



USAID
FROM THE AMERICAN PEOPLE

*NOFO # 7200AA24R00084
Rebuilding Cuba's Nascent Civil Society*

Issue Date: July 17, 2024
Questions Due Date: July 26, 2024 at 12:00 PM EDT
Questions Response Due Date: o/b August 1, 2024
Closing Date: August 16, 2024 at 2:00 PM EDT
Subject: Notice of Funding Opportunity (NOFO)
Number: 7200AA24R00084
Program Title: Rebuilding Cuba's Nascent Civil Society
Federal Assistance Listing Number: 98.001 USAID Foreign Assistance for Programs Overseas

Dear Prospective Applicants:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement(s) from qualified entities to implement the Rebuilding Cuba's Nascent Civil Society program. Eligibility for this award is not restricted.

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

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in [Section C](#) of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding 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 conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

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

Please send any questions to the point(s) of contact identified in [subsection G.1](#). The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

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

Thank you for your interest in USAID programs.

Sincerely,

Francine Gigot
Agreement Officer
Sr. Contract & Agreement Specialist
USAID | (M/OAA/RM/A)

Attachments

Attachment 1 - USAID Budget Template

Attachment 2 - [7200AA24R00084 - Q&A Submission](#)

Attachment 3 - [7200AA24R00084 - Applicant Q&A Responses](#)

SECTION A – PROGRAM DESCRIPTION	5
A.1 BACKGROUND	5
A.2 PROGRAM OVERVIEW	5
A.3 OBJECTIVE AND ILLUSTRATIVE ACTIVITIES (TECHNICAL APPROACH)	6
A.4 MANAGEMENT AND KEY PERSONNEL	6
A.5 RELATIONSHIP TO USG STRATEGIES AND PROGRAMS	8
A.6 AUTHORIZING LEGISLATION AND APPLICABLE REGULATIONS AND POLICIES	9
SECTION B – FEDERAL AWARD INFORMATION	10
B.1 ESTIMATE OF FUNDS AVAILABLE AND NUMBER OF AWARDS CONTEMPLATED	10
B.2 EXPECTED PERFORMANCE INDICATORS, TARGETS, BASELINE DATA, AND DATA COLLECTION	10
B.3 START DATE AND PERIOD OF PERFORMANCE FOR FEDERAL AWARDS	10
B.4 SUBSTANTIAL INVOLVEMENT	11
B.5 AUTHORIZED GEOGRAPHIC CODE	12
B.6 NATURE OF THE RELATIONSHIP BETWEEN USAID AND THE RECIPIENT	12
SECTION C – ELIGIBILITY INFORMATION	13
C.1 ELIGIBLE APPLICANTS	13
SECTION D – APPLICATION AND SUBMISSION INFORMATION	14
D.1 AGENCY POINT OF CONTACT	14
D.2 QUESTIONS AND ANSWERS	14
D.3 GENERAL CONTENT AND FORM OF APPLICATION	14
D.4 APPLICATION SUBMISSION PROCEDURES	16
D.5 TECHNICAL APPLICATION FORMAT	17
D.6 BUSINESS (COST) APPLICATION FORMAT	22
D.7 CHECKLIST OF REQUIRED APPLICATION DOCUMENTATION	29
SECTION E – APPLICATION REVIEW INFORMATION	31
E.1 CRITERIA	31
E.2 REVIEW AND SELECTION PROCESS	31
SECTION F – FEDERAL AWARD ADMINISTRATION INFORMATION	35
F.1 FEDERAL AWARD NOTICES	35
F.2 ADMINISTRATIVE & NATIONAL POLICY REQUIREMENTS	35
F.3 REPORTING REQUIREMENTS	35
F.4 STANDARD PROVISIONS	37
F.5 PROGRAM INCOME	37
SECTION G – FEDERAL AWARDED AGENCY CONTACT(S)	38
G.1 NOFO POINTS OF CONTACT	38
G.2 ACQUISITION AND ASSISTANCE OMBUDSMAN	38
SECTION H – OTHER INFORMATION	39
H.1 APPLICATIONS WITH PROPRIETARY DATA	39
H.2 SPECIAL PROVISIONS AND LICENSING REQUIREMENTS FOR CUBA	39

SECTION I – STANDARD PROVISIONS	45
I.1 STANDARD PROVISIONS	45
ABBREVIATIONS AND ACRONYMS	46

SECTION A – PROGRAM DESCRIPTION

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

A.1 BACKGROUND

The Cuban Liberty and Democratic Solidarity (Libertad) Act of 1996 authorizes support for democracy-building efforts for Cuba. Under this authority, the United States Agency for International Development (USAID) supports a portfolio of programs that:

- Provide humanitarian assistance to victims of repression, including political prisoners, their family members, and other individuals who are persecuted because of their political or religious beliefs;
- Support civil society through capacity building for independent and emerging human rights groups on the island; and
- Increase the free flow of information to, from and within the island.

The driving force behind U.S. Foreign Assistance for Cuba is a commitment to bolster initiatives that champion fundamental rights, including civil, political, religious, and labor freedoms as outlined in the Universal Declaration of Human Rights and other global accords. Through this support, the U.S. Government (USG) aims to cultivate an environment conducive to stability, prosperity, and liberty for the people of Cuba, nurturing a vision of a nation that thrives on principles of democracy and human dignity.

Consistent with the administration's goal of supporting the Cuban people, including promoting accountability for human rights abuses, the overall objective of this program is to **help rebuild Cuba's Nascent Civil Society**.

A.2 PROGRAM OVERVIEW

Cuba is suffering one of its worst crises in history. The economic situation has rapidly deteriorated, leaving the majority of Cubans in a state of poverty and struggling to meet their basic needs. The Cuban government continues to jail approximately 1,000 unjustly detained political prisoners, and large swaths of civil society activists have been forced into exile, while those that remain in Cuba – if not imprisoned – are heavily surveilled, harassed, and otherwise discouraged from participating in activities to promote greater freedoms. Thousands of Cuban citizens have succumbed to the fact that their only option for the future is to seek prosperity and freedom outside of Cuba, causing mass emigration.

