



# USAID | WEST BANK/GAZA

**Issue Date:** May 16, 2024  
**Deadline for Questions:** May 22, 2024,  
Opening of Business (OOB) 9:00 A.M., Jerusalem Time

**Closing Date:** June 3, 2024  
**Closing Time:** 16:00, Jerusalem Time

**Subject:** Notice of Funding Opportunity (NOFO) Request for Application  
Number - 72029424RFA00002  
**Program Title:** Gaza Health Recovery Activity

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified U.S. Non-Profit Organizations (NGOs) and U.S. For Profit Organizations (that forgo profit), to implement a five-year program, entitled the “Gaza Health Recovery Activity.”

USAID’s Mission to West Bank and Gaza (WBG) intends to make one cooperative agreement to the Applicant who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO, subject to a risk assessment. Eligible Applicants interested in submitting a Concept Paper are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process. USAID reserves the right to fund any or none of the concept papers/notes submitted.

Eligible Applicants that may apply for funding under this NOFO are those that are: qualified U.S. organizations, non-profit, or for-profit entities<sup>1</sup>; who had an active presence (i.e., operations and staff) in Gaza prior to the events of October 7, 2023; and that have previously implemented activities and programs in the health sector in Gaza. See Section C for more information.

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

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<sup>1</sup> For-Profit Applicants should note that, pursuant to 22 CFR 226.81, the payment of fee/profit under grants and cooperative agreements is prohibited.

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The Federal cost principles in FAR Part 31 apply to for-profit recipients and subrecipients. For-profit recipients and subrecipients are also subject to the 2 CFR 700.13 additional provisions for awards to for-profit entities.

To be considered for an award, Applicants must submit their Concept Paper by the closing date specified above which will be reviewed and evaluated by USAID. USAID will invite the Applicant with the most highly rated Concept Paper to participate in the co-creation process. Subject to the successful conclusion of the co-creation process, the successful Applicant will be requested to submit a full application.

Concept Papers must provide all required information in this NOFO. This funding opportunity is posted on [www.grants.gov](http://www.grants.gov) and may be amended at any time before the closing date. It is the responsibility of the Applicant to regularly check this website to ensure they have the latest information pertaining to this opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or the conversion process. If you have difficulty accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at [support@grants.gov](mailto:support@grants.gov) for technical assistance.

USAID may not award to an Applicant unless the Applicant has complied with all applicable Unique Entity Identifier and System for Award Management (SAM) requirements detailed in Section D "APPLICATION AND SUBMISSION INFORMATION". Applicants are encouraged to begin registration early in the process.

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

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

Thank you for your interest in USAID/WBG programs.

Sincerely,

Daniel Harter  
Agreement Officer  
USAID/West Bank and Gaza

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## SECTION A: PROGRAM DESCRIPTION

### Gaza Health Recovery Activity

#### I. Overall Objective and Summary

The five-year, \$50 million “Gaza Health Recovery Activity” (GHRA) is focused on restoring health services in private health care facilities in Gaza. The activity will build upon prior USAID investments in the health sector in Gaza to restore a range of non-governmental health care services, including for people with injuries and disabilities.

#### II. Background and Problem Statement

Since October 7, 2023, the conflict in Gaza has resulted in more than 35,000 deaths and more than 78,000 injured. It is estimated that nearly 1.7 million people, approximately 80% of Gaza’s population, are internally displaced, with many experiencing multiple displacements. Over one million individuals are currently living in or close to emergency or informal shelters. In addition to the morbidity and mortality directly caused by the conflict, there are rising rates of malnutrition due to dire shortages of food and water. There are also outbreaks of communicable diseases due to overcrowded shelters, severe lack of clean water, sanitation and hygiene services and destroyed sewage networks. Constant relocation for safety and shelter and the destruction of much of the health system infrastructure has made access to life saving care out of reach for most people in Gaza. Nearly 84% of health facility buildings have been destroyed or damaged and those remaining lack access to medicines, ambulances, basic life saving services, electricity, water and internet<sup>2</sup>. The situation has led to devastating conditions for all residents of Gaza, compounding the impact of the most marginalized, including people with disabilities, children, youth, and women of reproductive age (WRA).

Since the conflict began, the rate of pregnancy and labor and delivery complications has risen to over 15%<sup>3</sup>, including a 300% rise in miscarriages<sup>4</sup>. Newborns are at great risk due to increased rates (25-30%) of premature delivery and almost nonexistent lifesaving care and equipment<sup>5</sup>. Children are also experiencing high rates of morbidity due to conflict related

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<sup>2</sup> <https://thedocs.worldbank.org/en/doc/14e309cd34e04e40b90eb19afa7b5d15-0280012024/original/Gaza-Interim-Damage-Assessment-032924-Final.pdf>

<sup>3</sup> [https://www.emro.who.int/images/stories/palestine/oPt\\_Emergency\\_Situation\\_Update\\_-\\_DEC7b.pdf?ua=1](https://www.emro.who.int/images/stories/palestine/oPt_Emergency_Situation_Update_-_DEC7b.pdf?ua=1)

<sup>4</sup> <https://www.care.org/news-and-stories/news/the-long-shadow-of-starvation-in-gaza/>

<sup>5</sup> <https://news.un.org/en/story/2024/03/1147182>

injuries, malnutrition, and communicable diseases. More than 10 children on average have lost one or both of their legs every day in Gaza since October 7, and at least 1,000 children have undergone limb amputations without pain relief and often in unsterile conditions; many who will require multiple surgeries and refitting of prosthesis over their lifetime<sup>6</sup>. These statistics illustrate the urgent need to restore quality health care services. In addition to the overwhelming physical health needs in Gaza, many children and adults have been significantly traumatized, necessitating holistic mental health and psychosocial services as part of any health recovery.

Before October 7th, there were 80 non-governmental primary healthcare facilities and 17 secondary non-governmental facilities in Gaza. To date, the conflict has damaged or destroyed 84% of all health facilities at a cost of U\$554 million, decimating Gaza's health system. In total, 649 health facilities have been affected; 29 hospitals, representing more than three quarters of all hospitals, have suffered extensive damage.<sup>7</sup> Hospitals, health centers, clinics, and pharmacies also have incurred significant damages, exacerbating the challenge of providing medical services. Remaining functional health facilities and hospitals continue to face the complete lack of, or shortage of, electricity supply or fuel for backup electricity generators. There have been few restocks of pharmaceuticals and medical supplies during the conflict, so almost all health facilities are stocked out of essential items needed to provide lifesaving care, including vaccinations, medications for treatment of chronic diseases and anesthetics and supplies needed for surgeries. The health sector manpower has been severely impacted by the conflict, with hundreds of casualties and innumerable injuries among first responders and facility staff, with others being detained and arrested. The remaining providers and health auxiliary staff are massively overworked, with little to no time off and traumatized due to the horrors they continuously face while trying to save lives in the face of seemingly insurmountable challenges.

Central to Gaza's recovery is the reestablishment of the health system across the entirety of the Strip, with the capacity to address the extensive public health challenges faced by the entire population, including for marginalized communities and severely injured people.

USAID/WBG has a history of providing health sector assistance in Gaza, including:

- "Gaza 2020: Health Matters" (2015-2023), which provided medical assistance to primary and secondary health care facilities in Gaza.

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<sup>6</sup> <https://www.savethechildren.net/news/gaza-more-10-children-day-lose-limb-three-months-brutal-conflict>

<sup>7</sup> <https://thedocs.worldbank.org/en/doc/14e309cd34e04e40b90eb19afa7b5d15-0280012024/original/Gaza-Interim-Damage-Assessment-032924-Final.pdf>

- “Envision Gaza 2020 - Emergency Rapid Response” (2019-2022), which worked on addressing COVID-19 needs in the West Bank and later in Gaza.
- The Palestinian Health Sector Reform and Development Project (2008-2014), which worked with eligible NGO health service providers in Gaza, with a limited focus on provision of overall capacity strengthening, complemented by targeted grants and procurement support.

### III. Goal

The goal of GHRA is to improve health outcomes for Gazans through the restoration of NGO health services across the Gaza Strip. To address the complex health needs of Gazans post-conflict, this activity will not only focus on restoring services at the primary health care level, but also will provide limited support to secondary health care services and facilities as determined by the rapid needs assessment and USAID/WBG priorities and funding availability.

- IV. Theory of Change:** USAID/WBG’s funding will support essential activities to revitalize NGO health sector services. The holistic approach of activities, including clinical services, will be informed by results of a rapid needs assessment conducted immediately post-award and through prioritization exercises with USAID/WBG.

Theory of change: ***IF** operational and institutional capacity is restored to selected non-governmental health service providers in Gaza; and **IF** vulnerable people in Gaza have access to safe, good quality, inclusive health services; and, **IF** access to quality mental health and psycho-social support and rehabilitation services are improved **THEN** the wellbeing and the health outcomes of people in Gaza will be improved.*

- V. Results Framework:** The following represents the intermediate results (IRs) for GHRA and some illustrated interventions:

**IR.1: Improved access for the Gazans to high quality primary and secondary health care services including;**

- Primary health services, including:
  - Maternal, newborn and child health (MNCH) services<sup>8</sup>

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<sup>8</sup> MNCH services can include antenatal care, labor and delivery services, postnatal care, SGBV and newborn and child health.

- Nutrition screening and services, including malnutrition interventions
- Outpatient care, including chronic and communicable disease services
- Mental health and psychosocial services, including through referrals
- Secondary and specialized healthcare services, including:
  - Emergency Obstetric Care (EmOC)
  - Neonatal intensive care
  - Surgical and specialized services for severe injuries
  - Services for people with disabilities (prosthesis, assistive devices)

**Linkages to Standardized Program Structure and Definitions:**

1. **HL 4 Global Health Security in Development (GHSD):** 4.3 Commodity Stockpile; 4.4 Behavior Change Communications; 4.5 Response to disease outbreak; 4.6 Cross cutting health systems strengthening.
2. **HL 5 Other Public Health Threats (OPHT):** 5.2 Non communicable public health threats including injuries; 5.3 Cross systems health systems strengthening.
3. **HL 6 Maternal Newborn Child Health (MNCH):** 6.1 Birth preparedness and maternity services; 6.2 Treatment of obstetric complications and disabilities; 6.3 Newborn care and treatment; 6.6 Treatment of child illness; 6.8 Cross cutting health systems strengthening; 6.9 Antimicrobial resistance.
4. **HL 9 Nutrition (Nut):** 9.1 Promotion of improved nutrition practices; 9.2 Population based nutrition service delivery; 9.3 Nutrition enabling environment and capacity; 9.4 Cross cutting health systems strengthening.

GHRA will be focused on providing technical and operational support to non-governmental primary and secondary health organizations to provide high quality health services across the Gaza Strip. The focus will be on primary health and community level support, but will include limited interventions to support secondary healthcare services identified as critical needs during the assessment phase as needed and approved by the USAID/WBG.

Restoring NGO health services will greatly depend on the availability of essential supplies, equipment and pharmaceuticals. GHRA will need to have capacity to manage all components of supply chain systems for its activities and grantees – from warehousing to logistics management information systems. Creating a flexible procurement plan, based on the best available quantification and forecasting

information, will be essential to ensuring that GHRA is able to obtain commodities when needed, maintain buffer supplies and prevent stock outs.

As appropriate, sub-grant support will be provided to non-governmental providers to help them transition back to where they were prior to October 7th. Sub-grant support could include:

- 1) Grants to help local non-governmental health providers restore their capacity to provide quality health, nutrition, psycho-social and mental health, disability accessibility and physical rehabilitation services. The grants will be short-term and focused on helping local organizations restore staffing, ensure quality standards for care and procure needed equipment, devices and pharmaceuticals that will enable them to restart their programming. The sub-grants can be used to provide short term job opportunities for medical and administrative staff, organizational operational support and running costs, special project activities, etc. Sub-grant support should be complemented with technical and/or managerial capacity building measures, if warranted, in order to increase the quality, effectiveness and sustainability of the organizations' ability to provide long-term critical services.
- 2) Grants to small community-based organizations that provide health, nutrition, psychosocial and mental health and physical rehabilitation services. Grants can also be provided to community-led organizations and marginalized groups to advance inclusive development in the informal health sector.

GHRA will provide supply chain support<sup>9</sup> to the sub grantees, including short-term procurement of items, equipment and pharmaceuticals necessary to restore services.

Sub grants will be awarded through a competitive process managed by GHRA that will utilize a co-creation approach to collaboratively design grant work and procurement plans. The grantees will be expected to contribute to the GHRA's goals and outcomes and report program data and track performance against activity indicators. The expectation is that the procurement of essential pharmaceuticals, medical supplies,

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<sup>9</sup>Examples: Office equipment, pharmaceuticals, medical supplies, emergency medical kits, assistive devices for people with special needs, essential medical equipment and spare parts for medical equipment, etc.

assistive devices, equipment, spare parts for medical equipment, etc. will be conducted at a centralized level by GHRA.

### **IR.1.1 Restored institutional and operational capacity of health NGOs in Gaza to provide access to health services for Gazans**

#### **Illustrative interventions**

- Conduct rapid needs assessments of health facilities, supply chain and human resources to inform the quick restoration of key health services as outlined in the results section.
- Develop and implement health services restoration plans for each targeted NGO facility/ clinic/hospital and other health service providers.
- Reestablish medical protocols and administrative systems per national standards, including physical rehabilitation and inclusive of assistive technology.
- Explore opportunities to utilize tele-health and digital health services/support to enable task shifting and client centered care.
- Recruit skilled clinicians and health support staff to provide static and mobile/community outreach services and manage clinic operations and logistics.
- Provide temporary, durable structures to offer static and/or mobile health services.
- Restore physical rehabilitation services and access to assistive devices and create efficient referral pathways for physical rehabilitation services.
- Develop/upgrade technical skills of medical and allied staff, as needed.
- Revitalize or design approaches for integrating mental health and psychosocial support into primary and secondary health care services, including establishing a clear referral pathway, strengthening mental health community helplines, and supporting mental health needs of healthcare workers and auxiliary health service staff.

After conducting rapid needs assessments and identifying facilities in need of physical rehabilitation/upgrades, the Recipient will implement cosmetic and non-structural works, which fall outside of USAID's definition of "construction" in ADS 303maw, "USAID Implementation of Construction Activities - Mandatory Reference for ADS Chapter 303," for the primary and secondary healthcare facilities and community-based facilities. Additional structural works which are defined as "construction" in ADS 303maw will be identified by GHRA, but will be funded and implemented through an independent

contractor/s as directed by USAID. The Recipient will coordinate and collaborate with other USAID contractors/recipients as needed.

**IR.1.1.1 Strengthened supply chain systems to ensure reliable access to essential equipment, commodities, pharmaceuticals and assistive devices for their service delivery sites**

**Illustrative interventions**

- Development of pharmaceutical management systems and training of relevant staff
- Development/upgrade of procurement systems
- Support/provision of medical equipment and spare parts for medical equipment
- Support/provision of pharmaceutical and medical supplies
- Provision of center-based disability rehabilitation equipment
- Provision of assistive devices
- Development of equipment maintenance systems

**IR.1.1.2 Sub-grant support to non-governmental healthcare providers**

**Illustrative interventions**

- Short term funding for staffing, small scale non-structural renovations or facility/service operations to enable the sub-grantee to restart services
- Expand/improve services currently provided by the sub grantee
- Introduce new services that are not available in Gaza, but that are highly needed in the current context (e.g. therapeutic feeding for children suffering from severe acute malnutrition)
- Improve quality of services through technical assistance from GHRA or contracted organization

**IR.1.1.3 Human resources trained (technical health and administrative staff)**

**Illustrative interventions**

- Train and support health care providers on evidence-based updates to clinical care and application of promising practices for fragile settings
- Train and support medical teams on emergent health needs<sup>10</sup>

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<sup>10</sup> Examples of emergent issues include; emergency services, therapeutic feeding, mental health and care for people with disabilities, including assistive devices.

