the ten-year U.S. Strategy to Prevent Conflict and Promote Stability (SPCPS) (“the Strategy”), which mandates a whole-of-government response to emerging threats and opportunities and outlines guiding principles to inform our work in partnership with other countries, institutions, and organizations. Project implementation will require a holistic approach to address the political, social, and economic drivers of fragility, expand effective and accountable governance, and bolster local conflict resolution mechanisms. Key to the success of project implementation will be broad and ongoing partnerships with local officials, civil society, faith-based organizations, youth groups, academics, the private sector, and likeminded and non-traditional stakeholders (historically and ordinarily been left out of the development partnership landscape) to help ensure local ownership and sustained positive outcomes.

A4. Problem Statement and Context:

Violence has long been a part of the complex relationships across PNG’s thousands of tribes, though its scale has increased in recent decades. Traditional informal dispute resolution mechanisms, decision-making processes, and ways of life clash with formal approaches, unmooring people from their roots. Many people lack an understanding of written law (which is written in English and not widely disseminated), its differences with customary law, and their interplay. What people have been taught growing up in traditional systems does not always align with written laws, which can perpetuate cycles of violence. Rates of gender-based violence (GBV) in PNG are among the highest in the world. Police lack the capacity to handle GBV cases, and social services to prevent and respond to GBV are limited. PNG’s court system prioritizes mending the relationship at the community level rather than providing justice for the victim – all of which creates a culture of impunity for perpetrators. These challenges are exacerbated by corruption and a lack of capacity within the public sector and security sector, violations and abuses of human rights and fundamental freedoms, and the incapacity of governmental authority in some parts of the country.

Eighty percent of Papua New Guineans live rurally and work in the informal economy. Revenue from natural resources is a significant source of funds for a select few in the country, mostly those in positions of power or male landowners. Inequitable distribution of royalties exacerbates conflict between the government and its citizenry as well as within communities. Disputes over land ownership and failure to obtain the consent of all customary landowners for use and other purposes often result in violence. Pollution and environmental degradation related to resource extraction and energy production and climate-related scarcity are also acutely important to PNG’s stability due to their intersecting human and economic impacts. The Pacific Island region’s most violent and sustained conflict since World War II lasted a decade (1988-1998) and occurred in the Autonomous Region of Bougainville. This multi-layered conflict was rooted in issues with environmental destruction, inequitable distribution of revenue from extractive resources, and land disputes.

Key conflict dynamics in PNG include a culture of endemic violence characterized by high rates of GBV, tribal violence in the Highlands region and in urban areas, and increasing Sorcery Accusation-Related Violence (SARV) in both rural and urban communities. These conflict dynamics are exacerbated by poor governance and weak institutions, specifically low institutional capacity, weak rule of law, and ineffective access to justice that perpetuate cycles of violence. Despite these outlined challenges, there are significant opportunities for positive impact. PNG is the most populous, diverse, and resource-rich Pacific Island country, and it hosts one of the largest economies in the Pacific. The PNG Government estimates that an additional 600,000 jobs could be generated by 2030 as a result of strategies to promote stability. Further, the PNG government, as evidenced by its national strategy and actions on the regional stage, aspires to be a stronger democratic leader in the Pacific and welcomes greater collaboration with the United States on promoting peace and inclusive development.

A number of elements within PNG's communities have demonstrated resilience and opportunities for engagement. The provision of public services by churches and clan solidarity through the *Wantok* system (*wantok* refers to 'same language' and is a socio-economic system that favors kin and community members) have proven to be important factors limiting widespread conflict and restricting the intensity of violence at the local scale. PNG has maintained several strong democratic processes since gaining independence. The Bougainville peace process was considered a model for the inclusion of women as peacebuilders, the prominence of culture and indigenous reconciliation practices, local ownership and control of the process, and the supporting role of the international community. Additionally, youth-led initiatives and organizations in PNG continue to play an integral role in preventing conflict and promoting stability. Many youth are dedicated to and passionate about addressing the country's complex challenges.

A.5. Strategic Approach:

The Peace Project's strategic approach complements the Government of Papua New Guinea's Country Strategic Plan ([Vision 2050](#)), and its Medium-Term Development Plan IV ([MTDP IV 2023-2027](#)). The Government remains challenged to address key drivers of fragility, including high rates of poverty, an underdeveloped economy, limited job opportunities, inadequate infrastructure, lack of social and support services, extreme inequality between women and men, and a lack of social cohesion. These challenges are exacerbated by accepted levels of official corruption and a lack of professionalization within the civil service and security sector, leading to financial mismanagement and citizens' abuse, including the near abdication of governmental authority in some parts of the country. Alternative sources for law, order, and governance have emerged in the form of gangs, private security firms, faith-based groups, and traditional local leaders existing alongside the government to fill gaps and at times compete for authority and resources.

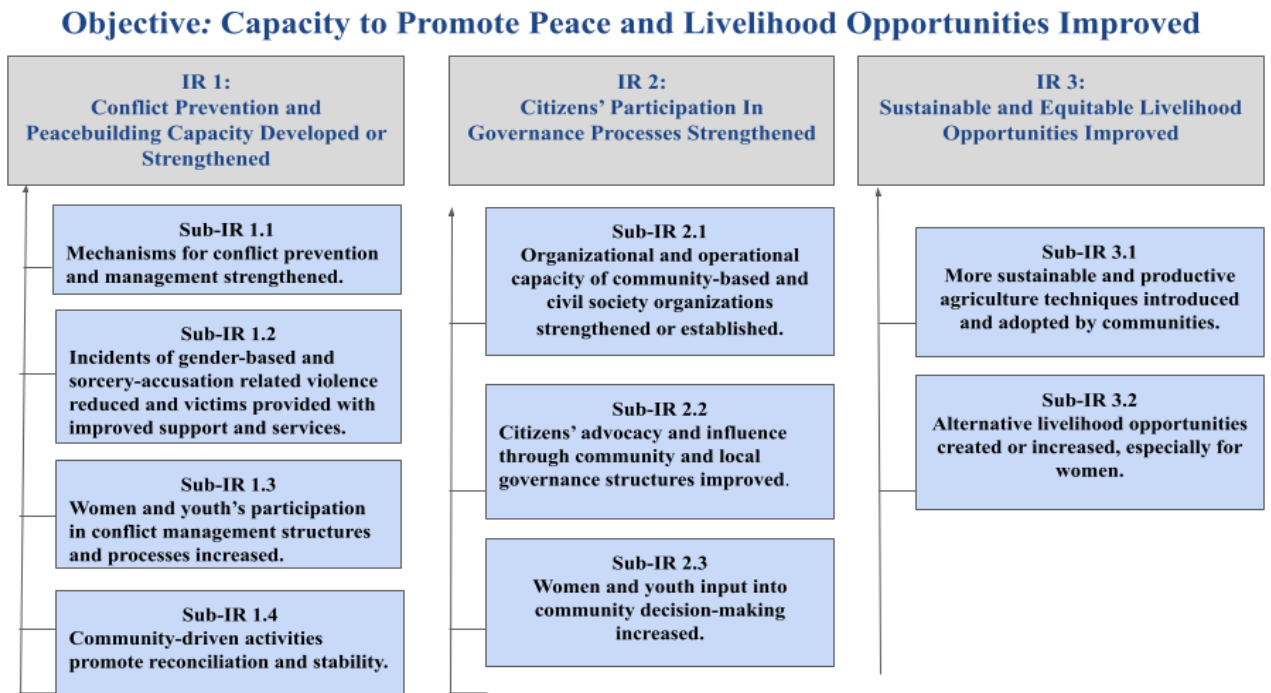
A6. Vision Statement:

Communities in Papua New Guinea are more empowered and inclusive to prevent and resolve conflicts through non-violent means and are supported by more accountable, responsive, and transparent local institutions.

A7. Development Hypothesis:

If community capacity to promote peace, prevent, mitigate, and respond to violence and conflict is strengthened, and,
If sustainable and equitable economic opportunities for growth are supported,
Then communities in PNG, especially women and youth, will experience increased stability and improved livelihoods.

Peace Project Results Framework



A8. Objective: Promote Peace and Improve Livelihood Opportunities

At the end of the project USAID expects that communities are better equipped to prevent, mitigate, and respond to conflict peacefully, and economic opportunities to improve livelihoods, promote private sector development, and empower communities, women in particular, to invest in their own development.

Because women are especially disempowered, specific efforts should target women's empowerment and gender equity as a way to address some of the key underlying factors that lead individuals to resort to violence. In order to help remedy these issues, the Applicant should focus on supporting grassroots and local efforts that provide essential services and support, and promote self-reliance, responsiveness, and resiliency.

To promote peace-building and conflict prevention, the Project should strengthen the ability of communities to develop, participate in and lead conflict mitigation, mediation, peacebuilding, address the impact of climate change, and enhance good governance mechanisms and processes by improving local leadership and the capacity of local organizations, and by supporting local solutions, with emphasis on community-level initiatives.

To effectively address many of the underlying causes of violence within PNG, support should provide ordinary citizens with the resources, skills, and a supportive environment that will help them to make meaningful choices about their participation across society. Work should help build local capacity to peacefully resolve conflict, demand transparency and accountability from elected leaders, and improve individual and community well-being and outlook. Faith-based groups play strong roles in service delivery and peacebuilding. In addition to working with these organizations, the Applicant should endeavor to reach out to an array of community-based groups to support their roles in peacebuilding, service provision, and conflict prevention. Women play a critical role in poverty reduction and contributing to increased household income. Studies conducted around the world show that in every instance, when women generate income, they devote more of their household budget to education, health, and nutrition than men. More empowered women have increased power and agency to transform their lives and strengthen society, which generally leads to healthier and more educated children and a more secure and prosperous future for families, communities, and society.

USAID envisions that over the life of the Peace Project, communities and local structures in Papua New Guinea will be more empowered and inclusive to prevent and peacefully resolve conflicts, and are supported by more accountable, responsive, and transparent local institutions.

At a minimum, the applicant should achieve the results and intermediate results listed below:

Intermediate Result (IR) 1: Conflict Prevention and Peacebuilding Capacity Developed or Strengthened - Conflict has always been a part of the complex relationships among PNG's hundreds of microsocieties, but the scale of violence has increased in recent decades. Women and girls have been a target of the majority of this violence and, in recent years, have advocated, along with others, for their equality, security and increased political power. The Government of Papua New Guinea has struggled to address key drivers of fragility, including high rates of poverty, an underdeveloped economy, limited job opportunities, inadequate infrastructure, lack of social and support services, extreme inequality between women and men, and a lack of social cohesion. The Peace Project will support locally-led efforts to promote gender equity and equality, and accelerate economic empowerment opportunities and the well-being of women, girls and youth by advancing equitable and safe access to resources, services, and decision-making.

Sub-IR 1.1

Mechanisms for conflict prevention and management strengthened;

Sub-IR 1.2

Incidents of gender-based and sorcery-accusation related violence reduced and victims provided with improved support and services;

Sub-IR 1.3

Women and youth's participation in conflict management structures and processes increased; and,

Sub-IR 1.4

Community-driven activities promote reconciliation and stability.

Targeted communities need assistance to revitalize, strengthen or develop traditional and other community conflict resolution mechanisms and structures for mitigating, preventing, and resolving disputes and conflicts at the community level. Communities also need support to bolster the prevention of GBV, and care for GBV survivors. Work at the community level with local partners on efforts such as educational messaging about GBV, encouraging behavior change, and strengthening the capacity of local organizations, institutions, and facilities should foster better prevention, protection, responsiveness to, and the provision of quality GBV services.

Key conflict dynamics in PNG include a culture of endemic violence characterized by high rates of GBV, tribal violence in the Highlands region and in urban areas, and increasing Sorcery Accusation-Related Violence (SARV) in both rural and urban communities. These conflict dynamics are exacerbated by poor governance and weak institutions, specifically low institutional capacity, weak rule of law, and ineffective access to justice that perpetuate cycles of violence. Despite these outlined challenges, there are significant opportunities for positive impact. PNG is the most populous, diverse, and resource-rich Pacific Island country, and it hosts one of the largest economies in the Pacific. The PNG Government estimates that an additional 600,000 jobs could be generated by 2030 as a result of strategies to promote stability. Further, the PNG government, as evidenced by its national strategy and actions on the regional stage, aspires to be a stronger democratic leader in the Pacific and welcomes greater collaboration with the United States on promoting peace and inclusive development.