Despite these challenges, there are courageous Cubans who remain on the island and are dedicated to pushing forward in their struggle for basic human rights. USAID is committed to supporting these courageous individuals and is seeking to partner with organizations that can propose innovative, yet realistic, pathways to help reinvigorate Cuba's nascent and emerging civil society.

A.3 OBJECTIVE AND ILLUSTRATIVE ACTIVITIES (TECHNICAL APPROACH)

The Bureau for Latin America and the Caribbean's Office of Cuban Affairs (LAC/Cuba) is seeking applications from organizations that can propose unique and distinctive ideas to help contribute to the overall program objective of Rebuilding Cuba's Nascent Civil Society.

This program would contribute to the U.S. Government's overall goal for Cuba, which is to empower the Cuban people to help them create a future free from repression and economic suffering. Specifically, the program would contribute to the following LAC/Cuba Development objectives.

Objectives:

DO1: Increased civil society effectiveness; and

DO2: A more informed citizenry and international community.

Applicants are encouraged to develop intermediate results, indicators, and targets that would help measure progress toward achievement of the stated program objective. Please see [subsection B.2](#), below for a list of applicable LAC/Cuba Standard Indicators.

The following are illustrative activities that may be proposed:

Provide capacity building to civil society groups focusing on rights for marginalized or vulnerable groups, such as Afro-Cubans, women, youth, the elderly, religious groups, and LGBTQI+ individuals. Enhance their leadership and communication skills, and assist in outreach efforts to better understand the needs of Cuban citizens and increase participation in these civil society initiatives.

Foster coordination and cohesion among emerging civil society groups to amplify their collective voice on issues affecting Cuban citizens. Equip these groups with tools, resources, and advocacy skills to engage communities in addressing local concerns democratically, particularly in areas where government services are lacking.

- Enhance the capacity of civil society organizations and citizens to disseminate factual information about local conditions in Cuba, including instances of human rights violations, both within the country and to the international community. Empower citizens to be reliable sources of information for raising awareness and advocating for positive change.

A.4 MANAGEMENT AND KEY PERSONNEL

It is envisioned that the activity¹ will be implemented through an appropriate mix of direct implementation and technical support, potentially to include subawards, with expert knowledge for the achievement of specific objectives.

¹ Note: The term "program" as used in 2 CFR 200 and this NOFO is typically considered by USAID to be an activity supporting one or more Project(s) pursuant to specific Development Objectives. Please see 2 CFR 700 for the USAID specific definitions of the terms "activity" and "project" as used in the USAID context for purposes of planning, design, and implementation of USAID development assistance.

Key Personnel:

USAID envisions there will be two (2) Key Personnel for this activity, including a Chief of Party. The applicant must propose one (1) additional key personnel position. Key personnel are essential to achieving strategic and program objectives. The Key Personnel positions must have an appropriate configuration of skills, experience and expertise that gives USAID confidence in the achievement of results. In addition to the Chief of Party position described below, the applicant should propose the appropriate role of the additional key personnel position.

The following skills and expertise should be largely found, collectively, within the Key Personnel positions:

Key Personnel 1: Chief of Party (COP):

The COP, who should devote no less than 30 percent of their time to the proposed project, oversees all activities and provides technical and strategic leadership for the program. The COP serves as the designated person for overall management of the relationship with USAID. The COP is responsible for management, oversight, program implementation, and reporting. The COP also oversees the performance of program staff, and any subrecipients. The COP supervises overall program operations, including administration, logistics, procurement, budgeting, and financial accounting (expenditures and reporting). In close consultation with the Agreement Officer's Representative (AOR), the COP ensures that the organization's policies and procedures are in compliance with USAID and other USG rules and regulations. The COP holds ultimate responsibility for the successful implementation of the technical and financial aspects of the program, though they may delegate other day-to-day responsibilities to appropriate staff.

Preferred Requirements:

- At least ten years of experience managing and implementing similar development programs, with preferred experience working on Cuba democracy programs;
- Experience serving in management and leadership roles, including management of complex portfolios and diverse teams;
- Strong interpersonal skills with experience working in cross-cultural settings; and
- Ability to communicate (orally and in writing) in English.

Key Personnel 2: To be proposed by the applicant {TBD}:

The Key Personnel 2 position is critical in addressing continuity in the absence of the COP. Key Personnel 2 will support the COP in overseeing the day-to-day aspects of program implementation, including procurement, logistics, and activity planning. They are responsible for duties delegated by the COP, which may include monitoring, evaluation and learning of the program, and communicating with USAID on upcoming planned activities and any associated program travel. In coordination with the COP, they may oversee the day-to-day management of subrecipient activities. They also are responsible for ensuring that program operations comply with applicable USAID and USG rules and regulations/laws, including Cuba specific legislation.

Preferred Requirements:

- At least five years of experience implementing similar development programs, with preferred experience working on Cuba democracy programs.
- Experience in monitoring and evaluation and experience working with sub-partners and beneficiaries are highly desired.
- Ability to communicate (orally and in writing) in English.

A.5 RELATIONSHIP TO USG STRATEGIES AND PROGRAMS

Through a concerted effort led by USAID and the Department of State, the USG remains steadfast in its commitment to uplifting the Cuban populace while strategically mitigating benefits to the Cuban government. This support, delivered through a variety of initiatives, aims to advance key foreign policy objectives while directly empowering individuals across the island. To ensure the most effective use of resources and prevent redundant efforts, USAID maintains open lines of communication with the Department of State and collaborates closely with other stakeholders, including the National Endowment for Democracy (NED), to synchronize programming and maximize impact.

Applicants may find information about current USG-funded Cuba programs at:

<https://www.usaspending.gov>.

A.6 AUTHORIZING LEGISLATION AND APPLICABLE REGULATIONS AND POLICIES

The authority for this NOFO and any resulting award is from the Foreign Assistance Act of 1961, as amended. Additionally, there are two statutes that are particularly critical in providing authority, notwithstanding other provisions of law, for USAID's work in Cuba: (1) Section 109(a) of the Cuban Liberty and Democratic Solidarity (Libertad) Act of 1996 (also referred to as "Helms-Burton Act," P.L. 104-114); and (2) Section 1705 of the Cuban Democracy Act of 1992 (22 U.S. C. Section 6004) (P.L. 102-484). Activities authorized and financed under this program are governed and limited by the terms of these two acts.