#### **IR. 1.1.4 Physical upgrade/rehabilitation to health facilities**

##### **Illustrative interventions**

- Provide limited support for NGO health facility rehabilitation<sup>11</sup>, including efforts to restore access to water, electricity and internet services – award recipients should collaborate with other USAID partners to support these needs

#### **IR.2 Increased community utilization and engagement to expand the reach out of targeted health care services to more vulnerable Gazans.**

##### **Linkages to Standardized Program Structure and Definitions:**

1. **HL 4 Global Health Security in Development (GHSD):** 4.4 Behavior Change Communications; 4.5 Response to disease outbreak; 4.6 Cross cutting health systems strengthening.
2. **HL 5 Other Public Health Threats (OPHT):** 5.2 Non communicable public health threats including injuries; 5.3 Cross systems health systems strengthening.
3. **HL 6 Maternal Newborn Child Health (MNCH):** 6.1 Birth preparedness and maternity services; 6.2 Treatment of obstetric complications and disabilities; 6.3 Newborn care and treatment; 6.6 Treatment of child illness; 6.8 Cross cutting health systems strengthening.
4. **HL 9 Nutrition (Nut):** 9.1 Promotion of improved nutrition practices; 9.2 Population based nutrition service delivery; 9.4 Cross cutting health systems strengthening.

##### **Illustrative interventions**

- Support to community-based rehabilitation organizations and community-based mental and psycho-social support organizations in order to reach a larger number of program participants and communities through their outreach and mobile services
- Support initiatives/programs that advance cross-cutting inclusive development and community involvement in the planning and implementation of interventions that address health services needs of marginalized and

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<sup>11</sup> See section IV of this document for more detail on USAID guidance on facility rehabilitation.

underrepresented groups, including mental health, disability inclusion and rehabilitation services.

- Revitalize or design approaches for integrating mental health and psycho-social support into primary and secondary health care services, including establishing a clear referral pathway, strengthening mental health community helplines, and supporting mental health needs of healthcare workers and auxiliary health service staff
- Conduct trauma-informed consultations with the community to better understand needs and priorities
- Conduct Inclusive Development Analysis or expand a gender and disability assessment/analysis to include an inclusive development lens to better assess contextual factors impacting war-affected children, women, youth and adults, access to services and provide programmatic recommendations.
- Provide disability rehabilitation services that actively engage and utilize the community's human and material resources.
- Train health staff on inclusive practices, such as the social model of disability, gender sensitivity, youth engagement and principles of resilience and inclusive development.
- Provide psycho-social support and mental health services, including creating and equipping a cadre of mental health providers that can provide community-based interventions.

## **VI. Strategic Value**

**Link to Mission Strategy:** This activity falls under the USAID/WBG DO 3: Resilience and Human Development Outcome Strengthened and is directly linked to IR 3.1: Increased Access to Resources and Opportunities to Meet Basic Needs

GHRA will contribute to the achievement of the DO and IR by improving health outcomes for Gazans through the restoration of NGO health services across the Gaza Strip.

**Link to Agency Priorities:** This activity aligns with USAID's priorities, including:

- **Inclusive Development.** Inclusive Development is an equitable development approach built on the understanding that every individual and community, of all diverse identities and experiences, is instrumental in the transformation of their

own societies. Their engagement throughout the entire development process leads to better outcomes.

- **Global Health Worker Initiative (GHWI).** Through the GHWI, USAID is better aligning investments in health workers across the U.S. Government, building stronger partnerships on health workforce with bilateral partners, multilateral institutions, including the World Health Organization, and other philanthropic partners, and reorienting our global health programs toward cohesive efforts that build stronger and more resilient health systems. Key components of the GHRA that contribute to GHWI include; providing psycho-social support for health workers; improving health workforce capacity; building country capacity to manage and finance health workers; supporting the provision of fair and timely pay for health workers; investing in innovations to equip health workers with the ability to provide efficient, quality integrated services, including through use of digital platforms.
- **Primary Impact.** Primary Impact is USAID’s effort to accelerate progress in health and survival globally through primary health care via a comprehensive approach that combines multi-sectoral policy and action, community empowerment, and integrated health services. It is a whole-person-centered approach where proactive care – health promotion, disease prevention, diagnosis, treatment – is delivered equitably by multi-disciplinary teams as close as possible to people’s everyday environments, reducing morbidity and mortality across the lifespan. GHRA’s focus on restoring services in the Gaza Strip through a comprehensive primary health approach will help achieve the Primary Impact objectives of providing integrated, client centered care and reducing morbidity and mortality.

**Link to National Plans:** Although the Taylor Force Act prevents USAID/WBG from providing assistance directly to the PA, including the PA MOH, the Mission does take into account the PA’s description of the Palestinian people’s needs. In this case, the Mission has taken note of the health needs identified by the PA in the Palestinian Authority's Recovery Plan and with the Palestinian Authority MOH’s National Health Strategy. However, our planned health activities will benefit non-governmental actors rather than the PA, in line with TFA; by coordinating with the PA we have ensured our activities maximize impact.

**Building on Past USAID Achievements:** USAID/WBG previously implemented several health activities in Gaza. GHRA is expected to build on past USAID achievements in the non-governmental health sector in Gaza as the Activity will build on the strengths of existing local

strong NGOs working to address health needs in the non-governmental sector, which are trusted by the people in Gaza, which has established systems and networks, and with whom USAID/WBG has previously worked in the past. GHRA will also be leveraging local capable human resources, some of whom might have previously received training under one of USAID/WBG's previous health activities (e.g. infection prevention).

## **VII. Implementation Approach – Phased Implementation**

Based on the constraints and challenges of the operating environment in Gaza, and the need to identify accurate and current data to refine activities in pursuit of the stated program objectives, the Activity will be implemented through a phased approach. The phased approach for the implementation of this Activity enables the Recipient to employ adaptive management and remain responsive to the changing context while determining priorities in consultation with USAID. The phased approach is outlined below, but the Agreement Officer will provide further guidance under the phased approach, as necessary.

The Activity is expected to have a brief inception period given the tremendous, urgent, and evolving needs in Gaza. Rapid assessments will be conducted during this period. This will be followed by the development of a response plan detailing the priority health needs that could be addressed, including technical assistance and capacity building interventions. These interventions will be focused on preparing and supporting health care providers and auxiliary staff to offer high quality services, procurement of essential supplies, pharmaceuticals and medical equipment needed to provide health services, and identification of needed rehabilitation in partner community, primary and secondary service delivery sites. The response plan will be submitted to USAID for approval.

The components of this Activity will be designed to implement an efficient and effective approach to achieve the intended results.

**Phase One of Implementation– Inception Period and Rapid Assessments:** The Recipient will rapidly complete the mobilization of core staff, along with conducting appropriate stakeholder consultations and finalization of the Phase 1 Work Plan in close coordination with USAID/WBG. The purpose of Phase I will be to assess the situation and needs in Gaza while appropriately balancing the need to quickly operationalize and respond to needs on the ground. Phase One will include:

***Operational:***

- Rapid start-up and targeted mobilization of core staff who are able to commence initial foundational work
- Identification and vetting of recipient and subrecipient staff in addition to those already identified and vetted at the time of the award, and activity implementation staff who will be recruited and commence work under the Activity.

***Technical:***

- Identifying and proposing stakeholders/partners and target geographic areas for interventions in collaboration with USAID, in addition to those already identified at the time of the award, as well as the phasing of roll-out depending on available funding.
- Implementation of health facility assessment, including human resources for health and supply chain assessments
- Rapid submission of vetting forms for potential beneficiary local health organizations.
- Based on each facility assessment report, develop service restoration/upgrade plans for hospital/health service providers, including the physical rehabilitation needs that will be implemented by another USAID mechanism subject to USAID approval.
- Identification of “quick wins” and other urgent needs in the sector, and procurement and delivery of assistance to meet those needs, as directed by USAID.

Close coordination and discussions between the AOR and the Recipient will continue throughout this Phase. The purpose of this collaboration will be to provide the most timely and effective assessments and interventions to rapidly restore high quality services in the health sector. At the conclusion of Phase 1, the Recipient and the AOR will closely collaborate to consider all assessments, “quick wins,” and current events to refine the Implementation Plan to more specifically target needs in Phase Two of the implementation.

**Phase Two of Implementation – Response Plan and Implementation:** The inception phase will play a critical role in shaping the specifics of the program’s goals and activities through Phase 2, and the Recipient will ensure that activities carried out through this program are rooted in an understanding of the realities on the ground. Phase 2 will focus on achieving the overall goal and the results in the Program Description by implementing the planned interventions,

updating work plans as may be necessary, and scaling and expanding successful approaches identified, including with additional stakeholder partnerships, sectors, and beneficiaries. This includes continuing to identify additional strategies and emerging opportunities, and adapting implementation as needed to achieve the Activity's goal and objectives, including pivoting where an alternative approach would result in greater impact.

Throughout Phase 2, USAID/WBG will conduct periodic strategic reviews as needed in the form of pause and reflect exercises, to assess progress and evaluate strategies and achievements under the Activity. The pause and reflect exercises will include considering the feasibility and effectiveness of interventions, methods, and approaches, given the health and political conditions at the time. USAID/WBG and the Recipient will confirm the approaches, targeted sectors, and stakeholders/partners through these reviews, or agree to pivot as needed.

**Flexibility and Adaptability:** Conditions in Gaza remain highly dynamic and volatile, and there is a high probability of a significant unforeseen event or crisis developing in the operating environment during the life of this Activity. If either were to develop, the Activity must use adaptive management principles to respond immediately to the crisis while maintaining development gains achieved through Activity implementation. In response to unforeseen events, including a crisis, USAID/WBG may direct the Recipient to undertake additional interventions that are within the parameters of the Award. The Recipient will employ adaptive management strategies to respond to unforeseen opportunities and pivot activities, through consultations with USAID, that are within the scope of the Program Description to support an expanded geographic scope, as stability is restored, or support the roll-out of a broader range of support to people in Gaza. Adjustments will be agreed upon with the Recipient and are only allowed with the prior written approval of the Agreement Officer and/or the Agreement Officer Representative, depending on the nature of adjustment.

**Geographic Targeting:** The geographic focus is the Gaza Strip in its entirety.

**Sustainability:** This Activity will help to improve health services and health outcomes in the Gaza Strip by rebuilding the health care system through work with private facilities. This in turn will strengthen community and health system resilience to withstand any future shocks and stressors. Routine assessments will be conducted throughout the life of the Activity to assess the status and improvement of NGO partners' organizational capacities to sustain technical services and to operate independently of USAID funding.

Facilities targeted through the Activity will help them not only restore health services, but also build their internal capacities to manage and sustain them into the future. Health approaches that empower clients to prepare for health needs and take charge of their long-term health outcomes will build sustainability of client-led key healthy behaviors and practices.

**Cross-cutting Themes:**

- **Inclusive Development:** Inclusive Development is at the core of effective USAID programming. The Agency is committed to elevating women and local voices, including marginalized communities. GHRA will promote the approaches of inclusive development by ensuring that community leaders and members, including marginalized groups and people with disabilities and special health care needs, inform the activities and approaches used to advance GHRA. An inclusiveness assessment focused on gender, disability, and youth must be conducted by the Recipient and it will be the basis for developing relevant interventions in response to the findings and recommendations.
- **Gender:** The USAID's 2020 Gender Equality and Female Empowerment Policy requires that women, girls, men, and boys enjoy equal economic, social, cultural, civil, and political rights and are equally empowered to secure better lives for themselves, their families, their communities, and their countries.

The Gaza Health Recovery Activity will be required to conduct a detailed gender analysis when it starts implementation as detailed in Annex 1. A gender analysis will be combined with an inclusive development analysis, to ensure an intersectional lens is utilized to better understand an individuals' experience with gender and other important aspects of identity. The analysis should identify gender issues and determine possible entry-points for the Activity. Focus should be related to the different roles, needs, priorities, and strengths of Palestinian women/girls and men/boys, including for medical staff and patients treated in health facilities as well as the complexity of gender relations in the context of social relations and how this constrains or provides opportunities for addressing gender inequality. The analysis also should assess the barriers and constraints to women and men participating in and benefiting equally from the program interventions and discuss strategies to address these barriers and constraints and ensure that they are adequately resourced. A combined analysis can aim to better understand and address the complex interplay between various identities and utilize this information to better address structural inequalities.

- **Youth:** The Recipient will be required to conduct a youth analysis when it starts implementation as detailed in Annex 1. This analysis will examine barriers and opportunities to increase meaningful youth engagement in GHRA. The Activity will engage youth as viable partners in all activities.
  
- **Disability:** The Recipient will be required to conduct a disability analysis when it starts implementation as detailed in Annex 1. This analysis will examine barriers and opportunities to increase meaningful engagement for persons with disability (PWDs) in GHRA. The Activity will engage PWDs as viable partners and in all activities and beneficiaries from GHRA's activities. The Inclusive analysis should answer the following questions and other relevant questions to be added by the Recipient in finalizing the assessment SOW:
  - What are the existing gender and social gaps and root causes of gender and inclusive inequalities relevant to activity objectives and interventions?
  - What gender roles, norms, and power dynamics relevant to the activity's objectives support or hinder gender equality?
  - What are the opportunities and possible entry points to reduce gender gaps and address the root causes of gender inequality in Gaza given that most of the population is internally displaced?
  - What gender specific risks could emerge as a result of implementation? What are the proposed prevention and mitigation strategies?
  - What are the different roles, needs, priorities, and strengths of Palestinian women/girls and men/boys with disabilities?
  - How do gender and disability contribute to inequalities in accessing health services in the current context of Gaza?
  - What specific programmatic recommendations can help increase the inclusion of marginalized groups in this activity and in the health service space?
  - How can the analytical findings and recommendations be incorporated into implementation and the relevant performance indicators and other measures to track progress toward the inclusive development outcomes?
  - How can interventions in the health services sphere in the context of Gaza contribute to GBV prevention and mitigation?
  
- **Climate Change:** USAID expects its activities to positively contribute to the environment. An Initial Environmental Examination (IEE) is to be conducted for the GHRA (a copy of the IEE approval will be shared with the potential recipient during the

co-creation phase and will be incorporated in the award). The Recipient should develop an Environmental Monitoring and Mitigation Plan (EMMP) for each intervention. The Recipient should perform climate risk analysis and develop the necessary actions to address those risks. The climate risk analysis should be included in the EMMP reports.

- **Localization:** Localization is at the core of effective USAID programming. The Agency is committed to elevating local voices, including marginalized communities. By 2030, fifty percent of USAID programming will place local communities in the lead to set priorities, co-design projects, drive implementation, or evaluate the impact of programs.

GHRA is aligned with USAID’s Local Capacity Strengthening Policy and ADS 201, Additional Help on Inclusive Development. The Activity will support local non-governmental organizations through clinics, hospitals and community settings to leverage existing expertise and strengthen the capacity of staff and relevant actors to rapidly restore critical health services. Through this Activity, the Recipient will work with local and international non-governmental not-for-profit clinics/hospitals, community-based organizations (CBOs), including faith-based organizations (FBOs) and rehabilitation centers to support them to strengthen their capacities to respond to the health needs in Gaza while making them more resilient to any future shocks and stressors.