Illustrative Activities:

- Support the improvement of collaborative protocols and formal and informal systems between local village court magistrates and other community-based structures, including community peace committees and other local peacebuilding, human rights, women's networks and at-risk groups, for mediation and grievance resolution.
- Deliver capacity-building and vocational training for local organizations and at-risk groups to promote conflict mitigation, peacebuilding, and more effective and inclusive community mechanisms based on an appropriate conflict mapping and analytical study of specific

- localities.
- Work closely with local peace mediators, women's groups, youth and other community-based structures to help mitigate conflict, decrease GBV, settle disputes and reduce violence through mediation.
 - Conduct capacity building with village councils and CSOs on local development planning, budget and project literacy (using open budgets approach).

During the life of the Peace Project, and at a minimum, the applicant should achieve the results and intermediate results listed below. Work under other objectives may also contribute to these results:

Intermediate Result 2: Citizens' Participation in Good Governance Strengthened - PNG's citizens and institutions are engaged in safeguarding democracy, human rights, and stability. The Applicant should use a bottom-up approach to build and reinforce the foundational skills needed to continue support for democracy, democratic principles, human rights, and participatory governance. This will be achieved through promoting meaningful participation of all citizens in their political, social and economic well-being, including women, youth, and other traditionally marginalized groups.

Sub-IR 2.1

Organizational and operational capacity of community-based and civil society organizations strengthened or established;

Sub-IR 2.2

Citizens' participation and advocacy through community and local governance structures improved; and,

Sub-IR 2.3

Women and youth's inputs into community decision-making increased.

Activities should support mechanisms and processes for accountability and community participation to help communities and ordinary citizens to participate in governance and decision-making processes and engage government, particularly at the local and provincial level. Activities should also build capacity of local organizations, including CSOs, church and faith-based groups, private sector and other community level organizations, to formulate issue-based agendas, advocate for the recognition of civic and human rights and better services on behalf of their communities and participate effectively in locally-led development.

Illustrative Activities:

- **Strengthening Community Governance Structures:** Technical assistance to community-based organizations (CBOs) and CSOs to enhance their organizational and operational capacity. Help develop targeted institutions' capacity to aggregate and respond to community needs and better carry out their functions. Technical assistance to build the capacity of community based organizations to carry out their mandates.

- **Enhancing Citizens’ Participation and Advocacy:** Technical assistance to facilitate the establishment of linkages between community members and their governing officials. Help create opportunities for collaboration between local government entities and citizen groups – e.g. facilitating participatory planning and implementation of local development projects; encouraging periodic consultations between citizens and members of community governing bodies. This may include training and sensitization to enhance community members’ understanding of the basic principles of good governance and their roles and responsibilities in community governance processes, and building CSO/CBO advocacy skills.
- **Youth Capacity and Representation:** Capacity-building support for youth leaders to increase their knowledge, skills and effective participation in community and local governance structures and processes. Create opportunities and platforms to build youth agency, representation, as well as youth-led and youth-serving organizations and networks.

During the life of the PeaceProject, at a minimum, the applicant should achieve the results listed below. Work under other objectives may also contribute to these results:

Intermediate Result 3: Sustainable and Equitable Livelihood Opportunities Improved

The Applicant will aim to improve equitable livelihood opportunities, and increase support for and investments in micro and small businesses, especially for women-owned enterprises. This will require increased access to financial resources and support, particularly for women-owned businesses.

Sub-IR 3.1

More sustainable and productive agriculture techniques introduced and adopted by communities.

Sub-IR 3.2

Alternative livelihood opportunities created or increased, especially for women.

PNG has started recovering from the global health pandemic, growing to 4.5% in 2022, higher than its pre-pandemic growth rate. According to the World Bank, the PNG government has also succeeded in bringing down the budget deficit from almost 7% of GDP in 2021 to 5% in 2022, reflecting its earnest efforts in fiscal consolidation. Despite these positive developments however, the country continues to face downside risks in the economy due to various factors, including anticipated decrease in PNG exports, weaker commodity prices that will negatively impact revenues and expenditures, and institutional capacity to fund the much-needed infrastructure and human capital programs. The effects of these macroeconomic risks are starker in terms of development challenges at the subnational level, including in Hela and Morobe, where typically, PNGians, especially women, have limited access to productive resources, and are unemployed, unskilled and less empowered. Additionally, the youth, who play a crucial role in

the economy, remain unemployed. The Peace Project seeks to expand livelihood opportunities in the provinces of Hela and Morobe, promote equitable access to productive resources in both resource and non-resource industries, especially of women and the youth, and address the barriers to business start-up and livelihood development.

To achieve this IR and sub-IRs, the Applicant should implement interventions that will help improve equitable livelihood opportunities, create value-added in the local economy including from agricultural and non-agricultural areas, and ensure sustainable and productive livelihood opportunities for the communities in Hela and Morobe.

Illustrative Activities:

- Improve access to finance and credit for micro, and small enterprises, especially women-owned businesses.
- Provide micro and small enterprise grants, and improve access to credit for micro-loans to support demand-driven local development activities that support women's empowerment and youth inclusion.
- Increase and empower women's access to and control over credit, income and assets.
- Expand links and access to micro-business advisory services.
- Work with business aggregators to provide capacity building in agriculture, especially to farmers.

A goal of the Peace Project is to amplify community cohesion, strengthen peacebuilding efforts and stability, and improve livelihood opportunities. In essence, this means that local ownership is critical to produce desired direct results, including strengthening local capacities to initiate, own and manage peacebuilding and conflict mitigation activities that produce benefits for the entire local community. This approach also means working in concert with public and private actors in participatory processes that bring about meaningful approaches to resolve conflict and promote sustained development. It also means working on a demand-driven basis, wherein local communities themselves define the areas where assistance and interventions are most needed.

A9. Cross-Cutting Priorities:

Women, youth, and persons with disabilities face the most obstacles toward economic and political engagement and inclusion. Recognizing that these groups face unique barriers which preclude them from equitably participating in most facets of PNG society, the Applicant should endeavor to counter gender-based violence, in addition to mainstreaming women, youth, and persons with disabilities across activity interventions as appropriate.

USAID is particularly committed to promoting gender equity and inclusion and livelihood opportunities that, at a minimum, improve the incomes of women at least as much as the incomes of men. Women as a group are placed at a disadvantage because of legal or customary practices with respect to basic education, access to credit and finance, land ownership and leadership roles. Roles in the economy are closely correlated with gender. For example, customs and immigration officials, typically men, interact and can affect the livelihoods of those who buy

and sell within PNG more frequently than women. Moreover, the high cost of entry into the more profitable sectors due to unregulated payments and other obstacles has also relegated the majority of women to the lower retail product end.

USAID expects that project activities will not disadvantage women, and ideally should give consideration for how to address the disadvantages women often face in PNG. Continual review and analysis will inform ongoing implementation of project activities to identify necessary modifications and adjustments and to ensure that gender equity issues are adequately addressed (for example, the way in which activities in certain project areas may differentially affect men and women in other project areas).

- **Countering Gender-Based Violence:** PNG remains one of the most dangerous places to be a woman or girl, where violence against women and children is rampant. More than two-thirds of the women in PNG are victims of domestic violence, and they deserve to be full participants in a safe and inclusive environment.
- **Youth Inclusion:** In PNG, youth between the ages of 10 and 24 constitute over a third of the population.² Youth in PNG are grappling with a myriad of challenges including restricted access to educational and professional opportunities; limited access to services; and high rates of unemployment. Despite commitments by the Government of PNG to support greater youth participation and inclusion in decision making, their inclusion remains a significant challenge.³ To ensure that development outcomes are sustainable, the inclusion of youth as equal partners in development processes is essential.
- **Disability Inclusion:** Despite the existence of a national disability policy, PNG has yet to pass comprehensive persons with disabilities legislation. Persons with disabilities are often “invisible” members of society and are unable to participate in normal community life, attend school, or work because of lack of accessibility, stigma, and other barriers.⁴
- **Economic Marginalization and Inequality of Opportunity:** Despite PNG’s rich natural resources, corruption and poor public service delivery often prevents wealth from reaching rural communities. Discrepancies in wealth and opportunity are pronounced along the rural-urban and gender divides. Inequality of opportunity, especially disparities in access to banking, clean drinking water, skilled birth attendants, and electricity, exacerbates economic inequality and reduces social mobility, according to a UNESCAP report. Low connectivity to the electrical grid and a poorly maintained, sparse road network also slows economic growth and perpetuates inequality. PNG’s education levels are the lowest in the Pacific islands and girls are less likely to attend school than boys in remote areas due to concerns about physical safety, limited financial resources, and gender norms.

²CSIS, Addressing Fragility in Papua New Guinea, 2022

³ OGP, Papua New Guinea Open Government Partnership National Action Plan 2022-2024

⁴ Human Rights Watch, World Report, 2021

- **Localization:** The Peace Project will be aligned with [USAID’s Local Capacity Strengthening Policy](#). The Recipient will be expected to prioritize local partnerships and propose a sub-grant program for implementation of activities by local stakeholders to support partnerships and programs that equitably empower a diverse array of local actors and facilitate local leadership so that development assistance is more effective and sustainable.

The Project will enhance local community-driven solutions to resolve conflict and violence and help improve local development by providing technical assistance, capacity building and training in critical action areas. Thus, USAID envisions incorporating small community sub-grants that contribute to all IRs to help foster the institutionalization of a participatory decision-making process by focusing on community-owned and community-led solutions. Applicants should plan on setting aside at least \$500,000 annually to support micro and small sub-grants. Assistance should also be provided to organize and mobilize communities toward active involvement in local governance and effective participation in local organizations and other community decision-making structures. Therefore, the Applicant must describe in its technical application how it plans to support and partner with local stakeholders to carry out distinct portions of the work described in the program description, as deemed appropriate, through the small sub-grant program. This localization approach must also promote direct engagement with local partners to better ensure the sustainability of this project.

By identifying and addressing these cross-cutting priorities, women and youth, and persons with disabilities should have greater opportunities to improve their livelihoods and positively engage in the economy and across society.

A9. Geographic Focus:

During project development consultations, local experts and stakeholders emphasized the need to focus on depth over breadth to maximize outcomes. The Applicant will therefore focus its initial efforts on two provinces – Hela and Morobe. These provinces were selected based on an assessment of local government political will and assessed opportunities to initiate, evidence success, and scale up intervention approaches to address identified conflict dynamics at the community level.

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

B1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide not more than USD \$26 million in total USAID funding over a five (5) year period.

B2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five (5) years. The estimated start date will be included in the final award.

B3. Substantial Involvement

USAID anticipates issuing a cooperative agreement. A cooperative agreement implies a level of “substantial involvement” by USAID in certain programmatic aspects of the award. This substantial involvement will be through the Agreement Officer (AO), except to the extent that s/he delegates authority to the Agreement Officer’s Representative (AOR) in writing.

The anticipated substantial involvement elements for this award are as follows:

a. Approval of the Recipient’s Annual Implementation Plan

Implementation plans include, but are not limited to, annual work plans, including planned activities for the following year and any subsequent revisions, international travel plans, planned expenditures, and event planning/management.

Implementation Plans must include at a minimum:

- (1) Description of major activities and how they contribute to expected objectives and outcomes;
- (2) Details of collaboration with USAID/Papua New Guinea, other USAID implementing partners, and other USG programs; and,
- (3) A description of anticipated risks, based on different scenarios and proposed risk mitigation actions.