The Libertad Act of 1996 provides authority to furnish assistance and provide other support for individuals and independent non-governmental organizations to support democracy-building efforts for Cuba, including: (1) published and informational matter to be made available to independent democratic groups in Cuba, (2) humanitarian assistance to victims of political repression and their families, and (3) support for democratic and human rights groups in Cuba.

The Cuban Democracy Act of 1992 authorizes the provision of certain assistance notwithstanding any other provision of law. Specifically, this provision authorizes donations of food to non-governmental organizations (NGOs) or individuals in Cuba, exports of medicines and medical supplies generally, and assistance through appropriate NGOs for the support of individuals and organizations promoting nonviolent democratic change in Cuba.

USAID awards are also subject to 2 Code of Federal Regulations (CFR) 700 and 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

The full text of the [Libertad Act can be viewed here.](#)

The full text of the [Cuban Democracy Act \(CDA\) can be viewed here.](#)

[END OF SECTION A]

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SECTION B – FEDERAL AWARD INFORMATION

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

USAID intends to award up to four cooperative agreement(s) pursuant to this notice of funding opportunity subject to funding availability and at the discretion of the agency. Total funding per cooperative agreement will not exceed \$2,000,000 over the entire three-year Period of Performance beginning on or around September 30, 2024.

Each organization may submit only one application. Organizations that have not previously received funding from USAID are encouraged to apply. USAID will not fund academic research or feasibility studies intended to strengthen an organization's understanding of the Cuban context.

USAID LAC/Cuba reserves the right to negotiate to lessen or increase the scope or adjust costs as appropriate. The status, performance, and administrative and financial management of ongoing and previous USG-funded Cuba programs will be taken into consideration when awarding funds under this NOFO.

B.2 EXPECTED PERFORMANCE INDICATORS, TARGETS, BASELINE DATA, AND DATA COLLECTION

Implementing partners are responsible for establishing baseline data, targets, and data collection methods that help track and monitor progress toward achievement of the overall program objective of Rebuilding Cuba's Nascent Civil Society. Applicants may select indicators from the following list of LAC/Cuba standard indicators for inclusion in their draft Activity Monitoring, Evaluation, and Learning (AMEL) Plan, along with any relevant custom indicators. Please see Application and Submission Information, Technical Application Format, [Annex 2](#) below for additional instructions on the draft AMEL Plan.

- DR-3-CUB Number of Initiatives that Support Human Rights and Fundamental Freedoms as a Result of USG-Supported Interventions
- DR.4-3-CUB Number of Individuals who Participate in Civic Activities with USG Support
- DR.4.2-1 Number of human rights organizations trained and supported
- DR.4.2-2 Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions
- DR.6.1-2 Number of human rights defenders trained and supported

B.3 START DATE AND PERIOD OF PERFORMANCE FOR FEDERAL AWARDS

The anticipated period of performance is up to 36 months for each award. The estimated start date will be upon signature of the award, on or about September 30, 2024.

B.4 SUBSTANTIAL INVOLVEMENT

USAID desires to be substantially involved in the implementation of the activities under this cooperative agreement in accordance with USAID policy contained in Automated Directives System (ADS) Chapter 303. This substantial involvement will be through the Agreement Officer (AO), except to the extent that the Agreement Officer delegates authority to the Agreement Officer's Representative (AOR) in writing. The intended purpose of the substantial involvement during the award is to assist the recipient in achieving the supported objectives of the Agreement.

In accordance with [ADS 303.3.11](#), USAID will exercise substantial involvement in the following ways:

A. Approval of the Recipient's Implementation Plan and Annual Work Plan:

The annual implementation plan and annual work plan, and subsequent revisions, are subject to approval by USAID prior to implementing substantive work for each year of the agreement. USAID generally only requires approval of implementation plans annually; however, where changed contexts or new information require a pivot in the activity, USAID may consider changes to the implementation plan and work plan during implementation. USAID will ensure that implementation plans align with the stated goals, milestones, and outputs as well as fit within the scope, terms and conditions of the agreement. The annual work plan must provide a detailed narrative description of the activities to be completed during the year and the expected results. While it is a separate document from the implementation plan, it should be linked to both the implementation plan and the program-specific AMEL plan.

B. Approval of Specified Key Personnel and any Changes in Key Personnel:

The positions designated as key personnel in [Section A](#) of this NOFO are essential to the successful implementation of the program objectives of this agreement. Prior to replacing the key personnel, the recipient must notify USAID in advance and must submit written justification, including proposed substitutions, in sufficient detail to permit evaluation of the impact on the program. No replacement of these specified key personnel shall be made by the recipient without consent of USAID.

C. Approval of subawards and substantive provisions of subawards:

USAID must review and approve substantive provisions of proposed subawards or contracts, which may go beyond existing policies on Federal review of subaward, transfer, or contracting out of any work under an award per [2 CFR 200.308](#).

D. USAID and Recipient Collaboration or Joint Participation:

USAID may provide technical input in cases when the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge.

E. Approval of the recipient's Activity Monitoring, Evaluation, and Learning (AMEL) Plan:

USAID must approve the AMEL Plan, including indicators, baseline levels, and targets. Please see [subsection D.5.g](#) for additional information on the contents of the AMEL Plan.

F. Monitor to authorize specific kinds of direction and redirection of activities:

USAID may provide direction or redirection 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/or support U.S. foreign policy considerations. All such direction or redirection must be within the program description, budget, and other terms and conditions of the award.

G. USAID's authority to immediately halt an activity if the recipient does not meet detailed performance specifications:

USAID has the authority to immediately halt an activity if the recipient does not meet detailed performance specifications. These would be provisions that go beyond the suspension remedies of the federal government for noncompliance as stated in 2 CFR 200, including non-performance. The Agreement Officer may immediately halt an activity when identified specifications are not met.