GHRA will be focused on supporting local health organizations to design and implement community informed health services that seek input from all relevant community stakeholders, but particularly from marginalized populations. Activity interventions will seek to improve the physical, management and technical capacity of local organizations to help ensure their sustainability as community advocates and service providers.

Intermediate Result 2 “Increased community utilization and engagement to expand the reach out of targeted health care services to more vulnerable Gazans” focuses on community engagement and support to community-based service organizations as part of the Activity's effect of expanding outreach, maximizing impact, and fostering sustainability of interventions to those local organizations that especially improve service delivery to vulnerable populations.

## **VIII. Other Programing Considerations**

**Do No Harm:** GHRA will support local non-governmental organizations and local and international not-for-profit clinics/hospitals, CBOs, including FBOs and rehabilitation centers, to

restore critical health services and respond to the health needs in Gaza. This will be done while abiding by the principles of “Do No Harm” and “Do nothing about us without us.”<sup>12</sup>

**Humanitarian, Development, and Peace Coherence:** Gaza recovery will need the layered support of humanitarian (HA) and development assistance (DA). GRHA will focus on supporting NGOs to transition from an emergency response environment focused on short-term interventions that save lives to restoring longer-term, sustainable health services that seek to improve health outcomes and revitalize the health system. Through assessments and analysis, GRHA, in collaboration with USAID development and humanitarian staff and other health sector actors, will advise when communities and organizations are ready to shift from exclusively humanitarian support to development interventions that will focus on quality of care, restoration of national and global standards and installation of permanent health systems and structures.

**Complementarity and Coordination with Other USAID Activities:** USAID/WBG has a number of development programs that help to improve access to basic needs and improve the well-being of Gazans. GHRA is expected to coordinate with implementing partners of other relevant USAID awards operating in Gaza. A primary synergy is USAID’s Basic Infrastructure Support Mechanism (BISM), which may be utilized by GHRA to undertake rehabilitation of health facilities. Information regarding current USAID-funded mechanisms is available at the following link: <https://www.usaid.gov/west-bank-and-gaza/our-work>. GHRA is also expected to coordinate with activities or projects sponsored by other donors or multilateral organizations to maximize results.

## **IX. Monitoring, Evaluation and Learning**

**Monitoring:** GHRA is required to generate evidence of improved health outcomes of Gazans, in addition to evidence of restoration of primary and secondary health care service delivery of assisted facilities.

The Recipient’s monitoring and learning system should be built on collecting output and outcome data that are used for performance management and for learning and adapting purposes. Rigorous monitoring systems should ensure the generation of evidence-based data that measures the progress and the achievements of the intended results (See the Results framework starting under the Program Description) of the Activity through a set of outcome

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<sup>12</sup>[https://usaidlearninglab.org/sites/default/files/resource/files/additional\\_help\\_for\\_ads\\_201\\_inclusive\\_development\\_180726\\_final\\_r.pdf](https://usaidlearninglab.org/sites/default/files/resource/files/additional_help_for_ads_201_inclusive_development_180726_final_r.pdf)

and output indicators, including relevant standard indicators and other custom indicators to be developed as part of the Activity Monitoring, Evaluation and Learning Plan (AMELP). The AMELP should align with ADS 203 and USAID/WBG's Mission Order 203, and should establish the appropriate methods for collecting, analyzing, and reporting performance data throughout the life of Activity.

The Recipient must use and report against this mandatory set of indicators that are integral part for measuring the intended results of the GHRA:

- CBLD-9 Percent of USG assisted organizations with improved performance (Capacity Building)
- GNDR-6 Number of people reached by a USG funded intervention providing GBV services (e.g., health, legal, psychosocial counseling, shelters, hotlines, other)
- HL.6.2-2 Number of women giving birth in a health facility receiving USG support (MCHN)
- HL. 6.3-63 Number of newborns who received postnatal care within two days of childbirth in USG supported programs (MCHN)
- HL.9-3 Number of pregnant women reached with nutrition-specific interventions through USG-supported programs (Nutrition)
- HL. 9-4 Number of individuals receiving nutrition related professional training through USG supported programs (Nutrition)
- Proportion of community members that have access to primary and secondary health care services in USAID program coverage areas.
- Number of people who receive health services from USAID supported service delivery sites. (Disaggregated by gender, age and type of health service (including disability and psychosocial care.)
- Number of operational primary health service delivery sites supported by USAID. (Disaggregated by components of functionality; structural, utilities, HMIS, LMIS, training and supportive supervision systems, procurement of essential equipment, commodities and pharmaceuticals.)
- Number of health workers trained in emergent health issues (disaggregated by training topic).
- Number of health workers trained on integrated primary and secondary health service provision, including gender-based violence, disability and psychosocial services. (disaggregated by gender and training topic).
- Number of health service delivery sites that utilize national health protocols and standard operating procedures.

- Number of local health and/or development organizations that have sustainably transitioned from USAID support.
- Average stock out of rate of essential commodities, assistive devices and pharmaceuticals at USAID supported service delivery sites.
- Number of health facilities with protocols and service delivery practices that are gender-sensitive and promote women's rights and participation (e.g., privacy, confidentiality).

Other sets of indicators must be developed and established to measure the impact on targeted facilities and health service providers. GHRA must include proposed performance indicators for the program results and components; these indicators will be further refined following the award of the Activity. Using these indicators and measurable targets, the Activity will be required to collaboratively develop with USAID/WBG a final AMELP to manage the process of monitoring, evaluating, and analyzing progress toward achieving results.

Activity achievement must be monitored through regular indicator data analysis, review of quarterly and annual reports submitted by the Recipient, in addition to semi-annual portfolio reviews. The AOR will report against these indicators through the Mission's annual Performance Plan and Report and other reporting requirements, as requested by USAID/WBG. This information will be used to inform management decisions on current and future program implementation.

**Context Monitoring:** The Recipient must closely monitor the operating context and situational developments in areas where implementation is to take place to ensure that activities are responsive to the local environment, and to identify any changes in the context that may impact implementation. The context data, which encompasses social, economic, political, and other factors that may affect project implementation, must be gathered through secondary sources such as survey reports, media, formative evaluations, and direct observation. Furthermore, the context must be considered during performance and impact data analysis, review, and reporting processes. The common disruptions to health programming might result from changes in the political environment, which can lead to changes in priorities, reallocation of resources, and/or delays in project-supported activities.

In the event of political developments that allow USAID to work with the government in Gaza, the Recipient will be expected to work with USAID to develop a plan to integrate activities as appropriate.

**Evaluation:** An independent USAID-led final evaluation will be conducted by the third-party USAID/WBG MEL contractor. Evaluation recommendations and findings will inform USAID of the Activity's performance to achieve its intended results. Evaluation findings will be used to inform management decisions and future programming. The final evaluation will be conducted at least six months prior to the conclusion of the Activity. Illustrative evaluation questions include:

- To what extent has the program achieved its intended objectives and results?
- How efficient and effective were the interventions implemented?
- To what extent were the beneficiary NGO hospitals/health service providers satisfied with the relevance and the quality of the assistance?
- To what degree (or in what specific ways) have the internal capacity of targeted organizations improved over the activity period to date?
- How did the implementation approach contribute to the improvement and sustainability of the restored health services of the targeted NGO hospitals and Health service providers?
- How well did the interventions respond to changing priorities and needs of the targeted NGO hospitals/health services providers?
- What new opportunities were created for beneficiary hospitals/health service providers and their staff?
- What are unintended results; positive or differential negative impacts on beneficiary hospitals and their staff were addressed or avoided?
- What needs and gender inequalities emerged or remain?
- What needs and inequalities emerged or remained unaddressed for people with disabilities and other war affected groups?
- To what extent has the inclusive approach and community engagement affected the success of the interventions, maximized their impact and sustainability?

**[END OF SECTION A]**

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## **SECTION B: FEDERAL AWARD INFORMATION**

### **1. Estimate of Funds Available and Number of Awards Contemplated**

USAID intends to 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 U.S. Dollars \$50 million in total USAID funding over a five-year period. Actual funding amounts are subject to availability of funds and internal USAID approvals. USAID reserves the right to fund any or none of the concept papers submitted.

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

The Gaza Health Recovery Activity will contribute to the following Mission's Strategic Intermediate Results:

#### **DO 3: Resilience and Human Development Outcomes Strengthened**

##### **IR 3.1 Increased Access to Resources and Opportunities to Meet Basic Needs**

The Gaza Health Recovery Activity (GHRA) or the "Activity" will contribute to the achievement of the DO and IR by improving health outcomes for Gazans through the restoration of NGO health services across the Gaza Strip. The Activity will generate evidence of improved health outcomes of the Gazan citizens, in addition to evidence of the restoration of the primary and secondary health care services that are accessible to all and sustained by the NGO services providers.

The Recipient's Monitoring and Learning system should be built on collecting output and outcome data that are used for performance management and for learning and adapting purposes. Rigorous monitoring systems should ensure the generation of evidence-based data that measures the progress and the achievements of the intended results (See the Results framework (listed above) of the Gaza Health Recovery Activity through a set of outcome and output indicators including relevant standard indicators and other custom indicators to be developed as part of the Activity Monitoring, Evaluation and Learning Plan (AMELP) that aligns with ADS 203 and USAID/WBG's Mission Order 203, and establishes the appropriate methods for collecting, analyzing, and reporting performance data throughout the life of activity.

A select set of indicators must be developed and established to measure the impact on targeted NGO hospitals and health services providers. The Gaza Health Recovery Activity must include proposed performance indicators for the program results and components and will further refine these indicators following the award. USAID/WBG and the Gaza Health Recovery Activity will identify and add/modify previously approved performance indicators, e.g. those included in the award to measure the program's results and performance. Using these indicators and measurable targets, the Gaza Health Recovery Activity in collaboration with USAID/WBG will

collaboratively develop an AMEL Plan to manage the process of monitoring, evaluating, and analyzing progress toward achieving results.

Activity achievement must be monitored through regular indicators data analyses, review of quarterly and annual reports submitted by the recipient, in addition to the semi-annual portfolio reviews. The AOR will report against these indicators through the Mission's annual Performance Plan and Report and other reporting assignments as required by the mission leadership. This information will be used to inform management decisions on current and future program implementation.

### **3. Start Date and Period of Performance for Federal Awards**

The anticipated period of performance is five years. The estimated start date will be upon the signature of the award, on or about August 15, 2024.

### **4. Substantial Involvement**

Consistent with ADS 303.3.11, USAID/West Bank Gaza anticipates a close working partnership with the Recipient on the Gaza Health Recovery Activity. USAID will exercise substantial involvement under this Cooperative Agreement in the following ways:

**a. Approval of the Recipient's Annual Implementation Plan:** USAID generally only requires approval of implementation plans annually; however, where changed contexts or new information requires a pivot in the activity, USAID may consider changes to an implementation plan. (See section F.4 Reporting Requirements).

As a follow up to the approved annual implementation plan, review and approval by USAID Agreement Officer's Representative of the individual program activities prior to the implementation of such activities.

**b. Approval of the Activity Monitoring, Evaluation and Learning Plan (AMELP):** Review and Approval by the Agreement Officer's Representative of the AMELP and the associated program indicators as further specified in Section F.4, "Reporting Requirements".

**c. Approval of the selection of Key Personnel and Any Replacements:** The positions indicated below have been designated as key to the successful implementation of the activity and realization of the goal of this Agreement. Prior to hiring and/or replacing any key personnel, the Recipient is required to notify both the Agreement Officer and the AOR reasonably in advance and seek their written concurrence. In case of replacement, the Recipient is required to submit a written justification of the decision, including proposed substitutions, in sufficient detail and equal qualifications to permit evaluation of the impact on the Activity. No replacement of these

specified key personnel shall be made by the Recipient without prior written approval of the Agreement Officer.

1. Chief of Party (COP)
2. Deputy Chief of Party (DCOP)
3. Technical Director
4. Procurement Director
5. Inclusive Development Advisor

**d. Concurrence of Sub-Awards.**

i. Concurrence by the Agreement Officer's Representative on the selection of all sub-award Recipients, and/or concurrence on the substantive provisions of the sub-awards. Further approvals are required from the Agreement Officer in accordance with Section B. 5 Special Award Conditions" below.

ii. The Recipient must request prior approval from the USAID Agreement Officer for the sub-award transfer or contracting out of any work under this Agreement in accordance with 2 CFR 200.308.

**e. Approval of the selection criteria for targeted geographic areas and beneficiaries:** The Recipient is required to discuss and obtain the AOR's technical concurrence for the criteria for selecting the geographic areas, and beneficiaries.

**f. USAID ability to immediately halt infrastructure activities and performance specifications:**

USAID reserves the right to immediately halt any non-structural, construction<sup>13</sup> or renovation activity where the specifications, including compliance with USAID specific and/or local regulations and standards concerning construction, quality, zoning, safety, and environmental practices and other terms of the award are not met. The Recipient is required to submit renovation plans, engineering and design work plans for USAID's prior review and obtain prior written approval.

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<sup>13</sup> Note that construction activities are not allowed under this Activity.

**g. The Agreement Officer's Representative and the Recipient will collaborate, or jointly participate, in the following areas:**

- USAID's monitoring to allow direction or redirection of the work because of interrelationships with other U.S. Government Activities.
- USAID may provide direction to the Recipient to help achieve results through coordination with other activities sponsored by the U.S. Government or other donors, to avoid duplication of effort, and in adherence to U.S. foreign policy. Where there are specific elements in the proposed program for which USAID's technical knowledge would benefit the Recipient's successful accomplishment of stated objectives, the direct provision of USAID expertise and ongoing USAID participation in the activity can be authorized by the Agreement Officer.
- Collaborate in the selection of advisory committee members, if the program will establish an advisory committee that provides advice to the recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.
- Approval of coordination and contacts with the Government entities and senior officials: Prior to any planned meetings with government entities/personnel, the Recipient must notify USAID in advance and discuss these plans with the AOR. USAID will inform the Recipient if USAID participates in discussions or meetings with any governmental entity or personnel.
- Direct USAID operational involvement: Direct USAID operational involvement or participation to ensure compliance with USAID/WBG Mission Order 21.

**5. Special Award Conditions**

1. The Recipient is expected to collaborate with the USAID AOR in developing activities in Gaza.
2. The Recipient is required to perform a pre-award survey before making any major subawards to non-U.S. organizations for \$ 250,000 or more.
3. The Recipient must obtain the Agreement Officer's prior written approval of any subaward for \$250,000 or more, including obtaining an approval for any subaward proposed by the Recipient in the application. Each approval request must include: a) the detailed budget and corresponding budget narrative; b) the negotiation memorandum that documents the selection process, the results of the pre-award survey; and c) the Recipient's determination of responsibility of the subawardee.
4. Additional vetting requirements pursuant to Mission Order No. 21 may be applied to this Activity. The requirement will be added as a special condition in the award document.
5. The Recipient must submit the monthly subaward reporting to USAID Program Support Unit (PSU) for all second and third-tier subawards.
6. The Recipient is required to develop and maintain detailed written policies and procedures covering compliance and adherence with USAID/WBG's Mission Order 21 and its

Addendum No. 1 within 60 days of award. The policies and procedures are to be submitted to the Agreement Officer prior to the start of activity implementation.

## **6. Authorized Geographic Code**

USAID's rules for the source of goods other than "restricted goods," are described in [ADS 312](#). The nationality of suppliers of goods and services, other than delivery services, is described in [ADS 314](#). These rules do not apply to procurement by the Recipient with cost-sharing or program income funds.