USAID requires the approval of implementation plans annually to ensure alignment with stated goals, milestones, and outputs. The implementation plan communicates how and when the Recipient will complete project activities and is drafted annually to describe new activities. This plan will be developed in partnership between the Recipient and the AOR. The annual implementation plans, and subsequent revisions thereto, are subject to prior written approval by USAID’s AOR.

b. Approval of Key Personnel

Prior USAID Agreement Officer (AO) and AOR approval is required for key personnel and key personnel changes, including an individual key person's level of effort. For this activity, USAID recommends no more than five (5) key personnel.

c. Approval of the Monitoring, Evaluation and Learning (MEL) Plan

The MEL Plan and any modifications to it shall be approved by the AOR.

d. Approval of Grants Manual

The Grants Manual will outline the Recipient's grant making strategy to achieve the Peace Project objectives and a proactive approach to identifying sub-recipients. The Grants Manual should describe how the Recipient will exercise active grant management, taking into consideration local capacity development. The Grants Manual will be approved by the AO.

e. Agency and Recipient Collaboration or Joint Participation

- (1) 2 CFR 200.308 requires the recipient to obtain prior approval for the sub-award, transfer, and/or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement. Accordingly, the AO shall approve all sub-grants and contracts under this award. Approval will be based on a description of the sub-recipient selection process, the sub-recipient's proposal and budget, and the Recipient's justification for the selection of instrument. Concurrence from the AOR, in writing, is also required.
- (2) Under this award, USAID/Papua New Guinea will require the Recipient to coordinate and collaborate with the USAID Mission staff, Mission Technical offices, and with all implementing partners on the ground to ensure USG funded programming is having the maximum impact possible. This collaboration can take the form of (but is not limited to) openly sharing of programmatic information through regular, timely and documented meetings, collaborating on activities that will create a multiplying effect without duplication, and establishing referral systems for beneficiaries across programs, etc.
- (3) Review of public outreach and coordination events. As part of the activity monitoring effort for the AOR, USAID's Development Outreach and Communications Specialist, and Embassy Public Affairs, the Recipient shall collaborate with the AOR in a timely manner for all public outreach, coordination meetings, and other open events. Routine tasks that make up the implementation activities such as training, business development, and community engagement must be included in annual work plans.

(4) Review and approval of quarterly and annual reports.

f. Construction

For purposes of this activity, “construction” means: construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration and refurbishment. The term includes, without limitation, roads, power plants, buildings, bridges, water treatment facilities, and vertical structures. The term does not include emplacement and removal of prefabricated structures and humanitarian shelters that are designed and constructed to be readily moved, erected, disassembled, stored, and reused (i.e., “relocatable buildings”), unless the emplacement and removal of the relocatable building requires site preparation work that otherwise meets the definition of construction.

See ADS 303 for further guidance:

www.usaid.gov/about-us/agency-policy/series-300/references-chapter/303maw.

NO CONSTRUCTION IS ANTICIPATED UNDER THIS AWARD.

B4. Notification

The Recipient must inform the AOR and the Agreement Officer immediately if events occur that significantly impact the program. Such events may include, but are not limited to, the following:

- a. Problems, delays, or adverse conditions that will materially affect the ability to attain program objectives, prevent meeting of time schedules and goals, or preclude the attainment of work units by established time periods. This disclosure shall be accompanied by a statement of the action taken, or contemplated, and any USAID assistance needed to resolve the situation.
- b. Favorable developments or events that enable time schedules to be met sooner than anticipated or more work units to be produced than originally projected.

Notifications must include a statement of actions taken and/or any assistance needed to resolve the situation.

B5. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is 937 (United States, the cooperating country/recipient country, and developing countries other than advanced developing countries, and excluding prohibited sources). USAID’s rules for the source of goods other than “restricted goods,” are described in ADS 312 (www.usaid.gov/about-us/agency-policy/series-300/312). These rules do not apply to procurement by the Recipient using cost-sharing or program income funds.

B6. Title to Property

Property title under the resultant agreement shall vest with the Recipient in accordance with the Requirements of 2 CFR 200 and 2 CFR 700.

B7. Nature of the Relationship between USAID and the Recipient

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

B8. Selection of Instrument

The Peace Project seeks to address the complex conflict dynamics at-play in Papua New Guinea including disempowered individuals and communities; poor governance and weak institutions; endemic violence; and precarious political dynamics. Effectively addressing these conflict dynamics requires a deep and nuanced understanding and familiarity with Hela and Morobe, the proposed provinces, including potential beneficiaries, the governing authorities over the areas, the social and economic conditions present therein, as well as the operating context and dynamics that govern the relationships among them.

The level of familiarity required may take decades to acquire. Working with local, regional and international organizations that already have an established footprint and influence in these communities and provinces will be essential. Furthermore, through market research, USAID has determined that many local, regional and international organizations have a long history of engaging with government partners, donor organizations and local organizations and have been able to sync their respective programmatic objectives with one another. USAID would like to maximize this footprint and build upon these existing development relationships through a transfer of Federal financial assistance to a Recipient to carry out a program for public purpose of support or stimulation – i.e., through an assistance instrument.

[END OF SECTION B]

SECTION C: ELIGIBILITY INFORMATION

C1. Eligible Applicants

The United States Agency for International Development (USAID) in Papua New Guinea (PNG) is seeking applications for a Cooperative Agreement from qualified U.S. and Non-U.S. non-profit or for-profit Non-Governmental Organizations (NGOs), and other qualified non-U.S. organizations to implement a project entitled “USAID/Papua New Guinea Peace Project.” USAID welcomes applications from organizations that have not previously received financial assistance from USAID. Faith-based organizations are eligible to apply for federal financial assistance on the same basis as any other organization and are subject to the protections and requirements of Federal law. Eligibility for this NOFO is not restricted.

C2. Cost Sharing or Matching

Cost share, as defined in [ADS 303](#), is not required. However, an applicant may include cost share if it so chooses, which may result in a total project cost greater than the maximum award ceiling of \$26 million.

C3. System for Award Management (SAM)

USAID may not award to an Applicant until the Applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements. The Applicant is required to:

- Be registered in SAM before submitting its full application
- Provide valid unique entity identifier (UEI number) in its application; and,
- 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 renewal process may take weeks to complete. Therefore, Applicants are advised to ensure that their SAM registration stays active.

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

Completion of an early registration renewal does not constitute any commitment on the part of the U.S. Government to make an award.

C4. Others

The primary applicant may submit only one (1) application.

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

D1. Agency Point of Contact

Name: Melissa Benedict
Title: Agreement Officer
Email: manila-roaa-rfa@usaid.gov
Mail Address: Regional Office of Acquisition and Assistance (ROAA), 3/F Annex 2 Building,
U.S. Embassy Compound, 1201 Roxas Boulevard, Ermita, Manila, Philippines
1000

D2. Questions and Answers

Questions regarding this NOFO should be submitted by email to manila-roaa-rfa@usaid.gov (copy furnish fcalixto@usaid.gov) no later than the date and time indicated on the cover letter. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

D.3 General Content and Form of Application

USAID/Papua New Guinea will follow a standard process of application selection under this NOFO as described herein. The purpose of this process is to identify the Applicant with the strongest proposal to achieve the activity objectives.

Preparation of Application:

The 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. Submission of a technical application and cost/business application will be based on the detailed project description and related requirements.

D4. Application Submission Procedures

Applicants are expected to review, understand, and comply with all aspects of this NOFO and its amendments (if any), before submitting the documents required. Applicants must ensure the completeness of the application package before submission. Failure to include all information or to organize the application in the manner prescribed may result in the rejection of the application as being unacceptable. USAID will only review applications that are complete and submitted on time.

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.

Applications (both Technical and Cost) must comply with the following:

- Written in English;
- Single-sided; single-spaced; 12 point Calibri font; 1" margins; left justification; and headers and/or footers on each page including consecutive page numbers (applicable to both Technical Application and Budget Narrative), date of submission, and the applicant's name;
- Minimum of 10 point font for graphs, tables, text boxes, callout boxes, and charts;
- Submitted via Microsoft Word or PDF formats, except for the budget which must be submitted in an unlocked Microsoft Excel spreadsheet; and,
- Searchable and editable Word or PDF format, as appropriate, for the technical application.

Electronic Submission Procedure: Applications must be submitted electronically via e-mail to the agency point of contact at manila-roaa-rfa@usaid.gov, and copy furnish fclixto@usaid.gov. The applications must be received by the USAID/Philippines internet server no later than the date and time specified in the cover letter of this NOFO. Electronic transmission and attachments must not exceed 25mb per email. **E-mail attachments in *.zip files will not be accepted.** The document must be in Adobe Acrobat portable document format (PDF), Microsoft Word or Microsoft Excel, as applicable.

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**".

Hard copy or faxed applications are not acceptable.

USAID will notify applicants of the receipt of their application via email. Likewise, applicants must check to confirm that all emails and attachments were indeed sent and request for confirmation of receipt.

If an Applicant discovers an error in transmission, please send the material again and note in the subject line of the email that it is a "corrected" submission. Do not send the same email more than once unless there has been a change; and if so, please note that it is a "corrected" email.

D5. Technical Application Format

The written technical application should be limited to **20** pages and should be organized as follows:

- (a) **Cover Page** (not included in the page limit)

The cover page should have a cover page which includes the following:

- Name of Organization;
- Business Address;
- Names of Authorized Representative and Alternate with their Titles;
- Phone and/or fax numbers;
- E-mail addresses;
- Notice of Funding Opportunity number;
- Program Title;
- Amount of Funding Requested from USAID and any proposed voluntary Cost Share Amount;
- Date of Submission; and,
- Names of proposed subrecipients or partnerships (identify if local organization, per USAID's definition of 'local entity' under ADS 303)

(b) Table of Contents (not included in the page limit)

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

(c) Acronym List (if necessary) (not included in page limit)

(d) Executive Summary (not to exceed one page) (not included in page limit)

The Executive Summary must provide a high-level overview of key elements of the Technical Application.

(e) Technical Approach (included in the page limit)

(f) Management and Staffing Plan (included in the page limit)

(g) Organizational Capability and Past Experience (included in the page limit)

(h) Annexes (not included in the page limit)

D6. Technical Application Content

(a) Technical Approach (included in the page limit)

The Applicant should present its overall vision for the stated goal and objectives of the NOFO and explain how the Applicant and its sub-awardees/partners can support this vision. The application must demonstrate the applicant's technical expertise with respect to achieving the goals of this program and how they intend to implement the Peace Project. The technical approach should: demonstrate a solid understanding of the Papua New Guinea context, describe the development challenges relevant to this

activity and the underlying problems and root causes, and describe potential solutions and proposed approaches that are technically sound, evidence-based, feasible, and context-appropriate in order to sustainably achieve the objectives and expected results outlined in Section A of this NOFO.

At a minimum, this section must contain:

- **Background/Summary Statement:** An overview and clear explanation and situational context of the problems and issues that the Applicant proposes to solve;
- **Program Description:** Includes a vision statement, a description of how the planned project objectives, expected results, and activities will be achieved.

The Program Description must also include:

- Discussion on gender, localization, and all other Cross-Cutting priorities identified in Section A of this NOFO; and,
- Sustainability Plan (must not exceed one (1) page). The Applicant will describe how the project will be supported and can continue without donor funding and the strategy to ensure self-reliance.

(b) Management and Staffing Plan (included in the page limit)

This activity will require specialized skills, hence the Applicant should clearly describe its organizational skills and capacity and define the value it brings. If subawards and/or partnerships are proposed, the Applicant should describe how they complement one another, and succinctly outline a leadership approach that will create a common vision and purpose that builds trust and recognizes the value and contribution of all sub-awardees and partners.

In addition, the Applicant should aim to describe how their plan involves a range of local partners, private, non-profit, and public entities. Actors should be described based on their own experience within the development space. These groups would include, from a non-exhaustive list, social enterprises, foundations, business, diaspora, and communities.

The Management section of the Plan should describe how the Applicant intends to coordinate its strategic approach on two levels. The first level of coordination will be at the Mission level where the program coordinates with relevant current and upcoming Activities managed by USAID/Papua New Guinea to avoid overlap and increase synergies. The second level of coordination will focus on broader coordination among all stakeholders, including the Applicant and its sub-awardees/partners (if any), the Papua New Guinean public and local agencies, civil society organizations (CSOs), local communities, and other development partners. Through appropriate coordination mechanisms, the Applicant should also

demonstrate how they will ensure the sharing of information that results from coordination efforts with stakeholders.

The Staffing section of the Plan should include a description of team composition, and proposed key personnel that will provide the technical, analytical, management, and interpersonal skills and experience to convincingly demonstrate the Applicants' ability to effectively and efficiently achieve the objectives specified in the Program Description.

The Applicant may only designate positions that are essential to the successful implementation of this activity as Key personnel. For this activity, USAID requires not more than five (5) key personnel.

The applicant must define the roles, responsibilities, qualifications and for each key personnel. Additionally roles, responsibilities of all other critical staff proposed under the staffing pattern – including any technical or operational staff at the home office that will support/backstop the activity – should be clearly addressed in the annex. **Brief descriptions for each technical and managerial staff position should be included in this Section.** An Organizational Chart demonstrating lines of authority and staff responsibility should be included as an annex.

Key Personnel Note: After submission of the application and subject to USAID approval, the successful applicant's proposed qualifications for the selected Key Personnel positions will be inserted in the award. Within 30 days after award, the applicant will propose qualified candidates for the key personnel positions, subject to the AOR concurrence and AO approval.