B.5 AUTHORIZED GEOGRAPHIC CODE

The geographic code for the procurement of commodities and services under this program is 935, the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source. Geographic Codes are described in [22 CFR 228.03](#) and the Internal Mandatory References to [Chapter 310 of USAID's Automated Directives System \(ADS 310\)](#) entitled "List of Developing Countries," "List of Advanced Developing Countries," and "List of Prohibited Source Countries."

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

The principal purpose of the relationship with the recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Rebuilding Cuba's Nascent Civil Society program 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.

[END OF SECTION B]

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SECTION C – ELIGIBILITY INFORMATION

C.1 ELIGIBLE APPLICANTS

Eligibility for this NOFO is not restricted. U.S. and non-U.S. nongovernmental organizations (NGOs) are eligible to apply. USAID encourages applications from potential new partners with experience in Cuba or similarly sensitive countries.

An NGO means any nongovernmental organization or entity, whether nonprofit or profit-making (22 CFR 203.2). If profit-making organizations apply for funding under this NOFO, no profit or fee will be authorized under the activity. USAID will not accept applications from individuals. All applicants must be legally recognized organizational entities under applicable U.S. law.

Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established USG standards, laws, and regulations. The successful applicant(s) may be subject to a pre-award risk assessment (Pre-award Survey) by the AO.

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

Faith-based organizations are eligible to apply for federal financial assistance on the same basis as any other organization and are subject to the protections and requirements of federal law.

[END OF SECTION C]

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SECTION D – APPLICATION AND SUBMISSION INFORMATION

D.1 AGENCY POINT OF CONTACT

Francine Gigot
Agreement Officer
fgigot@usaid.gov

Hannah Funk
Acquisition & Assistance Specialist
hfunk@usaid.gov

D.2 QUESTIONS AND ANSWERS

Questions regarding this NOFO should only be submitted via this [Google Form](#) (Attachment 2) by the July 26, 2024 deadline at 12:00 PM EDT (Please note that the government will not accept any questions after this deadline). Should you experience any technical issues or require further assistance when submitting questions, an email can be sent to the contact information provided in subsections D.1 and G.1.

All email inquiries must be sent in accordance with the format below:

Subject line: “[NOFO 7200AA24R00084, [organization name], Q&A Inquiry.”

Responses to the questions received via Google Form will be provided to all prospective applicants on a rolling basis and finalized on or after August 1, 2024. All prospective applicants may view government responses to Q&A in this [spreadsheet](#) (Attachment 3). Any revisions resulting from this Q&A will be incorporated in an amendment to this NOFO along with responses on www.grants.gov. Please check www.grants.gov for any amendments.

D.3 GENERAL CONTENT AND FORM OF APPLICATION

a. Preparation of Applications:

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the technical application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections 5 and 6, below, for information on the content specific to the technical and business (cost) applications. The technical application must address technical aspects only while the business (cost) application must present the costs, and address risk and other related issues.

Both the technical and business (cost) applications must include a cover page containing the following information:

- Name of the organization(s) submitting the application
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address)
- Program name

- Notice of Funding Opportunity number
- Name of any proposed subrecipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303)
- Organization Unique Entity Identify UEI Number

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

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

- b. Applications must comply with the following:
- i. The technical application must not exceed 15 pages.
 - ii. USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
 - iii. All documentation must be written in English, and pages must be numbered, including numbered annexes (e.g., Annex 1, page 25).
 - iv. Use standard 8 ½" x 11", single sided, single-spaced, 12 point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
 - v. Graphs and charts can use a 10-point font. Tables, however, must comply with the 12-point Times New Roman requirement.
 - vi. Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
 - vii. The estimated start date identified in [Section B](#) of this NOFO must be used in the cost application.
 - viii. The technical application must be a searchable and editable Word or PDF format as appropriate.
 - ix. The cost schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion; however, the official cost application submission is the unlocked Excel version.
 - x. Applicants who include data that they do not want disclosed to the public for any purpose or used by the USG except for evaluation purpose, should mark the title page with the following legend:

“This application includes data that must not be disclosed, duplicated or used – in whole or in part – for any purpose other than to evaluate this application. However, if an award is made as a result of – or in connection with – the submission of this data, the USG 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 USG’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 to the following:

“Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application.” applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

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

D.4 APPLICATION SUBMISSION PROCEDURES

*The applicant must submit applications electronically **ONLY**.*

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

Applications must be submitted by email to the contact information provided in [subsection D.1](#). Email submissions must include the NOFO number and applicant’s name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. “No. 1 of 4”, etc.).

For example, if your cost application is being sent in two emails, the first email should have a subject line that states:

“[NOFO 7200AA24R00084], [organization name], Cost Application, Part 1 of 2”.

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

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

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

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID cannot guarantee their acceptance by the internet server. File size must not exceed 25 MBs.

D.5 TECHNICAL APPLICATION FORMAT

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

The technical application must strictly follow the format and outline prescribed below ([subsection D.6](#)) which includes the Strategic Approach, Program Management and Staffing Plan, and Organizational Capacity sections, and excludes Annexes. Excess pages will not be reviewed or considered for the technical application or annexes. It is the applicant’s discretion how to use their pages appropriately within the maximum number of page limitations.

The **technical application** must contain the following content:

A. Cover Page (Not to exceed one (1) page; excluded from 15 page limit)

See subsection [D.3](#) above for requirements.

B. Table of Contents (excluded from 15 page limit)

The table of contents must include the major sections of the technical application and page numbers to easily cross-reference and identify merit review criteria, including the Executive Summary, the Strategic Approach, Program Management and Staffing Plan, Organizational Capacity, and Technical Annexes. The specific headings for each of the Technical Annexes must be listed.

C. Executive Summary (One (1) page included as part of the 15 page limit)

The executive summary must provide a high-level overview of key elements of the technical application, with: a) the overall proposed vision and goals for the program; b) the results to be achieved, the resources and steps required to meet them in an identifiable period of time; and c) the aspects of the proposed program that are unique, creative, and innovative, yet realistic given the development context.