The authorized Geographic Code for the procurement of commodities and services under this award is "937", defined as the United States, the Cooperating Country (Israel, West Bank and Gaza), and developing countries other than advanced developing countries, and excluding prohibited sources.

For accurate identification of developing countries, advanced developing countries, and prohibited sources, please refer to Automated Directive System [ADS 310](#) entitled "Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID".

## **7. Nature of the Relationship between USAID and the Recipient**

The principal purpose of the relationship with the Recipient under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the USAID/WBG "Gaza Health Recovery Activity" 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.

## **8. Accountability**

The Recipient will be fully responsible for all funds disbursed to it under the award. USAID WBG Recipients and significant sub-recipients are subject to the audit requirements as mandated under the annual appropriation law and in accordance with the regulations. In addition, all awards for U.S. and non-U.S. recipients will be subject to annual financial audits (see section F.5.9 "USAID/WEST BANK AND GAZA AGENCY CONTRACTED AUDITS (ACA)". The Recipient must comply with all applicable U.S. laws and regulations. Failure to comply with applicable U.S. laws and regulations may result in disallowed costs and/or termination of award.

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**9. Title to Property**

Property Title under the resultant Agreement will vest with the Recipient in accordance with the requirements of 2 CFR 200.

**END OF SECTION B**

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## **SECTION C: ELIGIBILITY INFORMATION**

### **1. Eligible Applicants**

Eligible Applicants under this NOFO are those that are: qualified U.S. organizations, non-profit, or for-profit entities<sup>14</sup>; who had an active presence (i.e., operations and staff) in Gaza prior to the events of October 7, 2023; and have previously implemented activities and programs in the Health sector in Gaza in the past five years preceding October 7, 2023; and are registered to work in the Palestinian Territories, may apply for funding under this NOFO. See Section C for more information.

Note that qualified U.S. For-Profit Organizations may apply for funding under this NOFO. Potential for-profit Applicants should note that, pursuant to 22 CFR 226.81, the payment of fee/profit to the prime recipient under grants and cooperative agreements is prohibited. However, if a prime recipient has a subcontract with a for-profit organization for the acquisition of goods or services (i.e., if a buyer-seller relationship is created), fee/profit for the subcontractor may be authorized.

### **2. Cost Share**

USAID has established that Cost Sharing is not required. For guidance on cost sharing in grants and cooperative agreements see 2 CFR 200.306.

### **3. Risk Assessments**

For an award to be made, the USAID Agreement Officer must evaluate the risks posed by Applicants as outlined in 2 CFR 200.205 and ADS 303.3.9. This means that the Applicant must possess, or must have the ability to obtain, the necessary management and technical competence to conduct the proposed activity and must agree to practice mutually agreed-upon methods of accountability for funds and other assets provided or funded by USAID.

In evaluating the risks posed by Applicants, USAID uses a risk-based approach and may consider:

- i. Financial stability;
- ii. Quality of management systems and ability to meet the management standards prescribed in this part;

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<sup>14</sup> For-Profit Applicants should note that, pursuant to 22 CFR 226.81, the payment of fee/profit under grants and cooperative agreements is prohibited.

- iii. History of performance. The Applicant's record in managing Federal awards, if it is a prior Recipient of Federal awards, including timeliness 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;
- iv. Reports and findings from audits performed under Subpart F—Audit Requirements of this part or the reports and findings of any other available audits;
- v. The Applicant's ability to effectively implement statutory, regulatory, or other requirements imposed on non-Federal entities; and
- vi. That the Applicant is otherwise qualified to receive an award under applicable laws and regulations (e.g., Nondiscrimination, Lobbying, Debarment/Suspension, Terrorist Financing, etc.).

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

#### **4. Number of Concept-Papers**

Due to the urgency of this activity, interested Applicants should submit only one concept paper for consideration.

**END OF SECTION C**

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## SECTION D: APPLICATION AND SUBMISSION INFORMATION

### 1. Agency Point of Contact

Name: Ms. Nevine Zakariya  
Title: Acquisition and Assistance Specialist  
E-mail: [wbggazahealthactivity@usaid.gov](mailto:wbggazahealthactivity@usaid.gov).  
Office of Contracts Management  
USAID West Bank and Gaza

### 2. Questions and Answers

Questions regarding this NOFO should be submitted in writing to the e-mail address above no later than the date and time indicated on the cover letter, as amended. Such questions will be considered received if the subject line begins with “**NOFO 72029424RFA00002 Questions**”. Any information given to a prospective Applicant concerning this NOFO will be furnished promptly to all other prospective Applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant. Amendments to this NOFO will be posted on [www.grants.gov](http://www.grants.gov)

### 3. Concept Paper and Application Process

Applicants are expected to review, understand, and comply with all aspects of this NOFO. Failure to do so may result in a concept paper determined to be non-responsive and may be evaluated accordingly. Applicants should retain a copy of the concept paper for their records.

USAID reserves the right to make no award under this NOFO.

#### a. **OVERALL APPLICATION PROCESS:**

**USAID will utilize three phases for selection of an award under this NOFO as follows:**

**To be considered under this NOFO, applicants should submit their concept paper no later than the closing date identified on the cover page of this NOFO.**

**Phase 1: Concept Paper Submission** - All concept papers received by the closing date will be reviewed by a USAID Merit Review Committee (MRC) and evaluated according to the merit review/evaluation criteria outlined in Section E “**Application Review Information**”.

**Phase 2: Co-Creation Phase** - After the concept papers are evaluated, the successful applicant/s **may** be invited to continue the co-creation process and jointly collaborate with USAID to

determine the development solution and interventions necessary to achieve the greatest degree of measurable, sustainable impact.

**Phase 3: Apparently Successful Applicant/Program Description Development and Award -**

Once the co-creation phase is concluded successfully, the Apparently Successful Applicant will be requested to submit a full application and finalize the Program Description (with inputs from USAID/WBG) and submit a full budget application to inform the resulting cooperative agreement. No funding will be made available prior to award. The successful Applicant will be responsible for all costs incurred prior to award, including travel and all other related costs. Costs incurred in the application phase will not be reimbursed unless explicit written authorization is provided by the Agreement Officer.

**b. SPECIFIC DETAILED PHASED PROCESS:**

**PHASE 1: CONCEPT PAPER SUBMISSION**

Interested Applicants are invited to submit a Concept Paper based on Section A of this NOFO. Concept Papers should be prepared and submitted according to the specific instructions in this NOFO. Applicants should not submit any alternative document or narrative as a substitute for a Concept Paper. Application materials in any other format than that described in Section D.4, subsections A & B, will not be accepted or reviewed. All Concept Papers must be in English and submitted electronically according to the instructions in this NOFO. Concept Papers must be submitted to the point of contact indicated in Section D.1. Concept Papers sent by any other means (including on [www.grants.gov](http://www.grants.gov)) will not be considered.

A Concept Paper is a short document of up to ten (10) pages (including cover letter). See submission instructions below.

Concept Papers will be evaluated according to the criteria and considerations set forth in Section E. Concept Papers that are submitted late or are incomplete may not be considered under Phase 1 “Concept Paper Submission”.

Additional information in the Concept Paper not requested under this NOFO may be removed and may adversely affect an applicant’s evaluation/review.

USAID/WBG anticipates two (2) possible results from the Concept Paper merit review process:

- A. Conditional Acceptance** - Invited for Phase 2: Co-Creation: Concept Paper generally meets objectives and receives a high rating when evaluated against the Concept Paper merit review criteria. At this stage, additional clarity will be needed and USAID will invite the most highly

rated Applicant/s to engage in co-creation or to submit a full application if co-creation is determined to not be necessary.

--OR--

**B. Rejection:** Concept Paper does not meet objectives and receives a low rating when evaluated against the merit review criteria. Only the Applicant/s that are most highly rated will be invited to participate in Phase 2, the co-creation phase.

**NOTE:** A decision to engage in more in-depth and/or specific co-creation discussions is not a commitment to funding, nor is it a commitment that USAID will request a full application. If an Applicant is invited to engage in co-creation and further discussions, additional guidance with respect to expectations during the co-creation process will be provided to the Applicant. There is no guarantee that participation in the co-creation phase will lead to an award from USAID. USAID also reserves the right to not conduct a co-creation phase or a request for full application from the successful applicant at the concept paper stage.

#### **PHASE 2: CO-CREATION**

The Applicant that has the most highly rated concept for implementing the Gaza Health Recovery Activity may be invited for co-creation. The co-creation process with USAID builds on a Concept Paper that meets the merit review criteria and has strength and potential; it is not intended to develop new concepts from the ground up. During this phase, Applicants will work with the USAID technical team and the Agreement Officer to address issues.

After Concept Papers have been submitted and evaluated, USAID personnel can have highly specific, detailed activity design discussions with the Applicant throughout the remainder of the process, e.g., up to and through the award that might be issued under this NOFO.

The goals of the co-creation phase would likely be to validate key challenges and problems, and then jointly expand upon or adapt promising solutions. Ideas described within the Concept Paper may be discussed and further developed during co-creation through a meeting or series of meetings and technical exchanges. Co-creation thinking, and possible eventual full application, may address the ideas presented within the Concept Paper but will not be limited to these ideas. Co-creation is also intended to help identify potential consortia and partnerships to support relevant activities, if needed and relevant, discuss technical approaches to restore health services in the non-governmental health sector in Gaza, and discuss best practices for working in Gaza among others.

The co-creation phase may include discussions on the following, among others:

- Agreeing on health approaches and sectors where the Activity will work, including specific activities, targets and results.
- Joint target setting with USAID for the activity's goal and results and indicators;
- Identifying successful approaches and key entry points/drivers of change for achieving results, including pathways/linkages with primary and secondary healthcare, rehabilitation and mental health and psycho-social support sectors.

**NOTE:** None of USAID's communication during the co-creation process under this NOFO should be interpreted as a commitment to making an award of USAID funding. Regardless of the co-creation approach, USAID envisages a product of the co-creation process to be a strong project description from the selected Applicant/Consortium for the full application phase, as well as quantitative and/or qualitative indicators or performance milestones.

**Note on additional partners/resources:** Until a full application is submitted, both the Applicant and USAID may identify and include potential additional technical partners and/or potential resource partners. All additional sub-partners may be included as part of a subsequent full application if there is an agreement to do so between the potential sub-partner, the original Concept Paper Applicant, and USAID, but this is not guaranteed.

If an Applicant does not succeed in Phase 2, the process ends for that Applicant. USAID reserves the right to remove a co-creation participant from award consideration should the parties fail to reach agreement on activity concept, design, award terms, conditions, or cost/price within a reasonable time, if the participant fails to provide requested additional information in a timely manner, or if the U.S. Government believes it is in its best interest. Should this occur, USAID will invite other highly rated Applicants, if any, to participate in the co-creation phase.

### **PHASE 3: APPARENTLY SUCCESSFUL APPLICANT/ PROGRAM DESCRIPTION DEVELOPMENT AND AWARD**

After Phase 2, USAID determines if a full application is warranted. If a full application is warranted, USAID/WBG will provide complete submission instructions to the Applicant. The full application will detail and expand upon the concept refined through co-creation. The full application also requires the Applicant to complete specific U.S. Government forms and to provide additional information that USAID will need to move forward with for the implementing award instrument. Further details are provided under section D.4.C below. USAID will continue to have robust communication with the Applicant, potential partners, and other key stakeholders regarding the technical substance of the evolving approach, as well as the identity and roles of proposed or additional partners, as may be applicable.

During this stage, the Apparently Successful Applicant and USAID can further design the technical approach, and clarify general resource requirements, additional partner involvement, and management control of the project under the guidance of the Agreement Officer. The Apparently Successful Applicant may also be asked to provide additional information about its technical approach, capacity, management and organization, proposed cost and budget application, responsibility, and representations and certifications in line with the below '**Additional Documentation.**'

The Agreement Officer will engage in final review, negotiations, determination of award responsibility, cost reasonableness, and will draft an assistance mechanism, to be reviewed by the Apparently Successful Applicant. Information regarding possible award provisions will be offered to the Applicant, as well as the final award provisions when the award is drafted. USAID reserves the right to accept the full application in its entirety or to select only portions of the application to award.

**USAID reserves the right to make no award under this RFA.**

If requested to submit a full application, the Applicant is required to:

- 1) Be registered in SAM (System for Award Management) before submitting its application;
- 2) Provide a valid UEI (Unique Entity ID) number in its application; and
- 3) Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a federal awarding agency.

USAID will not make a Federal award to the selected Applicant if the Applicant has not fully complied with the UEI and SAM requirements by the time USAID is ready to make an award. If this were to happen, USAID may determine that the Applicant is not qualified to receive a Federal award and use that determination as the basis for making a Federal award to another Applicant.

#### **4. Submission Procedures**

##### **A. Concept Paper Instructions:**

**Concept Papers must be submitted with the name of the Applicant and the NOFO number in the subject line of the email submission, to the following email address ONLY: [wbggazahealthactivity@usaid.gov](mailto:wbggazahealthactivity@usaid.gov).** Your organization must ensure that the Concept Paper is received at USAID/WBG in its entirety through requesting a confirmation receipt email to be sent by USAID. No additions or modifications to the submitted Concept Paper applications will be accepted after the initial closing date of submissions.

Concept Papers must be written in English and submitted electronically via e-mail in Word and Adobe PDF formats. The Concept Paper must be written in Calibri 12-point font, on standard 8.5" x 11" paper, and be single spaced with no less than one-inch margins and consecutively numbered pages. The Concept Paper must not exceed ten (10) pages, including the Cover Page. Pages beyond the 10th page **will not be evaluated**. Figures, graphics, tables and textboxes may have less than Calibri 12-point font and are counted in the 10 pages.

USAID/WBG requires that the Concept Papers be submitted electronically (emailed) in accordance with the above instructions. Concept Papers submitted via [www.grants.gov](http://www.grants.gov) will not be considered.

In addition to the aforementioned guidelines, Applicants are requested to take note of the following:

- a. After you have sent your Concept Papers electronically, please immediately check your own email to confirm that the document you intended to send was indeed sent. If you discover an error in your transmission, please send the material again and note in the subject line of the email that it is a "corrected" submission. Please 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;
- b. Applicants must send their Concept Paper in one single document;
- c. Applicants must request a receipt confirmation to be sent from USAID to ensure that the concept paper was received to the correct e-mail address; and
- d. Any attachments submitted with the Concept Paper are counted in the 10 pages.

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

## **B. Concept Paper Application Format (Limited to Ten (10) Pages Total)**

The Concept Paper should be specific, complete, and presented concisely. It must demonstrate the Applicant's technical approach and capabilities with respect to achieving the goals of this program. The concept should take into account the requirements of the program and merit review criteria found in this NOFO. The Concept Paper must include the following sections/information (listed below under section I through III):

### **I. Cover Page – (Limited to one (1) page)**

- i. Name of the organization(s) submitting the concept paper;

- ii. Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and e-mail address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and e-mail address);
- iii. Notice of Funding Opportunity/RFA number
- iv. Period of Performance;
- v. Total Program Amount (in USD)
- vi. Total amount of funding requested from USAID;
- vii. Type of organization (e.g., nonprofit U.S. NGO)
- viii. Location of registration (e.g., United States, Other)
- ix. Program name
- x. Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303.
- xi. Location(s) of proposed program activities within the Gaza strip.
- xii. Location(s) of targeted participants.
- xiii. Brief description of proposed program, including target beneficiary.