(c) Organizational Capability and Past Experience (included in the page limit)

Applicants must discuss their capability and experience, and that of their major sub-awardees, and how that experience is relevant to successfully implementing the program. This section must demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. A major sub-awardee is a partner whose proposed cost exceeds 20% of the Applicant's total proposed cost. Applicants should also discuss their experience managing activities of similar size and complexity and in working in the country and or the Pacific region. Applicants should describe their ability to gather the resources and expertise necessary to implement their application and their ability to sustain their efforts for the duration of the resulting cooperative agreement and beyond. USAID will evaluate the Applicant and all proposed major sub-awardees.

Additionally, recent past experience information must be provided and should relate to the specific technical nature of the Peace Project. It is recommended that the Applicant use the Past Performance Information (PPI) form in Annex 4 of this NOFO. The Applicant should complete and submit at least three - up to a maximum of five -

PPI forms for relevant projects or awards for which the Applicant has served as prime in the past 5 years. If the Applicant has not served as the prime for a relevant project/award in the past 5 years, the Applicant may submit the PPI form for any relevant projects and awards for which the Applicant served as a sub-awardee a/o subcontractor in the past 5 years (please note this clearly on the submission). **The PPI forms shall be submitted as part of the Annex to the Technical Application. For contracts with a CPARS, the applicant may submit the CPARS record itself, instead of a PPI form.**

The Applicant is strongly encouraged to provide specific examples of the significant impact of their past projects and how cooperation in prior partnerships/consortia contributed to that impact. USAID will determine the relevance (complexity, scope, size, and magnitude) of similar performance information as a predictor of probable performance under the subject requirement.

For each project referenced, provide the following information:

- Instrument type: grant, contract, task order, etc, with associated Award Number or other identifying number;
- Agency or entity providing the funding;
- Description of the program or scope of work, including, but not limited to a brief discussion of the complexity/diversity of tasks;
- Primary location(s) of program or work;
- Period of performance;
- Skills/expertise required;
- Dollar/value; and,
- Contact information for two persons, including name, job title, mailing address, phone numbers and e-mail address.

USAID/Papua New Guinea reserves the right to verify the experience and past performance record of cited projects or other recent projects by reviewing Assistance Performance Reports (APRs), Contractor Performance Reports (CPARs), other performance reports, or to interview cited references or other persons knowledgeable of the Applicant's performance on a particular project.

USAID/Papua New Guinea may check any or all cited references to verify supplied information and/or to assess reference satisfaction with performance. The Agreement Officer may also consult other resources and references not provided by the applicant related to the applicant's past performance.

(d) Annexes (not included in the page limit)

The following are the only accepted annexes for this NOFO:

- **Draft Implementation Plan:** (must not exceed five (5) pages). A draft implementation plan for Year 1 of the program must provide an overview of the key activities

envisioned in line with the Applicant's technical approach and their expected sequencing and timing for the first year. Inclusion of a Gantt Chart or similar visual description is recommended; however, it must be within the existing page limit (5 pages) for this section. **Gantt chart can be presented in an 11x17 paper size.**

- **Draft Activity Monitoring, Evaluation, and Learning Plan (AMELP)** (must not exceed five (5) pages). The Applicant must develop a draft AMELP in accordance with ADS 201.3.4.10 (a sample AMELP template can be found [here](#)). Suggested sections of the AMELP are:
 - Introduction (Overview/Logic Model)
 - Monitoring Plan (Performance and Context Monitoring)
 - Beneficiary Feedback Plan (according to ADS 201.3.4.10)
 - Evaluation Plan (intended evaluations to be conducted)
 - Collaborating, Learning, and Adapting (CLA) Approach
 - Data Management Plan (ADS 579.3.1)
 - Roles and Responsibilities

- **Environmental Compliance and Climate Risk Mitigation Plan** (must not exceed one (1) page). The Applicant shall include their approach to achieving environmental compliance and management, to include:
 - The Applicant's approach to developing and implementing an [Environmental Mitigation and Monitoring Plan \(EMMP\)](#);
 - The Applicant's approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities; and,
 - The Applicant's illustrative budget for implementing the environmental compliance activities. NOTE: For the purposes of this NOFO, the Applicant should reflect illustrative costs for developing the EMMP and environmental compliance implementation and monitoring in their cost application.

- **Organizational Chart** (not to exceed one page). The organizational chart must show the proposed staffing configuration including, but not limited to, a representation of the staff responsibility and reporting lines, lines of authority, and relationships between the different positions and units. The chart should also show how the sub-awardees will relate with the applicant. **The Organizational chart can be presented in 11x17 paper size.**

● **Roles and Responsibilities of Critical Staff**

● **Past Performance Information**

- **Branding and Marking Plan**. The Applicant is required to submit a Branding and Marking Plan in accordance with [ADS 320.3.3: Requirements for Branding and Marking for Assistance Awards](#).

D7. Business (Cost) Application Format

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

Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.206. Applicants should not submit any additional information with their initial application.

The Cost Application must be submitted in U.S. dollars and must contain the following sections (which are further elaborated below this listing with the letters for each requirement):

(a) Cover Page (See Section D.5(a) above for requirements)

(b) SF 424 Form(s)

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at

<https://www.grants.gov/web/grants/forms/sf-424-family.html>

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

Instructions for SF-424	https://www.grants.gov/web/grants/forms/sf-424-family.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	https://www.grants.gov/web/grants/forms/sf-424-family.html
Budget Information for Non-Construction Programs (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	https://www.grants.gov/web/grants/forms/sf-424-family.html
Assurances for Non-Construction Programs (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

(c) Cost Application Section

The following sections describe the documentation that applicants for an Assistance award must submit to USAID prior to award. While there is no page limit for the cost application, applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following:

Detailed Budget (Excel Spreadsheet; no page limit), which provides a breakdown by elements of cost (e.g., personnel, fringe benefits, travel, equipment, supplies, contractual, construction, other direct costs, indirect costs, cost sharing (if any)) for the total estimated amount of the project, in accordance with the SF-424A. The budget shall include costs associated with all programmatic activities during project implementation. Annex 1 provides an illustrative/example structure for the budget.

Budget Narrative, which provides detailed budget explanations and supporting justification of each proposed budget line item. It must briefly describe programmatic relevance and clearly identify the basis of estimate (i.e., how the budget number was determined fair and reasonable) for each cost element, such as market surveys, price quotations, current salaries, historical experience, etc. The budget narrative should demonstrate how the budget supports and allocates sufficient and appropriate funding for all elements of the program activities described in the Program Description.

The cost application should contain the budget categories as shown in SF-424A:

Personnel/Labor: Direct salaries and wages should be proposed in accordance with the organization's personnel policies. Details on the basis of estimate for each proposed salary should be sufficiently addressed in the budget narratives for all positions [key personnel, consultants, short-term technical assistance, and non-key personnel]. Any proposed salary increase must be sufficiently justified and supported with the organization's personnel policies (to be provided as annex to the cost application).

Note: Annual salary increases and/or promotional increases may be granted in accordance with the applicant's established policies.

Fringe Benefits: If accounted for as a separate item of cost, fringe benefits should be accounted in accordance with local labor law.

Travel and Per Diem: The application budget and narrative should indicate the purpose of trip(s), number of trips, domestic and international, and the estimated unit of cost of each. Specify the origin and destination for each proposed trip, duration of travel and number of individuals traveling. Proposed per diem rates must be in accordance with the applicant's established policies

and practices that are uniformly applied to federally financed and other activities of the applicant.

Equipment: The application should specify the procurement of any tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds the lesser of the capitalization level established by the non-Federal entity for financial statement purposes, or \$5,000. The application should indicate the quantity of the equipment to be purchased, the unit cost and the total price.

Supplies: The application should specify the procurement of all tangible personal property other than those described in Equipment. A computing device is a supply if the acquisition cost is less than the lesser of the capitalization level established by the non-Federal entity for financial statement purposes or \$5,000, regardless of the length of its useful life. The application should indicate the quantity of the equipment to be purchased, the unit cost and the total price.

Contractual/Subawards: The application should include, if any, subaward(s). Applicants who intend to utilize other partnering organization(s) should indicate the extent intended and a complete cost breakdown, as well as all the information required herein for the applicant. Major partnering organization(s) must use the same cost format as submitted by the applicant.

Construction: Construction will not be funded by USAID under this program.

Other Direct Costs (ODC): Could include costs related to program activities described in the Program Description; communications, office rental, utilities, report preparation costs, other office operation costs, branding/marketing costs, supplies, etc. The narrative should provide a complete breakdown and support for each item of other direct costs.

Cost Share: ADS 303.3.10 defines cost share as “the resources a recipient contributes to the total cost of an agreement. It is the portion of project or program costs not borne by the Federal Government.” Cost share is not required under this NOFO. However, an applicant may include cost share if it so chooses, which may result in a total project cost greater than the maximum award ceiling of \$26 million. If the Applicant chooses to contribute cost share, the budget narrative must provide information on the sources of these cost share contribution.

The following information should be taken into consideration when developing the budget:

- (1) Salaries and wages must be reflective of the “market value” for each position. Salaries and wages may not exceed the applicant’s established written personnel policy and practice, including the applicant’s

established pay scale for equivalent classifications of employees, which shall be certified by the Applicant.

Salaries for locally employed staff should correspond to the local market averages for similar positions. Applicants are expected to conduct their own market research for determining the salary scale for locally hired positions in Papua New Guinea or rely on their previous work experience and other implementing partners' experience in the region.

- (2) This USAID-funded activity implemented under the anticipated cooperative agreement will be for an estimated period of performance of five (5) years, also referred to as the award period. Unless the applicant/Recipient demonstrates otherwise to the USAID Agreement Officer's satisfaction, Cooperating Country Nationals (CCNs) employed by the applicant/Recipient solely to work under the USAID-funded project under this agreement are considered by USAID as employed by the applicant/Recipient for a specified period not to exceed the agreement period.
- (3) If the Applicant or its proposed sub-awardees do not have a negotiated indirect cost rate agreement (NICRA) from any U.S. government audit agency, the applicant must provide information regarding how the fringe benefit rates are applied for each category of employees and an explanation of the benefits included in the rate.
- (4) Applicants should include any estimated USAID branding and marking costs in their budget. It is the applicant's responsibility to ensure that all costs related to the implementation of the MEL Plan are included in the cost application. Applicants need to account for resources required for implementing and monitoring the environmental compliance activities in the technical application and in the budget and describe associated costs in detail to the degree possible in the budget narrative.
- (5) Details regarding the level of cost share (if any) the applicant is proposing for this activity. Note that no cost share is required for this activity.
- (6) The Applicant should consider including costs related to your organization's security risk and scenario plans in the performance of this activity. These plans should be based on your organization's assessment of the country's security environment.

(d) Required Certifications and Assurances

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

- (1) “Certifications, Assurances, Representations, and Other Statements of the Recipient” ADS 303mav document found at:
<https://www.usaid.gov/ads/policy/300/303mav>
- (2) 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).

(e) Indirect Cost Agreement

The applicant must submit a Negotiated Indirect Cost Rate Agreement (NICRA) if the organization has such an agreement with an agency or department of the U.S. Government. If no NICRA, the applicant should submit the following:

Reviewed Financial Statements Report: a report issued by a Certified Public Accountant (CPA) documenting the review of the organization’s financial statements performed in accordance with Statements on Standards for Accounting and Review Services; and, certifying that management is responsible for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework and for designing, implementing, and maintaining internal control relevant to the preparation. The accountant must also state the s/he is not aware of any material modifications that should be made to the financial statements; or,

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

Note: The abovementioned documentation requirements in Section D7(e) applies for sub-awardees with no NICRA.