D. Strategic Approach (included as part of the 15 page limit)

In this section, **applicants are not to repeat what is already described in this NOFO or in the Executive Summary.** Applicants must focus on providing specific details on how they propose to achieve the program objective and how the program will make a significant contribution toward achieving the development objective of USAID as identified in the Program Description in [Section A](#) of this NOFO.

Discuss the strategy, methodology, ideas for including any proposed subrecipients and/or beneficiaries in program activities, expected results, schedule of activities, programming of human resources, and performance indicators. Applications should clearly demonstrate that all activities and financial transactions will exclude involvement by the Cuban government.

This section should:

- a. State the proposed program concept, strategy and techniques for accomplishing the objectives outlined in this NOFO. Please explain what aspects of the proposed program are creative and innovative. Provide justification for the proposed approach.
- b. State the assumptions and address the inherent risks in implementing a program that promotes human rights in the Cuban context, based on prior experience working in closed societies and/or experience working in Cuba. Explain the possible challenges and how the applicant plans to overcome these challenges.
- c. Present plans for ensuring the balanced representation of marginalized individuals, including youth, women, LGBTQI+, and Afro-Cubans, in program activities.
- d. Explain how activities will rebuild Cuba's nascent civil society by providing capacity building, fostering coordination and cohesion amongst civil society groups, and enhancing their ability to amplify messaging about human rights violations.
- e. Annex 1 (draft implementation plan) and Annex 2 (draft AMEL plan) must align with the strategic approach section.

E. Program Management and Staffing Plan (included as part of the 15 page limit)

This section must detail the proposed management structure, including proposed subrecipients, that will support effective implementation of the proposed program. Applicants must describe how its staffing plan will efficiently and effectively provide the greatest likelihood of results. Also include a description of each staff member's role, technical expertise, and estimated time (level of effort) that each will devote to the program.

This section should:

- a. Explain the overall staffing plan and specify the composition and organizational structure of the entire implementation team, including the role of any proposed subrecipients.
- b. Key Personnel positions: provide the names and proposed roles and responsibilities of the (2) two Key Personnel positions, one of which is defined as the Chief of Party at not less than 30% level of effort as described in [section A](#). Proposing a diverse staff in terms of ethnic identity, sex, and gender would be an asset to the proposed program. In addition to the specific qualifications for each key personnel, the applicant must demonstrate how collectively as a team, the key personnel possess the skills to accomplish the objectives set forth in the program description in [section A](#), funding opportunity description. Proposed personnel not yet identified may be shown as “TBD” (to be determined).
- c. Describe the role of any proposed subrecipients for implementation of this award. Applicants are encouraged to partner with organizations that show a complementarity of skill sets and capabilities. Please note that applicants are not encouraged to partner with organizations that will require organizational capacity building. Rather, USAID seeks recipient organizations that have prior commendable performance in Cuba or other closed societies, with a preference for experience in Cuba. Subject matter experience by the prime recipient or subrecipient(s) in implementing similar programs is also preferred. If an applicant includes subrecipients for implementation of the award, applicants should demonstrate how these subrecipients complement the organizational capabilities of the applicant and how the subawards strengthen the overall program management plan. Please note that the prime recipient is responsible for all administrative, management, and reporting requirements to USAID.
- d. Describe the approaches to support collaboration, frequency of stakeholder and beneficiary engagement, and coordination between implementing partners, among other approaches. This may also include plans for operational arrangements for collaboration and coordination with USAID and the Department of State, and other partner institutions.

Annex 3 (Key Personnel Resumes) – Must align with the Program Management Staffing Plan section.

F. Organizational Capacity (included as part of the 15 page limit)

This section focuses on the applicant’s internal capabilities and resources, and relevant work experience/ history to demonstrate its capacity to successfully manage the proposed program.

This section should:

- a. Explain the core technical capacities/resources and home office support that the applicant has to offer and address the applicant’s financial control systems.

- b. Describe the applicant's ability to monitor and evaluate program implementation and to effectively report results and impact.
- c. Provide a brief description of the applicant's work experience/history/areas of expertise, including previous experience working in closed societies or other challenging environments, with a preference for experience in Cuba.
- d. Describe the applicant's pertinent work experience and accomplishments in developing and implementing programs similar to that outlined in this NOFO.
- e. Describe the organizational capabilities and expertise of any proposed subrecipients, if applicable.

Annex 4 (Organizational Chart) and Annex 5 (Organization Matrix of Projects) – Must align with the Organizational Capacity section.

G. Technical Annexes

The annexes below **will not count toward the page limit** of the technical application.

- **Annex 1: Draft Implementation Plan** (not to exceed two (2) pages)

Clearly present a visual timeline, broken down by month, of the activities that will be used to implement the program, including milestones, and key deliverables. It should clearly indicate the expected delivery dates for key deliverables.

Note: For reporting purposes, implementation plans for recipients and subrecipients should mirror the USAID fiscal year, which begins October 1. A final implementation plan will be due within 60 days of the award start date.

- **Annex 2: Draft Activity Monitoring, Evaluation, and Learning (AMEL) Plan** (not to exceed three (3) pages)

Applicants should include the following components in their draft AMEL Plan. A final AMEL Plan must be submitted within 90 days of the award start date. Please see [USAID ADS Chapter 201](#) for additional information on USAID AMEL requirements.

1. A visual representation of the proposed **Results Framework** upon which the program's theory of change is based.
2. **Monitoring Section** that includes the proposed monitoring approach, including monitoring processes, systems, and relevant performance indicators of the activity's outputs and outcomes, their baseline values (or plan for collecting baselines), and annual targets. The applicant should also include expectations for collaboration with any external evaluations of the activity planned and plans for monitoring context and emerging risks that could affect the achievement of the activity's results.

3. **Evaluation Section** that describes how the applicant plans to evaluate the program, including plans for data analysis, review, and reporting to measure program progress against overall objectives and any proposed internal or external evaluations.
4. **Learning Section** that describes how the applicant will address learning questions or knowledge gaps and allow for adjustments as circumstances change or learning evolves.
5. The applicant's approach for establishing effective procedures for **collecting and responding to feedback from beneficiaries** and reporting to USAID a summary of beneficiary feedback.
6. A description of the applicant's plan for **Data Management**, including plans to collect data, maintain data quality, store data, ensure data security, and how the data will be used and analyzed.
7. A brief description of **Roles and Responsibilities** for AMEL-related tasks, including across any proposed subrecipients (if applicable).