## II. Technical Section

In this section, the Applicant should briefly present an overall strategic approach, with proposed activity components, and interventions, that will effectively and efficiently contribute to achieving the activity goals and objectives. The Concept Paper must include the following sections:

### a. Technical Approach:

Applicants must identify the problem the Applicant will address and how the applicant's proposed approach efficiently and expeditiously will respond to these problems. The Applicant must include the following:

- Highlight health approaches and sectors where the Activity will work and the target geographic areas for interventions;
- Include information describing why the approach is responsive to the needs of people in Gaza;
- Identify the partners/consortium (if applicable);
- Propose stakeholders/partners and clarify the role of each partner on the proposed activity;
- Identify suggested approaches and key entry points/drivers of change for achieving results, including pathways/linkages with primary and secondary healthcare, rehabilitation and mental health and psycho-social support sectors;

- Propose the most effective interventions to rapidly restore high quality services in the NGO sector and outline best practices/lessons learned from your work in similar disaster-affected and post-conflict areas that might be used and adapted to restore health services and improve health outcomes in Gaza;
- Demonstrate the approach the applicant will utilize to restart services while balancing the need for a more sustainable approach that begins to rebuild the health care delivery system in the NGO sector.
- Describe how cross-cutting factors are incorporated throughout the overall approach, including gender, inclusive development and others.

**b. Mobilization Plan:**

A mobilization plan that demonstrates the Applicant's approach and schedule for the effective implementation of the proposed Activity including a timeline for the implementation of a set of selected activities within the first six months from award execution and an explanation as to why it has chosen the activities and their timeline presented. The mobilization plan should appropriately balance the rapidly evolving context, the need for "quick wins" and the realistic, long-term sustainability of activities. It shall also address benchmark technical, management and logistical requirements and timelines, including establishing offices, recruitment of staff, and the assessment and planning of activities, among other considerations. In addition, the mobilization plan must include a clear schedule for the timely and expeditious arrival of the Chief of Party (COP) and other key personnel and leadership teams/positions.

**III. Institutional Capability and Experience**

The Concept Paper must demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of the Gaza Health Recovery Activity, including the capability of any proposed partners, to manage the proposed interventions and achieve the objectives of this Activity. This section should describe organizational capability (for the prime applicant and proposed subpartners) – technical, managerial, financial, etc. – to carry out the proposed Activity as well demonstrate the Applicant's operational and technical capability to efficiently and effectively implement the applicant technical approach and interventions envisioned.

The Applicant must describe their current status of operation in Gaza; and whether they have a functional office; an active operation and implementation of activities; and whether they have current staff there and are registered to work in the Palestinian Territories.

Applicants must note whether they had an active presence in Gaza prior to October 7, 2023; and describe its prior working experience in the health sector in Gaza and provide information regarding its recent (within the past five years prior to October 7, 2023) history of performance

involving similar or health related programs implemented in Gaza, not to exceed 3 programs as follows:

- Name of the Awarding Organization;
- Award Number;
- Activity Title;
- A brief description of the activity (1-2 sentences);
- Period of Performance;
- Award Amount;
- Name of at least two (2) professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

The Applicant should also demonstrate capability to fulfill reporting, monitoring, evaluation and vetting requirements, as well as the capacity to responsibly manage substantial financial resources and meet disbursement projections within reasonable timeframes.

If the Applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The Applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an Applicant's history of performance from any sources and may consider such information in its review of the applicant's risk.

### **C. Full Application Submission-Program Description Development and Award (reference to Phase 3)**

Following the successful conclusion of the Phase 2: Co-creation Phase and the selection of the most highly rated Applicant, the Applicant will be notified by the Agreement Officer that the organization was selected to proceed to Phase 3 of the selection process and will be instructed to submit the full application.

The Full Application, once requested by USAID, must be submitted within a period of no more than two weeks from the date USAID notifies the most highly rated Applicant that they passed the co-creation phase successfully. A different date may be considered at the discretion of the Agreement Officer.

#### **IMPORTANT NOTE**

Applicants should **not** submit the information below with their Concept Papers! The information in this section is provided so that Applicants may become familiar with additional documentation that may be requested from the top-rated Applicant in Phase 3:

The Apparent Successful Applicant must furnish the information required by this NOFO. The Full Application must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections below, for information on the content specific to the Technical and Business (Cost) Application. The Technical Application must address technical aspects and the Business (Cost) Application must present the costs, and address risk. Applicants may be requested to submit additional documentation deemed necessary for the Agreement Officer to assess the Applicant's risk in accordance with 2 CFR 200.206) and other related issues.

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

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

The full application must be signed by an official who is authorized to bind the organization and must be accompanied by evidence of that person's authority, unless that evidence has been previously furnished to the issuing office.

The Full Application must comply with the following:

- Use standard 8 ½" x 11" inch sized paper, single sided, single-spaced, 12-point Calibri font, one-inch margins (both right and left), left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and Applicant's name and must not exceed 20 pages.
- a 10-point font can be used for graphs, charts and textboxes. Tables, however, must comply with the 12-point Calibri font requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the Cost Application.
- The Technical Application must be a searchable and editable Word or PDF format as appropriate.

- The Cost Application must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the Applicant's discretion, however, the official Cost Application submission is the unlocked Excel version.
- The full Application and all supporting documentation must be written in English.

USAID/WBG requires that the full application be submitted electronically (emailed) in line with the instructions that will be provided to the successful applicant by the Agreement Officer at the conclusion of the co-creation phase.

#### **i. Full Technical Application Format**

The Full Technical Application should be specific, complete, and presented concisely. The application should take into account the requirements of the Activity including the program description found in this NOFO and should capture all the discussions and agreements reached between the top applicant and USAID during the co-creation phase (Phase 2).

The Technical Application must include the following sections and, with the exception of the annexes, table of contents, acronym list and the executive summary, must adhere to the total 20-page limit and submitted in the following order:

- a. Table of contents (not included in the page limit)
- b. Acronym list (not included in the page limit): This section is limited to two pages and must spell out any acronyms that are incorporated in the Technical Application. A table format is acceptable.
- c. Executive Summary (not included in the page limit): In two pages or less, the Executive Summary should summarize the key elements of the technical Application.
- d. Technical Application Section (not to exceed 20 pages): [please see further details below]:
  - Technical Narrative:

The Applicant should present the overall detailed and agreed upon approach, with proposed activity components, and specific interventions, that will effectively and efficiently contribute to achieving the activity goals and objectives.

The applicant will identify the remaining challenges under their proposed approach and which the applicant intends to address following the award to achieve the goal of the GHRA. As well, the applicant will identify the factors that play a role in restoring health services in the non-governmental sector in Gaza and how the applicant intends to incorporate gender and key stakeholder considerations throughout the various interventions and activities.

This section will lay out the applicant's final technical approach and describe how interventions will produce the desired results within the context of the health sector in Gaza and briefly describe the critical challenges related to the IRs and proposed solutions.

The applicant will describe the anticipated outputs, outcomes, results and/or impact of the proposed interventions under the IRs; the key quantifiable metrics related to the applicant's expected performance; and the scale needed to achieve the desired results and the goal of the Activity.

- Program Description:

The applicant will submit the Program Description document. Further details and instructions on the format and contents will be provided to the successful applicant in the USAID notification and request for submission of the full application.

- Staffing Plan and Organization Chart:

The Application must include an appropriate, well-justified, and complete Staffing Plan, including an Organizational Chart which clearly shows the composition of key and non-key personnel positions necessary for the effective implementation of the proposed Technical Approach. The Applicant must demonstrate how its proposed Staffing Plan will efficiently and effectively provide the greatest likelihood of success of the activity results. The Staffing Plan must adequately describe the proposed overall technical skills mix, lines of responsibility, authority, and communication procedures to ensure productivity as well as cost and quality control, and also the proposed use of support staff and/or short-term technical assistance (if applicable). The Plan must highlight the proposed use of local staff with appropriate expertise and promotion of gender balance. The Plan will demonstrate how the mixture of proposed staffing will collectively possess the required technical and management expertise and skills to achieve the goals and objectives of this Activity and the intended results.

e. Annexes (not included in the page limit) [please see further details below]:

- Annex A - Draft Activity Monitoring, Evaluation, and Learning Plan (AMELP) (not to exceed four pages)

The Applicant will submit a draft Activity Monitoring, Evaluation, and Learning Plan that includes a table of high-level sets of illustrative indicators for each result and IR that will be used to generate the information needed for tracking progress and informing decisions in all areas of implementation.

The draft AMELP must include a brief description of how the information collected, analyzed, and reported will contribute to the GHRA learning process and a description of how lessons learned, and best practices generated during implementation will be shared among stakeholders.

Further instructions may be provided to the applicant in the request for a full application during phase 3.

**ii. Additional Documentation:**

Upon consideration for award or during the negotiations leading to an award, the successful Applicant will be requested to submit additional documentation deemed necessary for the Agreement Officer to make an affirmative determination of responsibility.

- (1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" ADS 303mav document found at <https://www.usaid.gov/sites/default/files/2022-12/303mav.pdf>
- (2) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).
- (3) Anti-Terrorism Certification in accordance with USAID/WBG Mission Order No. 21

**iii. Business (Cost) Application Format –**

The Business (Cost) Application will be requested from the top applicant following the successful conclusion of the co-creation phase. The Business Application must be submitted separately from the full 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.

During discussions and negotiations and prior to award, the selected applicant 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 concept paper submission.

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

**a) Cover Page**

Notice of Funding Opportunity Number (NOFO): 72029424RFA00002

Program Title: Gaza Health Recovery Activity

- i. Name of the organization(s) submitting the application;
- ii. Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and e-mail address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and e-mail address);
- iii. Notice of Funding Opportunity/RFA number
- iv. Period of Performance;
- v. Total Program Amount (in USD)
- vi. Total amount of funding requested from USAID;
- vii. Award Category: Cooperative Agreement
- viii. Type of organization (e.g., nonprofit U.S. NGO)
- ix. Location of registration (e.g., United States, Israel, West Bank/Gaza, Other)
- x. Program name
- xi. Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303.
- xii. Geographic Location(s) of proposed program activities within Gaza
- xiii. Location(s) of targeted participants
- xiv. Brief description of proposed program, including target beneficiaries.

**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 [www.grants.gov](http://www.grants.gov) or using the following links:

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

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

**c) Budget and Budget Narrative**

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

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

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

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

- 1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and support it with market research.
- 2) Fringe Benefits – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown of all items of fringe benefits (e.g.,

superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

- 3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant’s normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
- 4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
- 5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant’s budget, including those related to fringe and indirect costs.
- 6) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant.
- 7) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods (The following methods are also applicable in case of partners and subrecipients):

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA

Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the

Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization.

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

Eligibility: Any applicant that does not have a current NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200 for further information.

Method 4 - Indirect Costs Charged As A Fixed Amount

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

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

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

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

- 8) Cost Sharing (NOT REQUIRED) – If proposed, the applicant should estimate the amount of cost-sharing resources to be provided over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting award.

**d) Prior Approvals in accordance with 2 CFR 200.407**

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

**f) Approval of Subawards**

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

- Name of organization
- UEI Number
- Confirmation that the subrecipient does not appear on the Treasury Department’s Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.332(b)
- Any negative findings as a result of the risk assessment and the applicant’s plan for mitigation.

**g) UEI and SAM Requirements**

USAID may not award to an applicant unless the applicant has obtained a Unique Entity ID (UEI number) and has a valid System for Award Management (SAM) registration. Each applicant (unless the applicant is a federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

1. Provide a valid UEI number for the applicant and all proposed sub-recipients;
2. Be registered in SAM at ([www.sam.gov](http://www.sam.gov)) before submitting its full application.
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a federal awarding agency.

**h) Funding Restrictions**

Pursuant to 2 CFR 200.400(g) and 2 CFR 700.13, it is USAID policy not to award profit under assistance instruments. 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.

However, all reasonable, allowable and allocable expenses, both direct and indirect, which are related to the Agreement program and are in accordance with applicable cost standards (2 CFR 200, 2 CFR 700, Relevant OMB Circulars, and the Federal Acquisition Regulation (FAR) Part 31 for for-profit organizations), may be paid under the Agreement.

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

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.6 of this RFA and must meet the source and nationality requirements set forth in 22 CFR 228.

**i) Conflict of Interest Pre-Award Term (August 2018)**

a. Personal Conflict of Interest

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

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

b. Organizational Conflict of Interest

The applicant must notify USAID of any actual or potential conflict of interest that they are aware of that may provide the applicant with an unfair competitive advantage in competing for this financial assistance award. Examples of an unfair competitive advantage include but are not limited to situations in which an applicant or the applicant's employee gained access to

non-public information regarding a federal assistance funding opportunity, or an applicant or applicant's employee was substantially involved in the preparation of a federal assistance funding opportunity. USAID will promptly take appropriate action upon receiving any such notification from the applicant.

**j) Branding Strategy & Marking Plan**

The selected applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into the resulting award in accordance with **2 CFR 700.16**. The Marking Plan may include a request for approval of one or more exceptions to the marking requirements in **2 CFR 700.16**.

The AO reviews, evaluates and approves the apparently successful Applicant's Branding Strategy and Marking Plan (including any requests for exceptions), consistent with the provisions "Branding Strategy," "Marking Plan," contained in ADS 303, Pre-Award Terms, and "Marking and Public Communications Under USAID-funded Assistance" contained in ADS 303, Mandatory Standard Provisions for U.S. Nongovernmental Recipients, **AAPD 05-11, 2 CFR 700.16**, and **ADS 320 "Branding and Marking"**.

1. Branding Strategy – Assistance Pre-award Term (June 2012)

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

(1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.

(2) The intended name of the program, project, or activity.

(i) USAID requires the Applicant to use the "USAID Identity," comprised of the USAID logo and brand mark, with the tagline "from the American people" as found on the USAID Web site at

<http://www.usaid.gov/branding>, unless the NOFO states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

(ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.

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

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

(v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the Applicant must attach a copy of the proposed logos. USAID Administrator only has the authority to approve the use of an additional or substitute logo, seal, or tagline.

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

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

(i) Describe the main program message.

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

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

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

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

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

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

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

## 2. Marking Plan – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a “Marking Plan,” detailing the public communications, commodities, and program materials, and other items that will visibly bear the “USAID Identity,” which comprises of the USAID logo and brand mark, with the tagline “from the American people.” The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at <http://www.usaid.gov/branding>. The NOFO will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

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

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

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

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

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

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

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

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

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

(v) Events and other public activities financed by USAID. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

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

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

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

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

(iv) What program deliverables the Applicant does not plan to mark with the USAID Identity, and

(v) The rationale for not marking program deliverables.

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

(i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect

of the program and materials. The Applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.

(ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The Applicant must explain why each particular deliverable must be seen as credible.

(iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The Applicant must explain why each particular item or product is better positioned as 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 cooperative agreement, and will apply for the term of the award unless provided otherwise.

(END OF PRE-AWARD TERM)

**END OF SECTION D**

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## **SECTION E: APPLICATION REVIEW INFORMATION**

### **1. 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 the significant matters which the Applicants should address in their concept papers, and (b) set the standard against which all concept papers will be evaluated.

Technical and other factors will be evaluated relative to each other, as described herein and prescribed by the concept paper format. The Concept Papers will be assessed by a Merit Review Committee (MRC) using the criteria described in this section.