D8. Risk Assessment

In order for an award to be made, the USAID Agreement Officer must evaluate the risks posed by Applicant as outlined in 2 CFR 200.205 (www.ecfr.gov/cgi-bin/text-idx?node=se2.1.200_1205&rgn=div8) and ADS 303.3.9 (www.usaid.gov/sites/default/files/documents/1868/303.pdf). This means that the Applicant must possess, or must have the ability to obtain, the necessary management and technical competence to conduct the proposed program, and must agree to practice

mutually agreed-upon methods of accountability for funds and other assets provided or funded by USAID. The Applicant may be evaluated on the following basis:

- (a) Financial stability;
- (b) Quality of management systems and ability to meet the management standards prescribed in this part;
- (c) History of performance. The Applicant's record in managing Federal awards, if it is a prior Recipient of Federal awards, including timelines of compliance with applicable reporting requirements, conformance to the terms and conditions of previous Federal awards, and if applicable, the extent to which any previously awarded amounts will be expended prior to future awards. Please refer to Section D for the submission of relevant past performance information;
- (d) Reports and findings of available audits;
- (e) The Applicant's ability to effectively implement statutory, regulatory, or other requirements imposed on non-Federal entities; and
- (f) Whether the Applicant is otherwise qualified to receive an award under applicable laws and regulations (e.g., regarding Nondiscrimination, Lobbying, Debarment/Suspension, Terrorist Financing, etc.).

In the absence of a positive risk assessment, an award can ordinarily not be made. Awards to potential new Recipients may be significantly delayed if USAID must undertake necessary pre-award surveys of these organizations to make an adequate risk assessment. These organizations should take this into account and plan their implementation dates and activities accordingly.

D9. 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.

D10. Approval of Sub-awards

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

- Name of organization
- Unique Entity Identifier (UEI)
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)

- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.332(b)
- Any negative findings as a result of the risk assessment and the applicant’s plan for mitigation.

D11. Unique Entity Identifier (UEI) and SAM Registration

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

- (a) Provide a valid UEI for the applicant and all proposed sub-recipients;
- (b) Be registered in SAM before submitting its application.
- (c) Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

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

Applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video, at www.sam.gov.

D12. Additional Information on Financial Responsibility

Upon consideration of award or during the negotiations leading to an award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to make an affirmative determination of responsibility. Applicants should not submit the information below with their applications. The information in this section is provided so that applicants may become familiar with additional documentation that may be requested by the Agreement Officer.

- Bylaws, constitution, and articles of incorporation, if applicable.
- Whether the organizational travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding

salary, promotion, leave, differentials, etc., submitted under this section have been reviewed and approved by any agency of the Federal Government; and if so, the applicant will be asked to provide the name, address, and phone number of the cognizant reviewing official.

- Whether the organization has adequate financial, management and personnel resources and systems, or the ability to obtain such resources as required during the performance of the award;
- Whether the organization has the ability to comply with the award terms and conditions, considering all existing and currently prospective commitments of the applicant, both non-governmental and governmental;
- Whether the organization has a satisfactory record of performance. Generally, relevant unsatisfactory performance in the past is enough to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance or the applicant has taken adequate corrective measures to assure that it will be able to perform its functions satisfactory;
- Whether the organization has a satisfactory record of integrity and business ethics; and
- Whether the organization is otherwise qualified to receive an award under applicable laws and regulations.

D13. Branding Strategy & Marking Plan

The Branding Strategy and Marking Plan will be evaluated and approved by the Agreement Officer and incorporated into any resulting award. The request for a Branding Strategy & Marking Plan confers no rights to the Applicant and constitutes no USAID commitment to an award.

The following pre-award terms apply:

BRANDING STRATEGY – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the Applicant, confers no rights to the Applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the Applicant ineligible for an award.
- d. The Applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total

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

- e. The Branding Strategy must include, at a minimum, all of the following:
- (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
 - (2) The intended name of the program, project, or activity.
 - (i) USAID requires the Applicant to use the “USAID Identity,” comprised of the USAID logo and landmark, with the tagline “from the American people” as found on the USAID Web site at <http://www.usaid.gov/branding>, unless the NOFO or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
 - (ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.
 - (iii) It is acceptable to cobrand the title with the USAID Identity and the Applicant's identity.
 - (iv) If branding in the above manner is inappropriate or not possible, the Applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
 - (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the Applicant must attach a copy of the proposed logos. The NOFO or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
 - (3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.
 - (4) Planned communication or program materials used to explain or market the program to beneficiaries.
 - (i) Describe the main program message.
 - (ii) Provide plans for training materials, posters, pamphlets, public service announcements, billboards, Web sites, and so forth, as appropriate.
 - (iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public

events, and so forth. The Applicant must incorporate the USAID Identity and the message, "USAID is from the American People."

- (iv) Provide any additional ideas to increase awareness that the American people support this project or program.
 - (5) Information on any direct involvement from 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 brandmark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at <http://www.usaid.gov/branding>. The NOFO or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- b. The request for a Marking Plan, by the Agreement Officer from the Applicant, confers no rights to the Applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the Applicant ineligible for an award.
- d. The Applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

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

- (1) A description of the public communications, commodities, and program materials that the Applicant plans to produce and which will bear the USAID Identity as part of the award, including:
 - (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
 - (ii) Technical assistance, studies, reports, papers, publications, audio-visual 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) 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.

Note: It is acceptable to cobrand the title with the USAID Identity and the Applicant's identity.

- (2) A table on the program deliverables with the following details:
 - (i) The program deliverables that the Applicant plans to mark with the USAID Identity;
 - (ii) The type of marking and what materials the Applicant will use to mark the program deliverables;
 - (iii) When in the performance period the Applicant will mark the program deliverables, and where the Applicant will place the marking;
 - (iv) What program deliverables the Applicant does not plan to mark with the USAID Identity; and,
 - (v) The rationale for not marking program deliverables.

- (3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The Applicant may request an exemption if USAID marking requirements would:
- (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The Applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item examples of material for which an exemption is sought.
 - (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The Applicant must explain why each particular deliverable must be seen as credible.
 - (iii) Undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The Applicant must explain why each particular item or product is better positioned as a host-country government item or product.
 - (iv) Impair the functionality of an item. The Applicant must explain how marking the item or commodity would impair its functionality.
 - (v) Incur substantial costs or be impractical. The Applicant must explain why marking would not be cost beneficial or practical.
 - (vi) Offend local cultural or social norms, or be considered inappropriate. The Applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
 - (vii) Conflict with international law. The Applicant must identify the applicable international law violated by the marking.
- f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the Applicant's cost data submissions, and the performance plan.
- g. If the Applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or

cooperative agreement, and will apply for the term of the award unless provided otherwise.

D14. Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer (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.

D15. Conflict of Interest Pre-Award Term (August 2018)

Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or Recipient employee.
2. The Applicant must provide conflict of interest disclosures when it submits an SF-424. Should the Applicant discover a previously undisclosed conflict of interest after submitting the application, the Applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

Organizational Conflict of Interest

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

funding opportunity. USAID will promptly take appropriate action upon receiving any such notification from the Applicant.

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

E1. Merit Criteria

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

The Technical Application will be evaluated by a Merit Review Committee (MRC) using the merit criteria described in this section shown in descending order of importance.

E2. Application Review and Selection Process

a) Merit Review:

USAID staff will conduct a merit review of all applications received that comply with the instructions in this NOFO. The USAID Agreement Officer will make the final selection decision. Applications will be reviewed and evaluated in accordance with the following criteria in descending order of importance. Review criteria (1) - **Technical Approach** - i (2) - **Management and Staffing Plan** - (3) - **Organizational Capability and Past Experience**.

Factor #1: Technical Approach

- The extent to which the Applicant's overall technical approach is: clear, logical, and technically feasible within the PNG context, and taking into consideration any risk factors associated with implementation of activities and demonstrates how the applicant intends to achieve the expected results and promote sustainable change.
- The degree to which the proposed activities identify and plan for gender, youth and persons with disabilities and incorporate community sensitive approaches, with the goal of improving women's empowerment, gender equity and inclusive youth development.

- The degree to which the applicant identifies, prioritizes, and demonstrates how the inclusion of local partnerships to carry out distinct portions of the work described in the program description is captured in its application to ensure successful implementation.
- The degree to which the applicant leverages the expertise of underutilized and local organizations and the private sector, and provides illustrative examples of organizations with which the Applicant may partner to successfully accomplish the Peace Project's purpose.

Factor #2: Management and Staffing Plan

- The Applicant should propose a strong and capable management team (i.e., the type of talent to be recruited) that will meet the outcomes of the project. The degree by which the management plan clearly describes the roles and responsibilities of the prime, partners and subawards to efficiently implement the technical approach.
- The degree by which the staffing plan ensures complementarity of technical and professional expertise to achieve program goals.

Factor #3: Organizational Capacity and Past Experience

Demonstrated Past performance relative to relevant technical experience and quality of performance in activities of similar technical content and scope in developing countries, preferably in the Indo-Pacific region. (Note: Organizations with no applicable past performance will not be negatively impacted by the lack of past performance and will receive a "neutral" rating).

b) Business (Cost) Review:

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

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

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

The AO will perform a risk assessment (2 CFR 200.206). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the

prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” (2 CFR 200.208).

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

F1. 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.

F2. Administrative & National Policy Requirements

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

For US organizations: [ADS 303](#), [2 CFR 700](#), [2 CFR 200](#), and [Standard Provisions for U.S. Non-governmental organizations](#).

For Non US organizations: [ADS 303](#), [Standard Provisions for Non-U.S. Non-governmental Organizations](#).

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

F3. Reporting Requirements

This section includes general information regarding the type, frequency, and means of submission of award reporting requirements, in compliance with 2 CFR 200 and 2 CFR 700 (specifically 2 CFR 200.327-329).

The Applicant will submit all reports to the Agreement Officer's Representative (AOR) by the specified due date. The Applicant will consult with the AOR on format and content prior to submission. In addition to the reports below, the AOR may request additional information to contribute to internal USAID project reviews and to contribute to Mission and Agency reporting requirements (e.g., quarterly, annual, etc.).

- **Financial Reporting:**

The award Recipient will adhere to USAID and Federal Financial Reporting requirements and submit a completed and certified [Federal Financial Report Form SF-425](#) on a quarterly basis to the AOR. Standard Form 425 ensures that funds are expended in line with the project's implementation plan; makes certain that funds are reconciled with official records to ensure accuracy in financial reporting and oversight; and, demonstrates the organization's understanding of their financial management responsibilities. This report also provides an opportunity for the award recipient and

USAID to jointly evaluate and constantly reassess assumptions made earlier with regard to the project's budget and planning process. Financial supporting documentation should be available upon request as warranted.

The Recipient shall submit all reports via email. Each financial form shall be identified by the appropriate award number.

- **Performance Reporting**

The Recipient of the resulting award will provide the below specified documents to the AOR and, when requested, to the Agreement Officer (AO) as specified below and in the Substantial Involvement Provisions, and in accordance with 2 CFR 200 and 2 CFR 700.

(1) Annual Implementation Plan

The Recipient must work with USAID to develop annual implementation plans in concert with other key USAID/Papua New Guinea partners. The applicant will prepare a draft Year 1 implementation plan **in accordance with section D6(d) of this NOFO** to be submitted with its application. This draft will be finalized with the AOR within 45 days of award. Subsequent annual implementation plans will be submitted within 30 days before the start of the succeeding year. ***The AOR will review and approve the plan within 15 days after receipt of the implementation plan.***

Note: The facilitation of “pause and reflection” sessions prior to the submission of each annual implementation plan is encouraged, and the conclusions reached from these spaces should be included in the annual Implementation Plan.

The implementation plan must include, at a minimum:

- Proposed accomplishments and expected progress towards achieving program results and performance measures tied to the Monitoring, Evaluation and Learning (MEL) Plan;
- Timeline for implementation of the year's proposed interventions, including target completion dates;
- Information on how interventions will be put in place;
- A Gender Action Plan that will define how gender will be integrated in the activity cycle;
- Environmental Risk Mitigation Plan which will describe how environmental compliance and climate risk management will be integrated into activity interventions;
- Personnel requirements to achieve expected outcomes;
- Details of collaboration with other major partners, including key local organizations;

- Annual budget with estimates of projected monthly expenditures; and,
- Plan for annual pause-and-reflect workshops.

(2) Monitoring, Evaluation and Learning (MEL) Plan

The Recipient will develop a MEL Plan that includes: 1) a Monitoring Plan to track results through a set of performance and contextual indicators; 2) an Assessment and Evaluation Plan to support accountability and improved effectiveness and sustainability; and, 3) A Collaborating, Learning, and Adapting (CLA) Plan that facilitates learning and adaptation to inform decision making throughout project implementation, including the identification of knowledge gaps to be addressed. By leveraging learning opportunities to inform activity-level decisions that maintain or adapt interventions, adaptive management approaches will be promoted and utilized during implementation. Furthermore, an adaptive MEL approach will serve as a platform to establish a community of practice with all implementing partners, stakeholders, and USAID staff for pause and reflect sessions on relevant topics.