Annexes 1 and 2 must align with, and will be evaluated as part of the Strategic Approach Section.

- **Annex 3: Key Personnel - Resumes** (each resume must not exceed two (2) pages)

This section should include resumes for all key personnel candidates and any other personnel proposed for significant positions. Resumes should not exceed two pages in length and should be in chronological order starting with the most recent experience. Resumes for all key personnel must include three performance references for each proposed key position, up-to-date telephone numbers and e-mail contact information.

Annex 3 must align with, and will be evaluated as part of the Organizational Capacity section.

- **Annex 4: Organizational Chart** (not to exceed one (1) page)

This chart must show the staff reporting lines and relationships among the different positions.

- **Annex 5: Organization Matrix of Projects** (not to exceed two (2) pages)

The applicant must provide a matrix of its contracts, grants, and/or cooperative agreements involving similar or related programs during the past three years. The reference information for these awards must include: the performance location, title of the award, dates of performance, total budget amount, and brief description of the work performed.

Annexes 4 and 5 must align with, and will be evaluated as part of the Organizational Capacity section.

- **Annex 6: Cuba Commodities List** (not to exceed two (2) pages, if applicable)

Please provide a detailed list of all commodities that would be sent to Cuba under the proposed project. Please note that the Department of Commerce, Bureau of Industry and Security (BIS) regulates all commodities sent to sanctioned countries, including Cuba. Please see [subsection H.1.A](#), licensing requirements for Cuba, below for additional BIS licensing information.

D.6 BUSINESS (COST) APPLICATION FORMAT

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

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

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

- a) **Cover Page** (See Section D.3 above for requirements)
- b) **[SF 424 Form\(s\)](#)**

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at <https://www.grants.gov/web/grants/forms/sf-424-family.html>

The following forms must be submitted:

- Application for Federal Assistance ([SF-424](#))
- Budget Information ([SF-424A](#))
- Assurances ([SF-424B](#))

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

- c) **Required Certifications and Assurances**

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

- "Certifications, Assurances, Representations, and Other Statements of the recipient" [ADS 303mav](#) document found at <https://www.usaid.gov/ads/policy/300/303mav>.

- Assurances for Non-Construction Programs ([SF-424B](#))
- 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).

d) Budget and Budget Narrative

The budget must be submitted as an 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 amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make an award, and may result in 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. . 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. Applicants can visit the [WorkWithUSAID.gov website](http://WorkWithUSAID.gov) for resources and guidance on preparing an assistance budget. Budget template is included as Attachment 1.
- 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 subrecipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

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

- 1) **Salaries and Allowances:** Must be proposed consistent with [2 CFR 200.430](#) Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the budget narrative. The budget narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what

is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the budget narrative must describe the rationale used and supporting market research.

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. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

7) **Indirect Costs:**

Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see 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:

- **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. See [USAID's Indirect Cost Rate Guide for Non Profit Organizations](#) for further guidance.
- **Method 3:** De minimis rate of 10% of modified total direct costs (MTDC)
 - *Eligibility:* Any applicant that 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.

e) 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

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

g) Unique Entity Identifier (UEI) and SAM Registration

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

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

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

Applicants can find additional resources for registering in SAM, [including a Quick Start Guide and a video](#).

h) History of Performance

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

- Name of the Awarding Organization

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

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

i) Branding Strategy & Marking Plan

USAID marking requirements have been waived for all LAC/Cuba program activities in accordance with approved USAID memorandum, "Marking Requirements Waiver for All Cuba Programs."

j) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See [2 CFR 200.331](#) for assistance in determining whether a sub-tier entity is a subrecipient or contractor. In accordance with [2 CFR 200.400\(g\)](#) and [2 CFR 700.13](#), no funds under the award resulting from this NOFO will be paid as profit to any recipient or subrecipient. Profit is any amount in excess of allowable direct and indirect costs. This does not preclude payment of profit to the recipient's or subrecipients' vendors (contractors) under procurement contracts and subcontracts for the acquisition of goods and services, which are subject to [2 CFR 200](#) and [2 CFR 700](#), as well as the USAID standard provision entitled "[USAID Eligibility Rules for Goods and Services](#)," as well as [ADS 303sai](#).

However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principle under 2 CFR 200 Subpart E of the Uniform Administrative Requirements must be paid under the anticipated award.

Construction is not authorized under this award.

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

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 [subsection B.5](#) of this NOFO and must meet the source and nationality requirements set forth in [22 CFR 228](#).

k) Conflict of Interest Pre-Award Term (August 2018)

Conflict of interest is defined as follows and must be avoided:

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.

D.7 CHECKLIST OF REQUIRED APPLICATION DOCUMENTATION

Technical Application

- Cover Page (not to exceed one page - not included in the 15 page limit)
- Table of Contents (not to exceed one page - not included in the 15 page limit)
- Executive Summary (included as part of the 15 page limit)
- Strategic Approach (included as part of the 15 page limit)
- Program Management and Staffing Plan (included as part of the 15 page limit)
- Organizational Capacity (included as part of the 15 page limit)
- Technical Annexes (do not count toward the 15 page limit)
 - Annex 1: Draft Implementation Plan (not to exceed two (2) pages)
 - Annex 2: Draft Monitoring, Evaluation, and Learning (AMEL) Plan (not to exceed three (3) pages)
 - Annex 3: Key Personnel – Resumes (each resume must not exceed two (2) pages)
 - Annex 4: Organizational Chart (not to exceed one (1) page)
 - Annex 5: Organization Matrix of Projects (not to exceed two (2) pages)
 - Annex 6: Cuba Commodities List (not to exceed two (2) pages, if applicable)

Cost Application

- Cover Page
- SF-424 forms (found on www.grants.gov) as follows:
 - SF-424, Application for Federal Assistance
 - SF-424A, Budget Information – Non-construction Programs
 - SF-424B, Assurances – Non-construction Programs
- An Excel spreadsheet with all cells and formulas visible that includes a summary budget (in U.S. dollars) and a detailed/itemized budget (in U.S. dollars).
- Budget Narrative in **MS Word** or **PDF** format explaining all costs to be incurred.
- History of Performance
- Supporting Documentation

[END OF SECTION D]

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SECTION E – APPLICATION REVIEW INFORMATION

E.1 CRITERIA

The merit review criteria prescribed below in subsection E.2(a) are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the technical application Format. The technical application will be scored by a Merit Review Committee (MRC) using the criteria described in this section.