### **2. Review and Selection Process**

#### **a) Merit Review**

USAID will conduct a merit review of all Concept Papers received that comply with the instructions in this NOFO. Concept Papers will be reviewed and evaluated in accordance with the following criteria shown in descending order of importance (i.e. Criterion #1 is more important than Criterion # 2 and Criterion #2 is more important than Criterion # 3)

#### **Selection Criterion # 1: Implementation Approach**

The extent to which the proposed concept will effectively, realistically, and convincingly achieve the overall goal and objectives of the Program Description and the goals and objectives of this Activity, taking into consideration the local context, the recovery needs, and the collaboration with other stakeholders.

#### **Selection Criterion # 2: Mobilization**

The extent to which the concept demonstrates a convincing and ambitious yet realistic mobilization plan to effectively commence the implementation of operations and activities on the ground.

#### **Selection Criterion # 3: Institutional Capability**

The extent to which the Applicant and any proposed partner(s) demonstrate organizational technical, financial, managerial and operational capability and experience in the health sector, to successfully carry out an activity of similar magnitude and complexity in Gaza, achieving measurable development results.

**b) Business Review**

**A budget/business application will only be requested from the apparently successful applicant following the successful conclusion of the co-creation phase. Applicants are not requested to submit a cost application with the Concept paper.**

The Agency will evaluate the cost application of the applicant under consideration for an award 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

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**

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## **SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION**

### **1. Federal Award Notices**

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

The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

### **2. Administrative & National Policy Requirements**

The resulting award from this NOFO will be administered in accordance with the following policies and regulations for US organizations under ADS 303:

[https://www.usaid.gov/sites/default/files/2023-03/303\\_2.pdf](https://www.usaid.gov/sites/default/files/2023-03/303_2.pdf), [2 CFR 700](#), [2 CFR 200](#), and [Standard Provisions for U.S. Non-governmental organizations](#).

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

### **3. ADS 303.3.35.2 Covered Telecommunication and Video Surveillance Equipment or Services (Effective Date: July 1, 2022)**

Effective August 13, 2020, a recipient may not procure covered telecommunication equipment or services for the implementation of their program using award funds.

2 CFR 200.216, applicable to US organizations, and the standard provision “Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment” applicable to non-US NGOs,

implement Section 889(b) of the John S. McCain National Defense Authorization Act (NDAA) for Fiscal Year 2019 (Pub. L. 115-232) that prohibits the use of award funds, including direct and indirect costs, cost share and program income, to procure covered telecommunication and video surveillance services or equipment. The statute covers certain telecommunications equipment and services produced or provided by Huawei Technologies Company or ZTE Corporation, Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities).

Unless otherwise authorized in a special award requirement or standard provision in the award, such covered telecommunication equipment or services are unallowable costs as specified in 2 CFR 200.471. As such, the recipient must not use any award funds for such costs, including direct or indirect costs, cost share, or program income generated under the award for covered telecommunications equipment or services as specified in 2 CFR 200.216. The Section 889 prohibitions do not apply to awards made prior to August 13, 2020.

#### **4. Reporting Requirements**

##### **4.1 Financial Reporting**

a) Financial Reports must be submitted in accordance with 2 CFR 200.327 for U.S organizations. Financial reports will be required at a frequency depending on method of payment, but at least quarterly. Reporting requirements, such as the format, number of copies, information to be included, due dates and distribution will be developed in consultation with the Agreement Officer Representative (AOR) after the issuance of the award.

b) Quarterly Financial Reporting: In accordance with 2 CFR 200, the Recipient must submit the Federal Financial Form SF-425 on a quarterly basis via electronic format to the U.S. Department of Health and Human Services (<https://www.dpm.psc.gov>) with a copy to the Agreement Officer's Representative (AOR).

The Recipient must submit the original and two copies of all final financial reports to USAID/Washington M/CFO/CMP-LOC Unit (applicable only to awards that receive payments through a Letter of Credit), to the Agreement Officer and to the AOR. The Recipient must submit an electronic version of the final SF-425 to the U.S. Department of Health and Human Services in accordance with the above paragraph.

##### **4.2 Program Reporting**

The Recipient will adhere to all reporting requirements listed below solely with respect to USAID funded activities in addition to monthly meetings with the USAID/WBG AOR and subsequent ad hoc information requests. All reports as required must be submitted by the due date for approval of the USAID's Agreement Officer's Representative (AOR) designated by USAID/WBG's

Agreement Officer. Additional reports requiring review and clearances, when necessary are listed under each requirement. The Recipient will consult with the AOR on the format and expected content of reports prior to submission.

The following table represents a summary of the programmatic reporting and deliverables for the New Gaza Health Activity:

	<b>Reports and Plans</b>	<b>Schedule/Due Date</b>	<b>Distribution</b>
1.	Final Mobilization plan	Within 15 calendar days after award	AOR and OA
2.	Quarterly Financial Report	30 days after the end of each fiscal quarter	AOR; AO; FMO
3.	Annual Implementation Plan	Draft: Within 30 calendar days from the effective date of the award.  Final: Within 60 calendar days from the effective date of the award and thereafter every year by September 1.	AOR
4.	Activity Monitoring, Evaluation and Learning Plan (AMELP)	Draft: Within 30 days after award  Final: Within 60 days after award (attached to the Annual Implementation Plan)	AOR

5.	Quarterly Reports	Within 30 days of the end of each fiscal quarter	AOR
6.	Annual Performance Report	Will be submitted in lieu of the fourth quarterly performance report and is due 45 calendar days after the end of the previous fiscal year.	AOR and AO
7.	<p>Gaza Health Priority Needs Assessment. This Assessment Report will assess the needs to restore health services of potential beneficiaries in the NGO health facilities and community-based organizations under the GHRA as well as inform the implementation of interventions. This should also include assessing the structural and non-structural rehabilitation and restoration needs for each of the identified potential beneficiaries.</p> <p>* Note that no assistance should be provided to any institution without obtaining a vetting approval from USAID.</p>	No later than two months from the award date.	AOR
8.	A gender and inclusive Development assessment report that includes gender, disability and youth analysis.	No later than three months following the Activity inception phase	AOR
9.	An Environmental Monitoring and Mitigation Plan (EMMP), including the climate risk analysis, for each intervention.	No later than two months following the Activity inception phase	AOR

10.	Periodic strategic data and information analysis reviews; quarterly and semi annual and as needed in the form of pause and reflect exercises, to assess progress and evaluate implementation approaches strategies and achievements under the Activity	Throughout phase 2 of the implementation. The timing for submission will be discussed and agreed on with the AOR.	AOR
11.	Quarterly procurement plans for medical equipment, spare parts for medical equipment, pharmaceuticals, medical supplies and assistive devices to be procured under the Activity for each of the beneficiaries.	Quarterly	AOR
12.	Demobilization plan	Not less than four months prior to the completion date of the award.	AOR and AO
13.	Final Report	90 calendar days after the expiration or termination of the award	AOR and AO

**a) Final Mobilization Plan (MP):**

The Mobilization Plan shall include a plan for a start-up of activities covering the first few months of the activity. It shall also address benchmark technical, management and logistical (such as vehicle, office, space, etc.) requirements that include the planning and schedule for the prompt assignment/recruitment of all staff. In addition, the Mobilization Plan must include a clear schedule for the timely arrival of the Chief of Party (COP) and other key personnel within 15 days following the award and the plan for implementing selected activities within the first few months from award.

## **b) Implementation Plan**

The Recipient must work with USAID to develop and submit an annual implementation plan. The first-year implementation plan (Final Document) is due within 60 calendar days of the effective date of the award. The Agreement Officer's Representative (AOR) will review and approve the plan within 15 calendar days after receipt of the draft implementation plan.

The implementation plan will include activities for the given year<sup>15</sup>, and a timeline for implementation of annual interventions. The plan will review the previous year's accomplishments (if applicable), problems, and progress towards achieving award results and annual accomplishments and progress towards achieving results. The plan must also describe how interventions in a given year will lead to further interventions and outcomes in subsequent/remaining years, as well as how interventions are leading towards long-term sustainability of program impacts.

The plan must be organized in a manner that describes overarching (performance management-based) intermediate results in connection with programmatic inputs (program interventions), outputs (process-based results), and outcomes (transformative results).

The plan must include, at a minimum:

- A strategic statement, articulating major program impacts, including gender related impact, over the life of the program.
- All proposed interventions, including expected accomplishments and progress towards achieving the IRs and addressing the activity's gender assessment findings (and any gender specific activities/ achievements), and the results and the performance measures tied to the indicators agreed upon within the AMELP.
- How lessons learned and best practices from similar activities will be incorporated in the planned activities and whether sustainability factors have been considered for ensuring that results are sustained beyond the life of the planned interventions.
- A timeline for implementation of the year's proposed interventions, including target completion dates.
- Information on how interventions will be implemented.
- It is expected that the Recipient will develop contingency plans that can ensure continuity of services for vulnerable communities, access to services despite restrictions, conflict or health pandemic.

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<sup>15</sup> The Agreement Officer may at any point during implementation request that the implementation plan covers a shorter period of time than annually, if the circumstances warrant.

- Personnel requirements and consultancy needs during program implementation to achieve expected outcomes.
- Information on collaboration with other major partners.
- Communication and outreach activities.
- A list and estimated timeline of major milestones and social media friendly events or activities.
- Annual budget for the planned interventions.

Failure to have an approved Implementation Plan in place may be viewed as a failure to comply with essential terms and conditions of the award. Significant revisions to the approved Implementation Plan will require the additional written approval of the AOR (and may require a revision to the approved AMELP Plan).

Subsequent Annual Implementation Plans: Subsequent Annual Implementation Plans will cover each fiscal year (October 1 – September 30) and are due no later than 30 days before the beginning of each USG fiscal year (October 1), to ensure that the new Implementation Plan will be in place prior to commencement of the new fiscal year. These plans will follow the same format as the initial Implementation Plan and should also include an updated AMELP Plan, if appropriate. The subsequent Annual Implementation Plan shall include program adjustments reflecting lessons learned from prior year implementation.

**c) Activity Monitoring, Evaluation and Learning Plan (AMELP)**

The Recipient is required to submit for AOR approval an Activity Monitoring, Evaluation & Learning Plan (AMELP) for the life of the Activity based on its proposed approach for collecting, evaluating and validating data. The AMELP will be used to measure overall progress toward Mission goals. The draft AMELP is due to the AOR within 30 calendar days of the award for review and comment. The final AMELP is due to the AOR within 60 calendar days from the award effective date. All aspects of the AMELP must be in line with USAID's ADS 201 on assessing and learning and must adhere to the following and per the AMELP template that will be provided to the applicant during the co-creation phase.

The AMELP must include a narrative that clearly explains the Activity's theory of change along with a logic model that shows how the Activity connects to the Project and/or strategy results framework., Performance plan and indicators required to measure each result. The AMELP must include a systematic, intentional and resourced approach to strategic collaboration, continuous learning and adaptive management.

1. In developing the AMELP, the Recipient must identify and describe: learning objectives; strategic opportunities to "pause and reflect", coordination and collaboration with stakeholders; approaches for regular learning to address the identified learning

objectives; plans for documenting the knowledge and learning from these opportunities, and disseminating findings; resources (financial and human resources as well as tools) needed to implement learning approaches; and, approaches to adapting/adjusting implementation and programming as a result of this learning.

2. The Recipient will develop performance (and context, as relevant) indicators and establish baselines and targets for output, outcome, and impact level monitoring, as well as benchmarks for performance over the life of the activity. The Recipient should be strategic in their selection of indicators to ensure an appropriate balance between required data and the resource costs of data collection, analysis and reporting; All indicators should be disaggregated by sex and geographic location as appropriate and relevant, in addition, gender sensitive indicators should be included as needed.
3. USAID may require the recipient to track and report on additional performance indicators subject to Agency guidance and/or the requirements of specific funding sources and when a Mission Performance Management Plan (PMP) is approved.
4. AMELPs should also capture proposed actions that will address any identified gender-related issues.
5. The AMELP must also include an explanation of the monitoring approach and estimate the resources required to successfully implement the AMELP. This will be done by describing the Recipient's M&E system, including policies and procedures for how data and information will be collected, analyzed, and used; methodology of establishing baselines and targets; staffing/expertise, roles and responsibilities for the management and implementation of the AMELP; systems (automated or other) where data will be collected and stored; procedures for communicating with USAID; means of adapting and learning; and the schedule for M&E functions, such as reporting performance data, assessing progress and making adjustments if needed; etc.
6. The AMELP should clearly state how the recipient will ensure support and facilitation to the TPM contractor team (for activities implementing in Gaza see subsection f below).

**d) Quarterly Performance Reports**

The Recipient will submit quarterly performance reports (a Quarterly Report template will be provided to the applicant during the co-creation phase) that documents the progress of planned activities. The report will include qualitative and quantitative information describing interventions carried out and specific results achieved during the quarter. In addition, the narrative report will indicate key implementation challenges encountered and how they were, or will be, resolved. The quarterly report will supplement the performance data that is entered into the DIS system.

The quarterly performance reports are required to be submitted within 30 calendar days after the end of each quarter, except the fourth quarter. For the fourth quarter (July-September), the quarterly report must be combined with the annual performance progress report and must

include a succinct presentation of activity achievements, objectives and targets in the previous year, an analysis of impact based on interventions completed or in progress, any success stories, and suggestions of resolutions to any outstanding issues.

In addition, as of the second quarter of year 1 and throughout the life of the project, the Recipient should report on their effort to partner with local organizations and discuss the capacity building interventions that were undertaken by the Recipient to strengthen selected local organizations' capacity to implement resilience and economic development activities. It is expected that the Recipient will develop contingency plans that can ensure continuity of services for vulnerable communities, access to services despite restrictions, conflict or health pandemic.

Each report must include the following:

- Name of the Activity and implementer; award number; and period of performance;
- Brief outline of Activity purpose and Activity implementation approach;
- Overall status of Activity progress towards programmatic and financial objectives (narrative);
- Benchmarks and achievements towards planned targets including gender, as identified in the AMELP;
- The status of required documents and gender related actions such as gender assessments, actions plans and strategies that are planned or implemented as identified by the implementation plans and AMELP, along with any relevant updates or challenges;
- Succinct success stories and lessons learned for possible public dissemination;
- Verification of compliance with cost share broken down by financial and/or in-kind contributions;
- Programmatic coordination and collaboration with other USAID Activities and activities funded by other donors, if applicable;
- Status of data entry into DIS including indicators and activity location reporting;
- Discussion of any challenges or issues that were encountered, and how they were or will be resolved, including those identified in the Third-Party Monitoring (TPM) process (see subsection f below).

**e) Annual Performance Reports (Annual Reports)**

The Annual Performance Report is due 45 calendar days after the end of the previous fiscal year. The report will provide a succinct presentation of achievements toward activity objectives and targets during the year with supporting discussion to explain any shortfalls. The report will summarize program progress, provide an analysis of program impact based on completed interventions or those in progress, identify success stories, and suggest resolution of any outstanding issues. The Annual Performance Report will provide a summary of interventions,

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accomplishments and lessons learned and efforts to coordinate with other USAID activities and activities funded by other donors. The Annual Performance Report will include a performance-indicator data table presenting the baseline, targets established for each fiscal year, and the actual annual performance data using indicators from the AMELP. The Annual Performance Report should include the status of data entry and updates into the DIS system. The report must also include a statement noting the status of any environmental compliance requirements.