The MEL Plan must describe the agreed upon framework of goals, outcomes, and outputs for the Peace Project, along with performance indicators, baselines and targets defined for each, and disaggregated by sex where appropriate. The project management team and implementing partners will work in close collaboration with USAID to update different components of the MEL Plan through periodic Mission portfolio reviews, mid-course stocktaking exercises, community-driven learning modules, and implementing partner meetings, which together will provide the opportunity to examine the implementation of activities, the completion of milestones, and the achievement of performance results.

The applicant will prepare a draft MEL plan to be submitted with its application, which shall describe assessments and evaluative work that the Applicant will conduct for its own management decision-making, institutional learning, and accountability purposes (see ADS 203.3.1, as revised, for more detailed guidance). During the first sixty (60) days after the award is made, the Recipient will work closely with the AOR to finalize its MEL Plan. The plan must identify specific indicators for measuring the following aspects of the recipient's performance:

- Progress toward meeting program objectives and sub-objectives; and,
- Timeframe for achieving these objectives and sub-objectives.

The Recipient will collaborate with the USAID AOR to review and update its MEL Plan, and to monitor and report to USAID. Both quantitative and qualitative indicators need to be developed and special attention paid to data sources, collection methods, and data quality assessment.

An initial activity-level MEL plan should include:

- The context in which the development problem is situated;
- If-then causal outcomes needed to achieve the desired change;
- Major interventions that the activity will undertake to catalyze those outcomes;
- Key assumptions that inform or threaten the success of the theory of change and potential risks;
- A description of any efforts for monitoring the context and emerging risks that could affect the achievement of results;
- Identify at least one relevant key performance indicator for each activity-level outcome with baseline values and annual targets;
- Mid-term and annual assessments, intentional learning exercises to measure progress, opportunities, and risks and any proposed internal evaluations;
- Incorporate expectations for collaboration between implementing partners and any external evaluations of the activity planned by USAID;
- Ensure that data and assessments are consistently validating the Results Framework; and,
- Include as appropriate, procedures for collecting feedback from beneficiaries, responding to feedback from beneficiaries, and timely reporting to USAID on beneficiary feedback.

The Recipient will conduct surveys and analyses to establish a baseline for measuring results. In year one of implementation, USAID may make separate resources available to conduct an independent baseline evaluation to feed into implementation planning.

Under a separate independent mechanism, USAID expects to conduct an external mid-term assessment and a final evaluation to be scheduled near the end of the third and fifth years of project implementation. These external evaluations will focus on: (a) the extent to which the activities have achieved the intended results; (b) the impact of the project; (c) conclusions and recommendations for the implementing partners and USAID; and, (d) lessons learned that could merit adaptations or realignment of project activities.

(3) Grants Manual

The Recipient shall submit a Grants Manual for Agreement Officer (AO) approval **45 days** after award. The Grants Manual will outline the purpose of grant making to achieve activity objectives and a proactive approach to identify recipients. The manual should describe how the Recipient will exercise active grant management, taking into consideration capacity building efforts and its localization strategy. The Recipient shall describe its approach to, and how it will manage, the competition and award of sub-awards in line with USAID best practices and the local context. The Recipient will assess the type of sub-grants that will be issued to organizations,

including awards based on the achievement of milestones and cost-reimbursement awards.

(4) Quarterly Performance Report

The Recipient shall deliver quarterly performance reports to the AOR. These reports shall include a descriptive analysis of the activities conducted to date; a quantitative and/or qualitative description of actual achievements versus planned activities, in both narrative and in data performance table formats; targets for the next reporting period; and, information detailing how the programmatic outputs are linked to financial reporting. The report will specify any problems encountered and indicate resolutions or proposed corrective actions. The report will also include anticipated future problems, delays, or constraints that may adversely affect implementation; information on security issues, especially as these affect program integrity and the safety of implementing partners; and, other pertinent information, where appropriate. The Recipient will provide, in electronic form, a copy of this report to the Development Experience Clearinghouse and comply with the requirements of 2 CFR 200.328.

(5) Accruals Reports

The Recipient will provide financial information (e.g., expense reports) to the AOR on a quarterly basis to assist in the calculation of accrued expenditures.

(6) Demobilization Plan

Forty-five (45) days prior to the completion date of the award, the Recipient shall submit a demobilization plan to the AO and AOR, including the proposed disposition of equipment.

(7) Final Report

The Recipient shall submit a final report of no more than 50 pages, including conclusions and recommendations but excluding appendices, to the AO and AOR within 120 calendar days after the expiration or termination of the award. The final report contents shall meet requirements as set in 2 CFR 200.329 and include major success stories, best practices, and lessons learned. It shall include a description of the cumulative results achieved; final data for all indicators included in the MEL plan; an assessment of the impact of the program; a summary of the problems/obstacles encountered during the implementation and how they were addressed or overcome; and, recommendations regarding unfinished work and/or future needs. The Recipient will provide, in electronic form, a copy of this report to the Development Experience Clearinghouse once cleared by the AOR.

Submissions to the USAID's Development Experience Clearinghouse (DEC)

The Recipient will be required to submit technical reports, in English, to USAID's Development Experience Clearinghouse (DEC) via the public-facing and searchable <https://dec.usaid.gov> – via email at docsubmit@usaid.gov or via the U.S. Postal Service delivery to the following address:

USAID Development Experience Clearinghouse
M/CIO/ITSD/KM
Ronald Reagan Building M. 01
U.S. Agency for International Development
Washington, DC 20523

For further information on DEC, refer to ADS 540, <https://www.usaid.gov/ads/policy/500/540>.

F4. Environmental Compliance

The Applicant will work with USAID to ensure environmental soundness and compliance in implementation when required by the [22 CFR 216](#) determination.

The activities under Papua New Guinea's Peace Project are among the classes of actions listed in 22 CFR 216.2(c)(2) and have no foreseeable significant direct or indirect adverse effect on the environment. Therefore, under 22 CFR 216.2(c)(1), neither an IEE nor an EA will be required for these activities. Instead, a Categorical Exclusion has been recommended for the projects and activities as described herein. Per USAID Regulations 22 CFR 216, should any of the activities or sub-activities change post award, subsequent review to ensure they remain eligible for categorical exclusion will need to be completed.

Five potential climate risks were identified: (1) Extreme weather disrupts provision of technical assistance; (2) Plans fail to account for changing climate and new vulnerabilities; (3) Extreme weather disrupts capacity building; (4) Lacking incentives, community support for climate mitigation(s) do not increase; and (5) Funding for conservation may be redirected to climate-related emergencies. All risks were determined to be low. Embedded in the risk for (2) is a possibility that technical advice given could at least, in part, influence agricultural production choices (pertaining to sub-activity 3.1) which may be impacted by a changing climate, but there is no associated additional climate risk. In order to reduce climate risks, the implementer will be provided with a climate risk profile for the country and region (if available) and a copy of the USAID Climate Risk Screening and Management Tool for Activity Design. After review of these documents, implementing staff will ask all individuals involved to reflect on potential climate risks in light of their assignments and will spend some time reviewing and discussing those risks prior to the start of the activity.

Limitations of the Categorical Exclusion:

The categorical exclusions recommended in this document apply only to projects/activities and sub-activities described herein.

Other projects/activities that may arise must be subject to an environmental analysis and the appropriate documentation prepared and approved, whether it be a new Request for Categorical Exclusion, an amendment, or other type of 22 CFR 216 document.

It is confirmed that the projects/activities described herein do not involve actions normally having a significant effect on the environment, including those described in 22 CFR 216.2(d). USAID will ensure that the following environmental requirements are met:

- Provide briefings for Implementing Partner (IP) on environmental compliance responsibilities.
- Ensure integration of compliance responsibilities in prime and sub-awards and grant agreements.
- Ensure compliance with applicable partner country requirements.
- Annual review of project activities to ensure that scope is still covered by Categorical Exclusion.

F5. Other Requirements

Emergency, Security, and Safety Plan - The recipient will be expected to adhere to its organizational emergency and security policy during the implementation of the program.

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

G1. NOFO Points of Contact

The Agency point of contact for this NOFO is:

Name: Melissa Benedict

Email: manila-roaa-rfa@usaid.gov

All questions regarding this NOFO must be submitted by email to manila-roaa-rfa@usaid.gov no later than the date and time indicated on the cover letter.

G2. Agreement Officer's Representative (AOR)

After an award is made, an AOR and Alternate will be designated in writing by the AO. They will provide programmatic and administrative oversight of the assistance instrument. This authority is not re-delegable other than as specified in the AO's designation letter. The AOR ensures that USAID exercises prudent management over the award and monitors the Recipient's progress in achieving the objectives of the program description. Name and contact email address for the AOR will be provided at the award stage.

G3. Acquisition and Assistance Ombudsman

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

The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov

[END OF SECTION G]

SECTION H: OTHER INFORMATION

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

Applications with Proprietary Data

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

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

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

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

[END OF SECTION H]

ANNEX 1 - SUMMARY BUDGET TEMPLATE

In accordance with Section D.7(c), a 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. The following is an illustrative example of the structure of a summary budget.

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Total
A. Personnel Salaries						
B. Fringe Benefits						
C. Allowances						
D. Travel and Per Diem						
E. Equipment and Supplies						
F. Contractual/Subawards						
G. Other Direct Costs						
H. Total Direct Costs (sum of A-G)						
I. Indirect Costs						
J. Total Federal Funding (I + J)						
K. Cost Share (if any)						
L. Total Program Costs (J + K)						

The detailed budget associated with this budget summary may be provided as separate MS Excel worksheet tabs per Cost Category.

[END OF ANNEX 1]

ANNEX 2 - STANDARD PROVISIONS

The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental Organizations, as appropriate.

The following are the listing of standard provisions by type of organization:

For U.S. Non-Governmental Organizations

MANDATORY STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS
M1. Applicability Of 2 Cfr 200 And 2 Cfr 700 (November 2020)
M2. Ineligible Countries (May 1986)
M3. Nondiscrimination (June 2012)
M4. Amendment Of Award (June 2012)
M5. Notices (June 2012)
M6. Subawards And Contracts (December 2022)
M7. Omb Approval Under The Paperwork Reduction Act (October 2023)
M8. Usaid Eligibility Rules For Goods And Services (May 2020)
M9. Debarment, Suspension, And Other Responsibility Matters (June 2012)
M10. Drug-Free Workplace (June 2012)
M11. Equal Participation By Faith-Based Organizations (June 2016)
M12. Preventing Transactions With, Or The Provision Of Resources Or Support To, Sanctioned Groups And Individuals (May 2020)
M13. Marking And Public Communications Under Usaid-Funded Assistance (December 2014)
M14. Regulations Governing Employees (October 2023)
M15. Conversion Of United States Dollars To Local Currency (November 1985)
M16. Use Of Pouch Facilities (August 1992)
M17. Travel And International Air Transportation (December 2014)
M18. Ocean Shipment Of Goods (June 2012)
M19. Voluntary Population Planning Activities – Mandatory Requirements (May 2006)
M20. Trafficking In Persons (April 2016)
M21. Submissions To The Development Experience Clearinghouse And Publications (June 2012)
M22. Limiting Construction Activities (August 2023)
M23. Usaid Implementing Partner Notices (Ipn) Portal For Assistance (July 2014)
M24. Enhancement Of Recipient Employee Whistleblower Protections (December 2022)
M25. Submission Of Datasets To The Development Data Library (October 2014)
M26. Prohibition On Requiring Certain Internal Confidentiality Agreements Or Statements (May 2017)
M27. Safeguarding Against Exploitation, Sexual Abuse, Child Abuse, And Child Neglect (October 2023)
M28. Mandatory Disclosures (June 2023)

M29. Nondiscrimination Against Beneficiaries (November 2016)
M30. Conflict Of Interest (August 2018)
M31. Prohibition On Certain Telecommunication And Video Surveillance Services Or Equipment (December 2022)
M32. Usaid Disability Policy - Assistance (December 2022)
M33. Award Term And Condition For Recipient Integrity And Performance Matters (December 2022)
M34. Exchange Visitors Visa Requirements (December 2022)

REQUIRED AS APPLICABLE (RAA) STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS

Raa1. Negotiated Indirect Cost Rates - Predetermined (November 2020)
Raa2. Negotiated Indirect Cost Rates - Provisional (Nonprofit) (November 2020)
Raa3. Negotiated Indirect Cost Rate - Provisional (For-Profit) (December 2022)
Raa4. Indirect Costs – De Minimis Rate (November 2020)
Raa5. [Reserved]
Raa6. Voluntary Population Planning Activities – Supplemental Requirements (January 2009)
Raa7. Protection Of The Individual As A Research Subject (April 1998)
Raa8. Care Of Laboratory Animals (March 2004)
Raa9. Title To And Care Of Property (Cooperating Country Title) (December 2022)
Raa10. Cost Sharing (Matching) (February 2012)
Raa11. Prohibition Of Assistance To Drug Traffickers (June 1999)
Raa12. Investment Promotion (December 2022)
Raa13. Reporting Host Government Taxes (December 2022)
Raa14. Foreign Government Delegations To International Conferences (June 2012)
Raa15. Conscience Clause Implementation (Assistance) (February 2012)
Raa16. Condoms (Assistance) (September 2014)
Raa17. Prohibition On The Promotion Or Advocacy Of The Legalization Or Practice Of Prostitution Or Sex Trafficking (Assistance) (September 2014)
Raa18. [Reserved]
Raa19. Standards For Accessibility For The Disabled In Usaid Assistance Awards Involving Construction (September 2004)
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. Universal Entity Identifier (Uei) And System For Award Management (Sam) (December 2022)
Raa24. Reporting Subawards And Executive Compensation (December 2022)
Raa25. Patent Reporting Procedures (December 2022)
Raa26. Access To Usaid Facilities And Usaid's Information Systems (August 2013)
Raa27. Contract Provision For DbA Insurance Under Recipient Procurements (December 2022)

Raa28. [Reserved]
Raa29. [Reserved]
Raa30. Program Income (August 2020)
Raa31. Never Contract With The Enemy (November 2020)

For Non-U.S. Non-Governmental Organizations

MANDATORY STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

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 (October 2023)
M12. Debarment And Suspension (June 2012)
M13. Disputes And Appeals (December 2022)
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 2023)
M21. Usaid Implementing Partner Notices (Ipn) Portal For Assistance (July 2014)
M22. Enhancement Of Grantee Employee Whistleblower Protections (December 2022)
M23. Submission Of Datasets To The Development Data Library (October 2014)
M24. Prohibition On Requiring Certain Internal Confidentiality Agreements Or Statements (May 2017)
M25. Safeguarding Against Exploitation, Sexual Abuse, Child Abuse, And Child Neglect (October 2023)
M26. Mandatory Disclosures (June 2023)
M27. Nondiscrimination Against Beneficiaries (November 2016)
M28. Conflict Of Interest (August 2018)
M29. Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (July 2022)
M30. Exchange Visitors Visa Requirements (December 2022)
M31. Contract Award Term And Condition For Recipient Integrity And Performance Matters

(December 2022)

M32. Omb Approval Under The Paperwork Reduction Act (October 2023)

REQUIRED AS APPLICABLE (RAA) 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 Entity Identifier (Uei) And System For Award Management (Sam) (December 2022)
- Raa7. Reporting Subawards And Executive Compensation (December 2022)
- Raa8. Subawards (December 2014)
- Raa9. Travel And International Air Transportation (December 2014)
- Raa10. Ocean Shipment Of Goods (June 2012)
- Raa11. Reporting Host Government Taxes (December 2022)
- Raa12. Patent Rights (December 2022)
- Raa13. [Reserved]
- Raa14. Investment Promotion (December 2022)
- 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) 83
- 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 2022)
- Raa29. [Reserved]
- Raa30. [Reserved]
- Raa31. Never Contract With The Enemy (November 2020)

Please note that the resulting award will include all standard provisions (both mandatory and required as applicable) in full text. The full text of these provisions may be found at: www.usaid.gov/ads/policy/300/303maa and www.usaid.gov/ads/policy/300/303mab.

[END OF ANNEX 2]

ANNEX 3 - STRATEGIC LINKAGES

USG Strategic Frameworks and U.S. Administration Priorities

- [Pacific Islands Strategic Framework](#): The activity will be responsive to Development Objectives 2 and 3 of the USAID Strategic Framework for the Pacific Islands: “Resilient Economic Growth Advanced” and “Democratic Governance Strengthened.”
- [Indo-Pacific Strategy](#): The United States is committed to an Indo-Pacific that is free and open, connected, prosperous, secure, and resilient. Working with partners, this activity promotes prosperity and regional security through building local capacity for peacebuilding and conflict mitigation, and enhancing economic opportunities.
- [State-USAID Joint Strategic Plan \(JSP\)](#): The activity aligns with the JSP, particularly regarding goals two and three in promoting global prosperity and shaping an international environment in which the United States can thrive and strengthen democratic institutions, uphold universal values, and promote human dignity.
- Consistent with the charge in the Global Fragility Act (GFA) statute to “empower local and national actors” and the [USAID Local Capacity Development Policy](#), GFA implementation in PNG will work to “embrace more inclusive development partnerships” and strengthen local actors’ capabilities. Through this activity, USAID will seek out new local partners to support and sustain progress. The activity will endeavor to elevate the voices of local communities through seeking out local, community level partners and by ensuring responsiveness to community needs and local voices. **The current publicly available reference is the official summary of the [U.S. Strategy to Prevent Conflict & Promote Stability](#) for Papua New Guinea.**
- [The U.S. Strategy to Prevent Conflict and Promote Stability \(SPCPS\)](#) aims to break the costly cycle of conflict and fragility and promote peaceful, self-reliant US partners. Through this strategy, the US is pursuing a new approach to address the drivers of fragility, while supporting locally-driven solutions through prevention, stabilization, partnerships and efficient management. The SPCPS 10 Year Country Plan for Papua New Guinea (2022 - 2032) outlines a framework and initial approach to guide U.S. efforts to help Papua New Guineans promote a more peaceful and resilient country.
- The GFA strategy and this activity buttresses the [National Security Strategy](#), including its focus on the Pacific Islands and the need for collective action “to build new ways to work with allies and partners on development and the expansion of human dignity,” which are integral to security and prosperity.
- The activity also aligns with and fulfills the mandated requirement of the Women, Peace, and Security (WPS) Act of 2017 and the [U.S. Strategy on Women, Peace, and Security](#), which is a whole-of-government policy to advance women’s protection from violence and meaningful participation in preventing and resolving conflict and building post-conflict peace and stability. By aligning with WPS principles, this activity will ensure women’s protection and access to meaningfully participate in peace and political processes, preventing, mediating, and resolving local conflicts and violence.

[END OF ANNEX 3]

ANNEX 4 - PAST PERFORMANCE INFORMATION (PPI) TEMPLATE

The form is not required if the below information is available in the Government past performance systems (CPARS).

(To be completed by the Applicant)

1. Award Number:
2. Contractor/Recipient (Name and Address):
3. Type of Award:
4. Complexity of Work: Difficult _____ Routine _____
5. Description, location, and relevancy of work:
6. Dollar Value of Work : Status: Active _____ Completed _____
7. Date of Award: _____ Award Completion Date (including extensions): _____
8. Type and Extent of Subawards:
9. Name, Address, Telephone Number, and E-mail Address of the Awarding Contracting/Agreement Officer and/or the Contracting/Agreement Officer's Representative (and other references as applicable):

[END OF ANNEX 4]

ANNEX 5 - LOCAL COMPENSATION PLAN FOR PAPUA NEW GUINEA

Base rate ranges (in PNG Kinas) for Mission Local Employees.

Grade	Minimum	Maximum
1	15,860	22,200
2	18,284	25,604
3	21,466	30,056
4	26,579	37,209
5	30,766	43,066
6	40,985	57,385
7	48,634	68,084
8	70,946	99,336
9	89,563	125,393
10	124,905	174,875
11	161,147	225,607
12	221,189	309,669

GENERAL GRADE LEVEL GUIDES

The General Grade Level Guides presented on the following pages have been prepared as guidance in determining the grade levels of positions for which no classification standards exist. The Guides should be used in classifying such positions in conjunction with standards for other positions considered to have characteristics in common with the position to be classified. For example, in classifying an administrative assistance or administrative specialist position, it would be logical to examine standards for positions within the administrative area, e.g., budget and fiscal, procurement, supply, etc. In classifying professional positions, it would be logical to examine standards for professional positions. The Guides define the level of work appropriate to each grade, indicate the language, education, and experience desired or required of incumbents of positions at that grade, and indicate the occupations for which standards have been prepared at each grade.

FSN-1

This is the entrance level for routine, unskilled types of work. It includes the most routine custodial and manual positions found at this level. Most positions require no more than Level 1 English ability (rudimentary knowledge). Classification standards depicting the FSN-1 level has been prepared for: Janitor/Janitress; Laborer; Watchman etc.

FSN-2

This level includes positions the duties of which are to perform entrance level trade or craft tasks, manual positions involving routine maintenance of vehicular equipment, operation of simple, low pressure heating plant equipment, and entrance level clerical positions performing simple filing, record keeping, and mail sorting. Up to six months of experience is desirable. Most non-clerical positions require little formal education and no more than Level 1 English ability (rudimentary knowledge). Some secondary school education is desirable for the clerical positions. Level 2 English ability (limited knowledge) is sufficient for most clerical positions at this grade. Classification standards depicting the FSN-2 level have been prepared for: Duplicating Equipment Operator; File Clerk; Gardener; Guard; Heating Plant Operator; Janitor Supervisor; Mail Clerk; Motor Vehicle Serviceman; Trades Helper; Warehouseman, etc.

FSN-3

This level is characterized by the performance of semi-skilled trades and crafts duties and routine clerical duties. It is the intermediate level (between the entrance level and full performance or skilled journeyman level) for trade and craft positions. In addition to semi-skilled trade and craft positions, other manual positions involve operation of the simpler utilities equipment and driving an automobile as a motor pool chauffeur. Clerical positions involve routine clerical duties such as records maintenance, working at a telephone switchboard, and/or typing a variety of narrative and tabular material. Elementary school education is desirable for manual positions and secondary school education is desirable for clerical positions. Manual positions require Level 1 (rudimentary knowledge) to Level 2 (limited knowledge) English ability and clerical positions require Level 2 to Level 3 (good working knowledge) English ability. Up to one year of experience is required for both manual and clerical positions at this level. Classification standards depicting the FSN-3 level have been prepared for: Automotive Mechanic; Boiler Operator; Chauffeur; Clerk Typist; Distribution Clerk; Operator; Guard; Mail Clerk; Maintenance Man; Mechanic; Offset Press Operator; Power Plant Operator; Receptionist; Sewage Disposal Plant; Telephone Operator; Water Plant Operator, etc.

FSN-4

This is the full performance or skilled journeyman level for trade and craft positions. Employees at this level must be able to perform the full scope of their positions with a minimum of supervisory guidance. Clerical positions require familiarity with office practices and procedures and the ability to follow through in order to obtain the required results. They also must exercise judgment and apply pertinent regulations. Completion of secondary school, one to one and one-half years of experience, and Level 3 (good working knowledge) of English is required for clerical positions at this level. Trade and craft positions require completion of an apprenticeship, vocational training, or experience recognized as producing journeyman level skills and one to one and one-half years of experience at the journeyman level. Level 1 English ability

(rudimentary knowledge) is sufficient for most manual jobs, although a few positions may require a Level 2 (limited knowledge) English ability. Completion of elementary school is required. Classification standards depicting the FSN-4 level have been prepared for: Automotive Mechanic; Automotive Mechanic (Body & Fender); Boiler Operator; Clerk; Chauffeur; Clerk Stenographer; Clerk Typist; Dispatcher; Distribution Clerk; Federal Benefits Clerk; Furniture Repairman; Guard; Guard/Receptionist; Locksmith; Machinist; Mail Clerk; Maintenance Man; Mechanic (Building Trades); Office Machine Repairman; Offset Press Operator; Passport and Citizenship Clerk; Power Plant Operator; Procurement Clerk; Receptionist; Refrigeration and Air-Conditioning Mechanic; Special Consular Services Clerk; Supply Clerk; Telephone Installer & Repairman; Telephone Operator; Teletype Operator; Upholsterer; Visa Clerk; Voucher Examiner, etc.