E.2 REVIEW AND SELECTION PROCESS

Applications will be evaluated in accordance with the criteria set forth below. After evaluation of the applications, either: (1) award(s) will be made without negotiations; or (2) if deemed necessary or desirable by USAID, written and/or verbal negotiations will be conducted with applicants that submit the most highly rated applications. USAID hopes to evaluate applications and award without discussion with applicants. Therefore, the applicant's initial application should contain the applicant's best terms.

USAID intends to award a cooperative agreement(s) resulting from this NOFO to the responsible applicant whose application, application modification(s), and/or revised application(s) / addendum(s) represents the greatest value to USAID based on the evaluation of applications in accordance with the evaluation criteria set forth in this section.

The AO will make the final decision as to which institution(s), if any, will be awarded a cooperative agreement based on the determination of the Selection Committee, the cost/management evaluation, and whether the applying institutions are eligible to receive the award.

a) Merit Review Criteria

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. Applicants should note that these criteria serve to:

- a. Identify the significant matters which the applicants should address in their applications, and
- b. Set the standard against which all applications will be evaluated.

As per [ADS 303.3.6.3](#), USAID will conduct a merit review of the application submitted in response to this NOFO. Applications will be reviewed and evaluated using an adjectival evaluation scale as described in table below.

b) Merit Review Criteria

The criteria set forth below will be used by the technical review committee to evaluate all applications submitted in response to this NOFO. The criteria are listed in descending order of importance.

ADJECTIVE	DEFINITION
Exceptional	<p>An Exceptional application has the following characteristics:</p> <ul style="list-style-type: none"> ● A comprehensive and thorough application of exceptional merit ● Application meets and fully exceeds the Government expectations or exceeds APS objectives and presents very low risk or no overall degree of risk of unsuccessful performance ● Strengths significantly outweigh any weaknesses that may exist
Very Good	<p>A Very Good application has the following characteristics:</p> <ul style="list-style-type: none"> ● An application demonstrating a strong grasp of the objectives. ● Application meets APS objectives and presents a low overall degree of risk of unsuccessful project performance. ● Strengths significantly outweigh any weaknesses that exist
Satisfactory	<p>A Satisfactory application has the following characteristics:</p> <ul style="list-style-type: none"> ● An application demonstrating a reasonably sound response and a good grasp of the objectives ● Application meets APS objectives and presents a moderate overall degree of risk of unsuccessful project performance ● Strengths outweigh weaknesses
Marginal	<p>A Marginal application has the following characteristics:</p> <ul style="list-style-type: none"> ● The application shows a limited understanding of the objectives ● Application meets some or more of the APS objectives but presents a significant overall degree of risk of unsuccessful project performance ● Weaknesses equal or outweigh any strength that exists
Unsatisfactory	<p>An Unsatisfactory application has the following characteristics:</p> <ul style="list-style-type: none"> ● The application does not meet the APS objectives or requires a major rewrite of the application ● Presents an unacceptable degree of risk of unsuccessful project performance ● Weaknesses demonstrate a lack of understanding of the Government's needs. Weaknesses significantly outweigh any strength that exists

Criterion 1: Strategic Approach

The application will be evaluated to the extent to which:

- The proposed strategic approach, draft implementation plan, and AMEL plan demonstrate a clear articulation of how the proposed approach and activities will contribute to accomplishing the overall program objective described above in [subsection A.3](#), Objective and Illustrative Activities.
- The strategic approach demonstrates an in-depth knowledge and understanding of the civil society situation in Cuba and the current social context of Cubans on the island.
- The proposed program is unique and innovative and is not a continuation or duplication of other current or previous USG-funded Cuba programs. Applicants can check this information at usaspending.gov and foreignassistance.gov.
- The strategic approach demonstrates how marginalized individuals, including youth, women, LGBTQI+, and Afro-Cubans, among others, will be represented in program activities.
- The strategic approach addresses the inherent risks of implementing a program of this scope and complexity, and articulates how the applicant plans to mitigate these risks.
- The draft implementation plan presents a comprehensive month-by-month breakdown of the key activities, milestones and deliverables that the applicant intends to accomplish during program implementation.

Criterion 2: Program Management and Staffing Plan

The application will be evaluated to the extent to which:

- The application includes a well-organized management plan that includes a staffing structure and division of responsibilities to effectively administer program activities and achieve program objectives in restrictive operating environments.
- Key personnel have the experience and demonstrated success implementing programs or activities that are directly related to or similar in scope, magnitude, sensitivity, and complexity to that detailed in [section A](#), including experience in Cuba or other closed societies, and requirements detailed in [section D](#).
- The role of any proposed subrecipients is clearly described, and subrecipients have a distinct value to add to the overall achievement of program objectives.

Criterion 3: Organizational Capacity

The application will be evaluated to the extent to which:

- The application demonstrates the applicant's ability to employ the necessary organizational resources to achieve program objectives in a restrictive operating environment.
- The organization has the ability to employ the necessary resources to ensure proper financial controls, compliance with USAID and USG rules and regulations, and monitor and evaluate program activities in a complex and restrictive environment.
- The applicant and any proposed subrecipients have demonstrated organizational capacity and experience implementing projects in Cuba or other similar contexts.

c) Business Review

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

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

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

The AO will perform a risk assessment (2 CFR 200.206). 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

F.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.

F.2 ADMINISTRATIVE & NATIONAL POLICY REQUIREMENTS

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

U.S. Organizations:

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

Non U.S. Organizations:

- [ADS 303](#)
- [Standard Provisions for Non-U.S. Non-governmental Organizations](#)

See Section I for a list of the standard provisions that will be applicable to any awards resulting from this NOFO.