In addition, one copy of the FINAL Annual Performance Report must be submitted to USAID Development Experience Clearinghouse to ONE of the following:

1. Online: <http://dec.usaid.gov> OR

2. By mail (for pouch delivery):

DEXS Document Submissions

M/CIO/KM/DEC

RRB M.01-010

Washington, DC 20523-6100

For questions on DEC submissions, contact:

M/CIO/KM/DEC

Telephone: +1 202-712-0579

E-mail: [DocSubmit@usaid.gov](mailto:DocSubmit@usaid.gov)

**f) Third Party Monitoring (TPM)**

Third-party monitoring helps USAID Missions comply with the Agency's ADS guidelines regarding the need for independent validation, verification, and monitoring of USAID-funded activities. Per ADS 201.3.4.10, operating units (OUs) "must monitor implementation progress; including the quantity, quality, and timeliness of an activity's outputs; the achievement of an activity's outcomes; and ensure the quality and delivery of performance monitoring data collected by partners." Also, ADS 201.3.4.10 states that "For each activity, OUs must perform site visits to

provide oversight over agreements/awards, inspect implementation progress and deliverables, verify monitoring data, and learn from implementation.”

USAID/WBG will rely on a TPM contract to ensure compliance with monitoring requirements for activities taking place in the Gaza strip. The Recipient is required to provide full cooperation and facilitation for the USAID/WBG TPM contractor team for planning and conducting visits and other monitoring tasks. For activities taking place outside of the Gaza strip, activity monitoring and oversight will primarily be conducted by AORs.

**g) Demobilization Plan**

The Demobilization Plan will include, at a minimum, an illustrative Property Disposition Plan addressing all requirements under contractual and local law for the transfer of property; a plan for the phase out of the award’s operations; a delivery schedule for all reports or other deliverables required under the award; and a timeline for completing all required actions in the Demobilization Plan, including the submission date of the final Property Disposition Plan to the Agreement Officer. Both the illustrative and final Property Disposition Plans must include the inventory schedule required by 2 CFR 200.313, a plan for the disposition of property to eligible parties and a timeline for the disposition of such property. In addition, the Recipient will describe how all required prime and sub-award audits will be conducted after the demobilization of the Recipient. The Demobilization Plan must be approved in writing by the AOR and the Agreement Officer.

Timing: Not less than four months prior to the completion date of the award, the Recipient must submit a Demobilization Plan.

**h) Final Report**

The Final Report will provide a summary description of all work performed under the award and a substantive discussion of results achieved (as measured by performance indicator). The Final Report should include the final status of each component objective, the status of indicators relative to the established targets, lessons learned, ways to resolve any constraints identified, any opportunities for further refinement, enhancement, logical extension, or expansion of the completed work and how it fits into USAID's strategic objectives and any perceived problems, vulnerabilities, or weaknesses in the assistance provided, with recommendations for addressing the identified weaknesses.

Notice of Funding Opportunity Number (NOFO): 72029424RFA00002

Program Title: Gaza Health Recovery Activity

The Final Report must also contain an index of all reports and informational products produced under this program. Along with the Final Report, a CD-ROM depository must be submitted, containing all written documents, reports and presentations. The depository must be organized in a user-friendly and searchable manner.

In addition, one copy of the Annual Report shall be submitted to USAID Development Experience Clearinghouse to ONE of the following:

1. Online: <http://dec.usaid.gov> OR:
2. By mail (for pouch delivery):

DEXS Document Submissions

M/CIO/KM/DEC

RRB M.01-010

Washington, DC 20523-6100

For questions on DEC submissions, contact:

M/CIO/KM/DEC

Telephone: +1 202-712-0579

E-mail: [DocSubmit@usaid.gov](mailto:DocSubmit@usaid.gov)

**i) Data Reporting and Management Tools**

**1. Development Information Solutions (DIS)**

**Activity Indicators and Results Reporting**

The Recipient is required to monitor and report on the Activity's performance using USAID's Development Information Solution (DIS). The purpose of the system is to capture and aggregate timely activity information and generate reports for USAID. The Recipient will provide updated performance information (including, but not limited to, performance results, geospatial coordinates, success stories, and photographs) by entering this information directly into the DIS web-based system (<https://dis.usaid.gov/>).

Upon finalization of the AMELP, the AOR will provide the Recipient access to the system following the creation of accounts. Specific guidance for creating accounts will be shared by the AOR. The

Recipient will be required to appoint a Point-of-Contact (POC) to aid in regular data-entry, validation, execution of reports and to serve as the liaison with USAID.

USAID will provide training resources to the Recipient POC on the use of DIS. Once trained, the POC will enter and manage the data accordingly.

The regular quarterly and annual reports must include a section on DIS providing a confirmation that relevant activities and data have been entered into DIS with a summary of actions conducted during the reporting period (e.g., DIS activities added, updated or closed). The Recipient's final activity report shall indicate that all activity data have been fully entered and updated in DIS.

### **Activity Location Data Submission**

The Recipient is required to submit Activity Location Data (interventions) through DIS. Such data indicates the location where an intervention is implemented and/or the location of the intervention's intended beneficiaries. The intervention can be reported based on the location of the admin boundary or exact location (coordinates). ADS 579mab provides Geographic Data Collection and Submission Standards and guidance on fulfilling this requirement.

## **2. Thematic Data and Software**

ADS 579 USAID Development Data requires that all data collected or acquired by implementing partners is submitted to the Development Data Library. ADS 579mab provides guidance on fulfilling this requirement in regard to geographic data assets. Should the Recipient develop software such as applications to process activity-related data, the Recipient must provide such software, documentation of the software, and copy and source code of the software to USAID per the Federal Source Code Policy (M-16-21). In addition, if the implementer develops an online repository of project-related information, then it is mandatory for the implementer to provide USAID full access to this information, including the right to extract data. If the implementer purchases software with significant resources, a mechanism must be established with USAID with regards to its use after the project closes out.

### **j. Participant Training, Teams and USAID Sponsored J-1 Visas**

Pursuant to ADS 252, all host country nationals being funded fully, partially, directly, or indirectly by USAID must enter the U.S. on a J-1 Visa, regardless of the type or duration of the activity. In order to secure a J-1 visa, each participant must first secure a DS-2019 form (Certificate of Eligibility for Exchange Visitor J-1 Status). The Training & Exchanges Automated Management System (TEAMS) is the only means of obtaining a DS-2019 for USAID-funded Exchange Visitors. USAID/West Bank and Gaza delegates the TEAMS data entry, verification, and reporting responsibilities for exchange programs held in the United States to the Recipient (the R1 and R2 roles). USAID/West Bank and Gaza's Program Office is responsible for the approval (the R3 role) of all U.S.-based training programs and participants that are funded by USAID.

USAID/West Bank and Gaza's AOR is responsible for working with the Recipient to ensure that all data is entered and approved appropriately and in a timely fashion in TEAMS. USAID/Washington is responsible for submission of the data (the R4 role) to SEVIS. The Recipient must initiate the process for obtaining the requisite DS-2019 for their participant trainees and exchange visitors at least 45 calendar days before the start of the training or exchange program. The Recipient is responsible for delivering the DS-2019 form to the participant so that he/she can present it to the Consular Officer during their appointment for a J-1 visa at the U.S. Embassy consular section, or designated Consulate. The Recipient is also responsible for ensuring that the participants complete their program successfully and return to their home country. If the training or exchange program is canceled after the issuance of the DS-2019 form(s), the Recipient is responsible for returning the unused DS-2019 forms to USAID's Program Office. The Recipient is expected to liaise with the Program Office, through their AOR, for further guidance, clarifications, and applicable templates. This includes the process for rolling out TEAMS for their activity, roles, and responsibilities for managing data in the system, and issuance of USAID sponsored J-1 visas.

## **5. USAID/West Bank and Gaza Special Provisions**

All applicable Standard Provisions specified in Attachment 2 of this NOFO will be incorporated into the resultant award. The USAID/WBG Provisions indicated below in full text should be specially noted by the prospective Applicants.

### **5.1 SUBCONTRACTING WITH GOVERNMENT OR QUASI-GOVERNMENT ENTITIES**

No subcontracting with any government or quasi-government entity shall be conducted under this Agreement unless a specific waiver is approved for this purpose.

### **5.2 CAPITAL ASSISTANCE (611e REQUIREMENTS)**

Prior to committing any USAID funds for capital assistance projects proposed under this Agreement, including mechanical items and other equipment that will be purchased for use by local partners, the Recipient will provide USAID with sufficient information to determine that Palestinian counterpart institutions and communities have the capacity to maintain and utilize the assistance effectively. Upon review and analysis of information provided, USAID/WBG will advise the Recipient when and if all AID regulations for proceeding with capital assistance have been met.

### 5.3 PROHIBITION AGAINST SUPPORT FOR TERRORISM

- (a) The Recipient is reminded that U.S. Executive Orders and U.S. law prohibit transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Recipient to ensure compliance with these Executive Orders and laws.
- (b) One of the applicable orders is Executive Order 13224, dated September 24, 2001. The website of the Office of Foreign Assets Control (OFAC) of the Department of Treasury contains the text of that order and a list of the individuals and entities designated thereunder. It also contains lists of individuals and entities designated under other anti-terrorism statutes, regulations and Executive Orders. See <http://www.treasury.gov/offices/enforcement/ofac/sdn/>.
- (c) USAID reserves the right to review, and either approve or reject, the following subawards if proposed under this agreement: (i) any contract or subcontract in excess of \$25,000 with a non-U.S. organization or individual; and (ii) any grant or subgrant to a non-U.S. organization or individual, regardless of the dollar value. Furthermore, the written consent of USAID is required before certain other forms of assistance may be provided to a non-U.S. organization or individual. These include in-kind assistance such as renovation of an NGO's facilities, repair or replacement of a company's equipment, and certain training activities. The details of these requirements are described in notices issued by USAID/West Bank & Gaza from time to time. No approval (or failure to disapprove) by USAID shall relieve the Recipient of its legal obligation to comply with applicable Executive Orders and laws.
- (d) USAID reserves the right to rescind approval for a subaward in the event that USAID subsequently becomes aware of information indicating that the subaward is contrary to U.S. law or policy prohibiting support for terrorism. In such cases, USAID's Contracting Officer will provide written instructions to the Recipient to terminate the subaward.
- (e) USAID reserves the right to terminate this agreement if USAID determines that the Recipient is involved in or advocates terrorist activity or has failed to comply with any of the requirements of this provision.
- (f) This provision, including this paragraph (f), shall be included in all contracts, subcontracts, grants and subgrants issued under this agreement. Upon request, the Recipient shall promptly provide to USAID's Agreement Officer a copy of the pages from each subaward that contain this provision.

- (g) The Recipient agrees to promptly notify USAID's Agreement Officer Representative (AOR) in the event of any change in the identity of its "key individuals" or in the identity of "key individuals" of any Recipient of a subaward described in paragraph (c). For purposes of this requirement, "key individuals" means (i) principal officers of the organization's governing body (e.g., chairman, vice chairman, treasurer and secretary of the board of directors or board of trustees); (ii) the principal officer and deputy principal officer of the organization (e.g., executive director, deputy director, president, vice president); (iii) the program manager or chief of party for the USAID-financed program; and (iv) any other person with significant responsibilities for administration of USAID-financed activities or resources. Note that this definition differs from the definition of "key personnel" under contracts and cooperative agreements.
- (h) Before awarding any grant or similar instrument providing cash assistance under this agreement], the Recipient shall (1) obtain from the proposed subawardee the certification required under USAID's Acquisition and Assistance Policy Determination 04-14 (AAPD 04-14), "Certification Regarding Terrorist Financing Implementation E.O. 13224 (Revision 2)," and (2) provide a copy of the certification to USAID's Agreement Officer.

#### **5.4 PROHIBITION AGAINST CASH ASSISTANCE TO THE PALESTINIAN AUTHORITY**

U.S. legislation provides that none of the funding under this Award may be "obligated or expended with respect to providing funds to the Palestinian Authority." In accordance with that prohibition, the Recipient shall not provide any cash to the Palestinian Authority (PA); to any ministry, agency or instrumentality of the PA; to any municipality or other local government unit; or to any full-time or part-time employee or official of any of the foregoing entities. This restriction applies to payments of any kind, including salaries, stipends, fees, honoraria, per diem, and so forth.

This restriction does not prohibit the provision of in-kind assistance, such as technical assistance, training, equipment, supplies, or the construction of public works to the extent it is not otherwise prohibited by U.S. law or the terms of this Agreement.

This provision shall be included in all contracts, subcontracts, grants and subgrants or any other instruments or awards issued under this Agreement. The Recipient shall promptly provide to USAID's Agreement Officer a copy of the pages from each subaward that contains this provision.

## **5.5 RESTRICTION ON FACILITY NAMES**

- (a) No assistance shall be provided under this Agreement for any school, community center or other facility that is named after any person or group of persons that has advocated, sponsored or committed acts of terrorism. This includes any facility that has “shuhada” or “shaheed” (“martyr” or “martyrs”) in its name, unless an exception is approved by the USAID Mission Director. In any case where assistance is proposed for a facility that is named after, or is planned to be named after, a person or group of persons, the Recipient shall provide to USAID’s Agreement Officer Representative (AOR) written information about the person(s) or group and shall not proceed with the assistance unless or until the AOR has provided written approval therefore. This restriction applies to all forms of cash or in-kind assistance, including construction services, equipment, supplies, technical assistance, and training.
- (b) In case of any failure to comply with this restriction, USAID may disallow any or all costs incurred by the Recipient with respect to the facility and, if necessary, issue a bill for collection for the amount owed. This is in addition to any other remedies that may be available to USAID for such noncompliance.
- (c) This provision, including this paragraph (c), shall be included in all contracts, subcontracts, grants and subgrants issued under this agreement. Upon request, the Recipient shall promptly provide to USAID’s Agreement Officer a copy of the pages from each subaward that contains this provision.

## **5.6 VALUE ADDED TAX AND CUSTOMS DUTIES**

Pursuant to agreements with the Palestinian Authority (PA) and the Government of Israel (GOI), all imports and expenditures under this award by the Recipient and by non-local sub-grantees and subcontractors (as defined below) are exempt from PA Value-Added Tax (VAT) and customs duties imposed by the PA and by the GOI.

Therefore, in accordance with Section 200.470 of 2 CFR 200, Subpart E, such VAT and customs duties shall not constitute allowable costs under this award. No exemption from VAT imposed by the GOI is available through USAID. Therefore, Israeli VAT is an allowable cost under this award, except for VAT from which exemptions are available to the Recipient directly.

The Recipient and any non-local sub-grantees or subcontractors shall make reasonable efforts to avoid Palestinian VAT at the point of sale by utilizing the VAT exemption. USAID will assist the Recipient to obtain a VAT exemption status from the PA. The Recipient shall use this exemption to avoid paying any PA VAT to local subcontractors and vendors by obtaining approval from the PA VAT Department for suppliers to issue 0% VAT invoices.

In cases where Israeli and Palestinian VAT cannot be avoided at the point of sale, the Recipient shall obtain original VAT receipts from the vendors. Receipts must be submitted to USAID's Financial Management Office on a monthly basis to enable USAID to process refund claims with VAT authorities. The Recipient is responsible for ensuring that sub-grantees or subcontractors comply with this requirement. All VAT claims for the sub-grantees and subcontractors shall be submitted to USAID through Recipient. *(Please refer to VAT Guidance dated April 2, 2003 issued to USAID WBG Contractors and Grantees attached as Attachment 3)*. Receipts for sub-grantees and subcontractors must be addressed to the program name /Recipient to enable USAID to claim refunds.

Recipients that already have exemption mechanisms in place with the GOI and/or the PA should continue to follow those procedures. Any refund of taxes received directly by the Recipients which were allowed as award costs, should be credited either as a cost reduction or cash refund, as appropriate, to USAID.