FSN-5

Clerical positions at this level involve the performance of responsible work requiring the exercise of judgment, knowledge of a specialized subject matter and the regulations pertaining thereto. Journeyman level clerical positions in various program areas are at this level. Manual positions are working supervisors of three to six skilled and semiskilled employees in trade and craft positions. Manual positions require some secondary school education, plus an apprenticeship, vocational training or experience recognized as providing journeyman level skills, and one and one-half years of journeyman and six months of supervisory experience. Level 2 English ability (limited knowledge) is sufficient for most manual positions, but a few require Level 3. Level 3 English ability (good working knowledge), and one and one-half to two years of experience is required for most clerical positions. Classification standards depicting the FSN-5 level has been prepared for: Accounts Maintenance Clerk; Automotive Mechanic Foreman; Cashier (Consular); Central Office Telephone Mechanic; Clerk Stenographer; Consular Investigations Clerk; Distribution Clerk Federal Benefits Clerk; Guard Supervisor; Library Clerk; Library Clerk (LOC); Mail Supervisor Maintenance Foreman; Medical Technician; Participant Training Clerk; Payroll Clerk; Personnel Clerk; Program Clerk; Purchasing Agent; Receptionist; Secretary; Security Clerk; Shipment Clerk; Special Consular Services Clerk; Supply Clerk; Telephone Supervisor; Teletype Mechanic; Teletype Operator; Travel Clerk; Utilities Foreman; Visa Clerk; Voucher Examiner; Work Control Clerk, etc.

FSN-6

This is the senior or top clerical level involving the performance of the most difficult clerical work requiring the exercise of judgment, knowledge of a specialized subject matter, and the application of extensive rules and regulations. Included also in this class are supervisors of clerical positions and secretaries to American officials performing major functions. Manual positions are supervisors of established units of from eight to fifteen skilled and semi-skilled employees, and have continuing management responsibility for the efficient use of equipment, materials, and manpower. Manual positions require some secondary school education, plus vocational training, an apprenticeship or experience recognized as producing journeyman level skills and one and one-half years of journeyman level skills and supervisory experience. Level 2 English ability (limited knowledge) is required for most manual positions but a few require Level 3. Clerical positions require completion of secondary school, two to two and one-half years of experience, and Level 3 English ability (good working knowledge). Classification standards

depicting the FSN-6 level have been prepared for: Accounts Maintenance Clerk; Distribution Record System Clerk; Audio Visual Technician; Automotive Mechanic Foreman; Cashier; Clerk Stenographer; Commercial Clerk; Customs Expediter; Distribution Supervisor; Guard Supervisor; Language Instructor Circulation/Reference); Library Assistant (Technical Services); Library Clerk (LOC); Maintenance Foreman; Maintenance Inspector; Medical Technician; Motor Pool Supervisor; Nurse; Participant Training Clerk; Payroll Clerk; Payroll Liaison Clerk; Personnel Clerk; Program Clerk; Secretary; Shipment Clerk; Storekeeper; Telephone Supervisor; Teletype Supervisor; Utilities Foreman; Visa Clerk; Voucher Examiner, etc.

FSN-7

This level includes junior assistant positions in administrative, technical, and program areas including AID, USIS, FCS, FAS, and other associated agency program areas. Such positions require a good general knowledge and application of the policies and procedures, rules and regulations of a particular subject matter area, or substantive knowledge of that area, and work under general instructions with work reviewed for accuracy of results. This level also includes supervisors of clerical functions of substantial size, and employees in charge of the maintenance function at small posts. The secretary to the ranking official of a large consulate or associated agency mission is also placed in this level when the official has no American secretary. In addition to completion of secondary school, some additional technical or collegiate education is desirable. From one to three years of experience, and Level 3 English ability (good working knowledge) are required. Classification standards depicting the FSN-7 level have been prepared for: Accounting Technician; Arts and Graphics Assistant; Audience Record System Assistant; Audio Visual Technician; Budget Analyst; Cashier; Commercial Assistant; Consular Investigations Assistant; Cultural Affairs Assistant; Distribution Assistant; Economic Assistant; Engineering Draftsman; Federal Benefits Assistant; Information Assistant; Language Instructor; Librarian (LOC); Maintenance Supervisor; Passport and Citizenship Assistant; Payroll Supervisor; Personnel Assistant; Political Assistant; Protocol Assistant; Purchasing Agent; Reference Librarian; Secretary; Shipment Assistant; Shipment Assistant (POV); Special Consular Services Assistant; Supervisory Voucher Examiner; Technical Services Librarian; Translator; Travel Assistant; Visa Assistant, etc.

FSN-8

This is the fully qualified level for assistant positions in administrative, technical, and program areas including AID, USIS, and other associated agency program areas. The difficulty of the work performed requires considerable experience and training and a thorough knowledge of policies, procedures, rules and regulations, and/or extensive subject matter knowledge in a particular field. Employees are expected to resolve most problems and execute assignments with supervision limited primarily to the review of end product results. The secretary to the ranking officer of a very large consulate or associated agency mission is also placed in this level when the official has not American secretary. These positions require completion of secondary school, and some collegiate or technical training is desirable. Two to four years of experience is necessary. Level 3 English ability (good working knowledge) is required. Classification standards depicting the FSN-8 level have been prepared for: Accounting Technician; Art and Graphics Assistant; Distribution Record System Assistant; Budget Analyst; Cashier; Commercial Assistant; Consular Investigations Assistant; Cultural Affairs Assistant; Development Loan Assistant;

Distribution Assistant; Economic Assistant; Federal Benefits Assistant; Information Assistant; Librarian (LOC); Maintenance Supervisor; Nurse; Participant Training Assistant; Passport & Citizenship Assistant; Payroll Supervisor; Personnel Assistant; Procurement Agent; Program Assistant; Protocol Assistant; Reference Librarian; Scientific Affairs Assistant; Security Investigator; Shipment Assistant; Special Consular Services Assistant; Supervisory Audio Visual Technician; Supervisory Language Instructor; Supervisory Voucher Examiner; Supply Supervisor; Technical Services Librarian; Travel Assistant; Visa Assistant, etc.

FSN-9

This is the senior assistant level for technical and administrative management positions. No supervisory technical positions at this level involve fact finding, research, analysis, and interpretation of factual data in the field of the employee's expertise. Administrative management positions are supervisory and typically involve management of a function and personal performance of the most difficult work of the function, including evaluation of complex facts and the interpretation of laws, regulations, and instructions in their application to specific situations. Incumbents of positions at this level are expected to complete assignments with a minimum of supervision. These positions require completion of secondary school, and some collegiate or technical education is desirable. Three to five years of progressively responsible experience is required. Many positions at this level require Level 4 English ability (fluent). Classification standards depicting the FSN-9 level has been prepared for: Agricultural Assistant; Art & Graphics Assistant; Distribution Record System Assistant; Budget Analyst; Consular Investigations Assistant; Cultural Affairs Assistant; Distribution Assistant; Economic Assistant; Federal Benefits Assistant; Information Assistant; Labor Assistant; Librarian (LOC Acquisitions); Librarian (LOC Cataloging); Participant Training Assistant; Passport & Citizenship Assistant; Personnel Assistant; Political Assistant; Procurement Agent; Program Assistant; Reference Librarian; Scientific Affairs Assistant; Security Investigator; Shipment Supervisor; Special Consular Services Assistant; Supervisory Accounting Technician; Supply Supervisor; Technical Services Librarian; Trade Center Assistant Translator; Visa Assistant, etc.

FSN-10

This is the lowest of three levels of professional or specialist positions. Incumbents of positions at this level personally perform, and in some cases supervise other employees engaged in, a major segment of a professional, technical or program area, including AID, USIS, FCS, FAS, and other associated agency program areas. Incumbents of such positions must understand and apply a highly technical body of knowledge usually obtained through collegiate study, as well as applicable laws and agency regulations and instructions. This level also includes supervisory positions in the administrative management area with equivalent requirements. Incumbents of positions at this level are expected to perform difficult duties with a minimum of supervision. A collegiate education with the equivalent of an A.B. or B.S. degree is required, with only rare exceptions. Four to six years of progressively responsible experience in the professional, technical, or administrative management area is required. Level 4 English ability (fluent) is usually required. Classification standards depicting the FSN-10 level have been prepared for: Agricultural Research Specialist; Agricultural Specialist; Arts & Graphics Specialist; Distribution Record System Specialist; Budget Analyst; Civil Aviation Specialist; Commercial Specialist; Cultural Affairs Specialist; Development Loan Specialist; Distribution Specialist; Economic

Specialist; Geographic Specialist; Information Specialist; Librarian (LOC); Library Director; Maintenance Supervisor; Participant Training Specialist; Passport and Citizenship Specialist; Personnel Specialist; Procurement Supervisor; Program Specialist; Security Investigator; Special Consular Services Specialist; Trade Center Specialist; Travel Promotion Specialist; Visa Specialist, etc.

FSN-11

This is the middle of three levels of professional or specialist positions; however, it is the highest level usually attainable in a professional, technical, program, or administrative management area, even in a large overseas establishment. Under the direction of an American official, but with wide latitude for planning, organizing, and executing assigned responsibilities, supervises the accomplishment of or personally performs the most difficult and complex work involved in a professional, technical, or program area, including AID, USIS, FCS, and other associated agency program areas. Incumbents of such positions must understand and apply a highly technical body of knowledge usually obtained through collegiate study, as well as applicable laws and agency regulations and instructions. This level also includes supervisory positions in the administrative management area with equivalent requirements. Guidance received from the American supervisory official is almost wholly related to policy, program objectives, and priorities. Within such guidelines, incumbents of positions at this level plan and undertake important projects and carry them to completion without significant supervision. Demands are heavy on initiative, resourcefulness, and sound judgment. Typically, incumbents of positions at this level have important contacts with senior business, government, and community officials. A collegiate education with the equivalent of an A.B. or B.S. degree and from five to seven years of progressively responsible experience in the professional, technical, or administrative management area are required. Level 4 English ability (fluent) is usually required. Classification standards depicting the FSN-11 level has been prepared for: Agricultural Specialist; Arts & Graphics Specialist; Commercial Specialist; Cultural Affairs Specialist; Economic Specialist; Engineer; Information Specialist; Labor Specialist; Library Director; Passport & Citizenship Specialist; Personnel Specialist; Political Specialist; Program Specialist; Scientific Affairs Specialist; Visa Specialist, etc.

FSN-12

This is the highest of three levels of professional or specialist positions and the highest grade in the Interagency Foreign Service National Position Classification Plan. Relatively few overseas establishments will warrant an FSN12 position; the establishment of more than one FSN-12 position within the same broad professional, technical, or program area, e.g., political, economic, cultural, information, etc., is seldom warranted. Positions at this level are those of highly qualified and recognized experts. Under the direction of an American official, they supervise or personally perform difficult and complex work involving the full scope of a professional, technical or program area, including AID, USIS, FCS, FAS and other associated agency program areas, in one of the most important country programs of its kind in the world. Incumbents of such positions apply a highly technical body of knowledge of applicable laws and agency regulations and instructions. These positions often call for originality of ideas and creative thinking in dealing with problems or matters for which there is little precedent, and usually require that the employee be able to inter-relate the pertinent subject matter with a

broader spectrum, as would be the case in considering the impact of important political developments on domestic and international economic developments. Where the emphasis is on reporting covering a broad spectrum of complex subject matter and requiring the exercise of independent judgment in projecting future developments or trends. Substantial reliance is placed upon the employee's professional acumen and judgment, and his/her advice is sought on important and at times on extremely sensitive matters; in functional programs that involve comprehensive program planning, the employee participates actively in the planning process. Positions at this level are largely independent of technical supervision; guidance from American supervisors is primarily with regard to policy, priorities, results to be achieved, basic approaches to be followed, and in the case of positions involving reporting, the nature and basic content of reports. Employees at this level develop and maintain an extensive range of important contacts with senior level business and government officials and with community leaders for the purpose of obtaining or verifying information which is not otherwise available. Incumbents of these positions normally possess the equivalent of an A.B. or B.S. collegiate degree in a field of study closely related to their assigned responsibilities; in many instances, postgraduate education are needed. A minimum of six to eight years of progressively responsible experience in the area of their assignment is needed. Level 4 English ability (fluent) is usually required. Supervision over others is not normally a significant factor in justifying the classification of a position at the FSN-12 level. Classification Standards depicting the FSN-12 level have been prepared for: Agricultural Research Specialist; Agricultural Specialist; Chief Librarian (LOC); Commercial Specialist; Cultural Affairs Specialist; Economic Specialist; Engineer; Information Specialist; Library Director; Medical Officer; Political Specialist; Program Specialist; Scientific Affairs Specialist; Supervisory Budget Specialist; Visa Specialist, etc.

[END OF ANNEX 5]

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