"Non-local sub-grantees and subcontractors" means sub-grantees and subcontractors that are present in the West Bank or Gaza solely for the purpose of performing work financed by USAID or other tax-exempt foreign donors".

## **5.7 REPORTING OF FOREIGN TAXES**

- a) The awardee must annually submit one report by April 6 of the next year. The reporting period will cover from October 1 to September 30.
- b) Contents of Report. The reports must contain:
  1. Recipient name.
  2. Contact name with phone, fax and e-mail.
  3. Award number(s); separate report needs to be provided for each award.
  4. Amount of foreign taxes assessed by the PA on commodity purchase transactions valued at \$500 or more financed with U.S. foreign assistance funds under this agreement during the prior U.S. fiscal year.
  5. Only foreign taxes assessed by the foreign government in the country receiving U.S. assistance are to be reported. Foreign taxes by a third-party foreign government are not to be reported. For example, if an assistance program for the PA involves the purchase of commodities in Israel using foreign assistance funds, any taxes imposed by Israel would not be reported.
  6. Any reimbursements on the taxes reported in (iv) received by the Recipient through March 31. Any refund from the PA that is received directly by the awardee should be reflected. For refunds processed by USAID, we will fill in the VAT refunded amount. If a VAT refund receipt was provided to USAID for refund processing the

awardee will need to provide the month under which the claim was submitted to USAID and the serial number of the invoice as included in the claim.

7. Reports are required even if the Recipient did not pay any taxes during the report period.
  8. Cumulative reports may be provided if the Recipient is implementing more than one program in a foreign country.
- c) Definitions. For purposes of this clause:
1. "Agreement" includes USAID direct and country contracts, grants, cooperative agreements and interagency agreements.
  2. "Commodity" means any material, article, supply, goods, or equipment.
  3. "Foreign government" includes only a PA entity.
  4. "Foreign taxes" means value-added taxes and custom duties assessed by a foreign government on a commodity. It does not include foreign sales taxes
- d) Where. Submit the reports by either of the following means:  
E-mail attachment (preferred): [579vat@usaid.gov](mailto:579vat@usaid.gov) or fax to 972-3-511-4888, attention Issa Hanna.
- e) Subagreements. The awardee must include this reporting requirement in all applicable subcontracts, subgrants and other subagreements.
- f) For further information see <http://www.state.gov/m/rm/c10443.htm>.

## **5.8 PROHIBITION ON ASSISTANCE TO THE PALESTINIAN BROADCASTING CORPORATION**

- a) U.S. legislation provides that none of USAID's funding "may be used to provide equipment, technical support, consulting services, or any other form of assistance to the Palestinian Broadcasting Corporation." In accordance with this prohibition, the Recipient shall not provide any assistance to the Palestinian Broadcasting Corporation.
- b) This provision, including this paragraph (b), shall be included in all contracts, subcontracts, grants and subgrants issued under this grant.

## **5.9 USAID/WEST BANK AND GAZA AGENCY CONTRACTED AUDITS (ACA)**

Since Fiscal Year 2003, the U.S. Congress has mandated in its annual appropriations laws that USAID will ensure that Federal and non-Federal audits of all Contractors and grantees, and significant sub-Contractors and sub-grantees, under the West Bank and Gaza (WBG) Program are conducted at least on an annual basis.

The Recipient and significant subawardees under this award are thus required to adhere to this requirement and are subject to audit at least annually under the WBG Agency Contracted Audit

(ACA) program. The USAID/WBG/Office of Financial Management (OFM) is responsible for managing the Mission's ACA program. USAID/WBG/OFM will annually solicit information from Contractors with regard to their program implementing subawards to identify those subawardees which are subject to audit.

To fulfill the annual audit requirements, USAID/WBG will contract with an independent audit firm that has been approved by the Regional Inspector General/Frankfurt to perform these audits and will issue an audit notification letter to the Contractor outlining the process, period of audit and time frame. The financial audit will be conducted within generally accepted government auditing standards (GAGAS) and will focus on the program activities contained within this award.

By signing this award, the Recipient affirms it will comply with Mission audit guidelines and requirements and will cooperate fully with the audit firm selected by USAID. Failure to comply with the Mission audit procedures or respond to an initiation of an audit, or failure to cooperate with the Mission financial management staff or selected audit firm on the annual audit may be cause for action by the Mission. The Recipient and all sub-awardees must maintain complete records and proper documentation pertaining to their awards for auditing purposes.

#### **5.10 USAID/WEST BANK AND GAZA MISSION ORDER NO. 21**

The Recipient must comply with the Mission's updated anti-terrorism policies and procedures as stated under the revised Mission Order No. 21 (Mission Notice No. 2007-WBG-26), Addendum No. 1 and any amendments thereafter. The Mission Order No. 21 and Addendum No. 1 are provided under Attachments 4 and 5.

#### **5.11 22 USC 2378c-1(a)(1) TAYLOR FORCE ACT**

During performance of this agreement the Recipient shall comply with the limitation on use of funds in the "Taylor Force Act" (See 22 USC 2378c-1(a)(1)). This provision flows down to all subcontractors or subgrantees."

#### **5.12 USAID/WEST BANK AND GAZA MISSION ORDER 21 COMPLIANCE REVIEWS**

Implementing partners are responsible for ensuring the effectiveness and efficiency of their own internal control systems over compliance with Mission Order 21 (MO21) requirements.

Contingent upon available resources, USAID/West Bank and Gaza will be conducting MO21 compliance reviews of prime awardees and their subawards within the first 18 months of implementation.

The conducted compliance review will verify the following:

1. Verify that partners had in fact obtained the necessary vetting approvals prior to executing their sub-awards as well as reviewing trainees and beneficiaries that are subject to vetting per MO No. 21;
2. Verify whether partners have incorporated the required special mandatory provisions in their written sub-awards and have obtained the Anti-Terrorism Certification (if required) in accordance with Mission Order No. 21; and
3. Verify whether all sub-awards executed under each award have been promptly reported to USAID on the monthly sub-award report.

### **5.13 USAID/WEST BANK AND GAZA MISSION NOTICES**

The Recipient will comply and adhere to all USAID West Bank and Gaza notices to Contractors and Grantees. The notices are posted on the USAID/West Bank Gaza website under Partners resources and can be found at the following link: <https://www.usaid.gov/west-bank-and-gaza/partnership-opportunities>

## **6. Special Award Considerations**

- a. Dissemination of any press releases or success stories is subject to the AOR's prior clearance and written approval.
- b. Due to the extremely fluid nature of the operational environment, it is expected that the Recipient will remain in close contact and collaboration with the AOR and other appropriate USAID Officers. This collaborative involvement will address informational needs such as analyses, evaluations, assessments, and responses to public information requests in order to maintain flexibility for program success.

## **7. Branding and Marking Requirements**

Applicants are requested to note that in accordance with **2 CFR 700.16** USAID will require the submission of a Branding Strategy and a Marking Plan during phase 3 of the selection and prior to award. The Marking Plan may include a request for approval of one or more exceptions to the marking requirements in **2 CFR 700.16**. The AO evaluates the Branding Strategy and

Marking Plan (including any requests for exceptions) for approval consistent with the regulations contained in **2 CFR 700.16** and **ADS 320**.

## **8.Environmental Compliance**

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered, and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (ADS 204) and in USAID's Automated Directive **System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/who-we-are/agency-policy/series-200> )**, which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities.

No activity funded hereunder will be implemented unless an environmental threshold determination, as defined ADS 204, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). Subsequently, over the Life of the Activity (LOA), these environmental mitigation measures are to be a standard component of program management. Successful Applicants will be advised by USAID how to satisfy these requirements.

The Recipient is required to include environmental compliance updates in regular Activity reports, using indicators as appropriate; develop and submit periodic Environmental Mitigation and Monitoring Reports (EMMRs); and complete and submit a Record of Compliance (RoC) describing the implementation of EMMP requirements in conjunction with the final EMMR or at the close of sub activities, as applicable.

The Recipient is further required to comply with USAID's initial environmental examination (IEE) as further elaborated in the approved IEE which outlines the analysis of the potential environmental risks, the environmental determinations and climate risk management under the GHRA Activity. A copy of the approved IEE will be incorporated in the award document upon award.

**[END OF SECTION F]**

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**SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)**

**1. NOFO Points of Contact**

Any prospective Applicant desiring an explanation or interpretation of this NOFO must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective Applicants before the submission of their applications. Any information given to a prospective Applicant concerning this NOFO will be furnished promptly to all other prospective Applicants as an amendment of this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicants. Such questions will be considered received if the Subject line begins with **“NOFO 72029424RFA00002 Questions.”**

Any questions or comments concerning this NOFO must be submitted in writing by e-mail to:

Name: Ms. Nevine Zakariya  
Title: Senior Acquisition and Assistance Specialist  
E-mail: [wbggazahealthactivity@usaid.gov](mailto:wbggazahealthactivity@usaid.gov)  
Office of Contracts Management  
USAID West Bank and Gaza

**2. Acquisition and Assistance Ombudsman**

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

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

**END OF SECTION G**

## **SECTION H: OTHER INFORMATION**

USAID reserves the right to fund any or none of the concept papers 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.

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

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

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

**END OF SECTION H**

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**ATTACHMENT 1 - LIST OF ACRONYMS AND ABBREVIATIONS**

AMELP	Activity Monitoring, Evaluation and Learning Plan
AOR	Agreement Officer Representative
DIS	Development Information Solutions
MEL	Monitoring, Evaluation, and Learning
NOFO	Notice of Funding Opportunity
PA	Palestinian Authority
TPM	Third Party Monitoring
U.S.	United States
U.S.G.	United States Government

**[END OF ATTACHMENT 1]**

**ATTACHMENT 2 - MANDATORY STANDARD PROVISIONS**

(Note: the full text of these provisions may be found at: <https://www.usaid.gov/ads/policy/300/303maa>. The award will include the latest Mandatory Provisions for the U.S. Nongovernmental organizations. The award will also contain the following “required as applicable” Standard Provisions:

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

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

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020)
TBD		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020)
TBD		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (For Profit) (DECEMBER 2022)
TBD		RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
TBD		RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
TBD		RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
TBD		RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
TBD		RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (DECEMBER 2022)
TBD		RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
TBD		RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
TBD		RAA12. INVESTMENT PROMOTION (DECEMBER 2022)
TBD		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2022)
TBD		RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
TBD		RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)

	X	RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
X		RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (DECEMBER 2022)
TBD		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2022)
	X	RAA25. PATENT REPORTING PROCEDURES (DECEMBER 2022)
	X	RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
X		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2022)
TBD		RAA28. RESERVED
TBD		RAA29. RESERVED
TBD		RAA30. PROGRAM INCOME (AUGUST 2020)
X		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

**[END OF ATTACHMENT 2]**

### ATTACHMENT 3 - VAT GUIDANCE



U.S. AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

APRIL 2, 2003

#### NOTICE FOR USAID CONTRACTORS AND GRANTEES

**SUBJECT: VAT GUIDANCE**

As per the guidance provided to all contractors and grantees in our letter of July 30<sup>th</sup>, 2002, VAT is an extremely sensitive and important issue for our Mission. Careful attention must be paid to avoiding VAT whenever possible and, failing that, obtaining valid VAT receipts so that USAID may seek VAT refunds from tax authorities. Failure to do so could put the Mission's programs in jeopardy and possibly lead to a USAID determination that VAT costs are unallowable.

USAID will reimburse contractors and grantees for Israeli and Palestinian VAT if and only if the following procedures are followed:

1. For Grantees, reasonable efforts must be made to avoid Israeli and Palestinian VAT at the point of sale whenever possible. This includes taking all reasonable steps to obtain a 0% VAT exemption from the Palestinian Authority before making any further purchases. Grantees that already have exemption mechanisms in place with Israel and/or the PA should continue to follow those procedures.
2. For grantees that recently received a 0% VAT exemption from the Palestinian VAT department, they are required to pass these exemptions to their partners (i.e. suppliers, vendors, and contractors), by sending a letter to the VAT Department notifying it about the partner, description of the transaction and the amount of the transaction before the purchase is completed.
3. For both Contractors and Grantees, in cases where Israeli or Palestinian VAT cannot be avoided at the point of sale, original VAT receipts must be obtained from all vendors that are legally authorized to issue such receipts. To be considered valid and acceptable, receipts must conform to the requirements stated in the checklist attached to this notice. Receipts shall be submitted to USAID's Financial Management Office on a monthly basis, no later than the fifteenth day after the end of the month. This will enable USAID to process refund claims with VAT authorities on a timely basis.

Financial Management Office  
Att. VAT Coordinator, USAID  
c/o American Embassy  
71 Hayarkon Street,  
Tel Aviv 63903

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c/o American Embassy  
71 Hayarkon Street,  
Tel Aviv 63903

Failure to comply with both of these requirements may result in a determination that the VAT costs in question are unallowable under your contract or grant, in which case those costs would be financed from your organization's own funds.

Given that USAID will be reimbursing VAT expenses in contractor and grantee billings that are charged as disbursement to the contracts/grants, the refunds, once received, will be recorded as off-sets to the applicable contract or grant by USAID.

Please note that separate procedures will be provided for processing refunds for contractors and grantees under Letter of Credit (LOC) method of payment.

Please submit the original VAT receipts and one copy to USAID. In addition, contractors and grantees must retain on file copies of receipts and related documentation reflecting their VAT submissions to USAID. This is needed to avoid the risk that VAT costs may be questioned during an audit and possibly disallowed.

In addition, we have attached for your use 2 matrixes, one for the Israeli and one for Palestinian VAT submissions. Please keep the following guidance in mind when submitting this document to USAID:

1. Report the VAT invoices in the correct chronological order, i.e. start from the first of the month through to the 30<sup>th</sup>.
2. Provide a hard and electronic copy of the form with the respective receipts attached to each one in order to avoid confusion.
3. The electronic copy has to be sent to [ilpavat@usaid.gov](mailto:ilpavat@usaid.gov).
4. Attach all related supporting documents to each receipt with that invoice.
5. Submit this form, receipts and supporting documents no later than the 15<sup>th</sup> of the following month.
6. You will notice that we have entered some figures already on the matrix. This is just to provide you with an example and to activate the formulas. Kindly replace those with your own figures.
7. For any specific issues with regards to the VAT, please contact Ms. Abeer Odeh, our Supervisor Financial Analyst, at 03-511-4806, 050 259407, and 059 246777 or at e-mail [aodeh@usaid.gov](mailto:aodeh@usaid.gov).

The requirements discussed in this notice apply to not just prime contracts and grants, but also subcontracts and sub-grants with non-local entities – that is, entities that are present in the West Bank or Gaza solely for the purpose of performing work financed by USAID or other tax-exempt donors.

USAID provided some guidance with regards to this issue in July 2002. However, some partners have failed to report their VAT in a timely manner. Therefore, we hereby request that all Contractors and Grantees report to us by COB noon April 21<sup>st</sup>, 2003, all pending invoices from January 1<sup>st</sup>, 2002 until the present.

We thank you for your cooperation in this matter.

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Notice of Funding Opportunity Number (NOFO): 72029424RFA00002

Program Title: Gaza Health Recovery Activity

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Attachments:

1. VAT Invoices Required Attributes
2. VAT Refund Sheet – Includes 2 documents for the Israeli and the Palestinian VAT respectively.





Notice of Funding Opportunity Number (NOFO): 72029424RFA00002  
Program Title: Gaza Health Recovery Activity

**Attachment 4: Mission Order No. 21**

(see standalone attachment)

**Attachment 5: Addendum 1 to Mission Order 21**

(see standalone attachment)