F.3 REPORTING REQUIREMENTS

The types and frequency of financial and programmatic reports are detailed in 2 CFR 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards:

- **Financial Reporting:**

The recipient must submit via email a copy of the Standard Form 425 (SF-425) on a quarterly basis to the Agreement Officer (AO) and the Agreement Officer's Representative (AOR) within thirty (30) calendar days after the end of the quarter. Electronic copies of the SF-425 can be found [here](#).

- **Performance Reporting:**

Annual Work Plan and Implementation Plan

The annual work plan provides specific details about the activities and resources anticipated to accomplish the overall goals of the program. The implementation Plan is a visual timeline, broken down by month, that indicates the dates of key activities, milestones, and deliverables, including key dates for administrative and reporting requirements. The Work Plan and Implementation plan should be complementary. The first year Work Plan and an updated Implementation Plan must be submitted within 60 days of the award start date. USAID, through the Agreement Officer's Representative (AOR), will provide additional instructions on the preferred format and contents of each document during the award start-up phase.

Activity Monitoring, Evaluation, and Learning (AMEL) Plan

The AMEL Plan serves as the document to guide learning and adaptive management practices to increase performance effectiveness. USAID, through the Agreement Officer's Representative (AOR), will provide feedback on the successful applicant's draft AMEL plan during the award start-up phase. An updated AMEL plan will be due within 90 days of the award start date.

Quarterly Progress Reports

USAID expects high quality reports in English. Reports must be professionally executed, avoiding typographical and grammatical errors. Each of the reports must be submitted electronically to the Agreement Officer's Representative (AOR) in Word, Excel, PowerPoint, or PDF format, as directed by the AOR, within thirty (30) calendar days after the end of each quarter.

The Quarterly Performance Report shall be based on the following three-month periods:

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

Note: the Quarter 4 report should include an overall assessment of accomplishments achieved during that fiscal year

Performance Indicator Tracking Table (PITT)

Along with each Quarterly Progress Report, and following the schedule outlined above, recipients will be expected to submit a Performance Indicator Tracking Table that includes performance data from that quarter. The PITT should align with the recipient's AMEL Plan and include indicators, disaggregation, baseline data, quarterly and annual targets, and actual results achieved. USAID will provide additional instructions on the format and required contents of the PITT during program start-up.

Recipient Final Report

Ninety days after the award completion date, the recipient will submit final technical and financial reports to the AOR which will summarize implementation progress of all tasks including achievements of strategic results, shortfalls, problems, recommended solutions, and recipient's assessment of Award work completed. Accomplishments will need to be documented by data and not anecdotal reporting for the analysis and conclusions must be submitted with the final report. Success stories must be duly documented and reported.

F.4 STANDARD PROVISIONS

This NOFO incorporates in full text the standard provisions applicable to the NOFO. The resulting awards will incorporate the Mandatory and Required as Applicable Provisions, depending on the type of program area, the type of organization, and funding involved. More information can be found at:

- [Standard Provisions for U.S. Nongovernmental Organizations ADS 303maa](#)
- [Standard Provisions for Non-U.S. Nongovernmental Organizations ADS 303mab](#)

F.5 PROGRAM INCOME

Program Income is not anticipated under this agreement. However, if any program income is generated during implementation of this award, it will be additive to USAID funds to further program/activities under this award (see ADS 303.3.10 and 2 CFR 200 and the required as applicable standard provision "Program Income.")

[END OF SECTION F]

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SECTION G – FEDERAL AWARDING AGENCY CONTACT(S)

G.1 NOFO POINTS OF CONTACT

Francine Gigot
Agreement Officer
fgigot@usaid.gov

Hannah Funk
Acquisition & Assistance Specialist
hfunk@usaid.gov

G.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>

Applicants may contact the A&A Ombudsman at ombudsman@usaid.gov.

[END OF SECTION G]

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SECTION H – OTHER INFORMATION

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

H.1 APPLICATIONS WITH PROPRIETARY DATA

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

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

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

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

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

H.2 SPECIAL PROVISIONS AND LICENSING REQUIREMENTS FOR CUBA

A. Licensing Requirements for Cuba

- a. The Cuban Democracy Act of 1992 and the Libertad Act of 1996, under which the activities financed under this NOFO are authorized, provide authority to carry out activities through individuals and nongovernmental organizations to promote a peaceful transition to democracy in Cuba. The Treasury and Commerce Departments regulate trade and trafficking of goods in Cuba. The Treasury Department maintains and enforces licensing requirements for travel to Cuba, expenditures of funds on the island and remittances of cash to Cuba. The Commerce Department maintains and enforces licensing requirements of all U.S.-origin goods to Cuba.
- b. The Department of Treasury has provided USAID with a general license to cover USAID recipients/sub-recipients traveling to Cuba under this program and expenses they may incur while carrying out program activities on the island. USAID recipients must comply with the terms of this license and Department of Treasury, Office of Foreign Assets Control (OFAC) rules and procedures.

- c. All USAID recipients intending to provide certain equipment and supplies to recipients in Cuba are responsible for meeting licensing requirements as set forth in the Export Administration Regulations (EAR) ([15 C.F.R. Part 730](#) et seq.). Part 734 defines the scope of items subject to the EAR.
- d. Certain transactions to Cuba may be eligible for a license exception if the transaction meets all terms and conditions listed in the EAR. Part 740 describes the terms and conditions for license exceptions. USAID draws your attention to [Section 746.2 of the EAR](#) which states the licensing policy for Cuba and lists license exceptions. See also [Section 740.19](#), which lists certain license exceptions for Consumer Communications Devices (commodities and software), Section 740.12 on gift parcels and humanitarian donations, and Supplement No. 2 to Part 740, which lists items that may be donated under the humanitarian license exception. Note that while a transaction may be exempted from licensing, certain excepted transactions may still require detailed documentation under the EAR. USAID recipients are responsible for meeting all documentation requirements.
- e. A recipient's Commerce license is not transferable to its subrecipients. Each subrecipient under this award is individually responsible for meeting all licensing requirements under the EAR. For more information on penalties, please consult information provided by the [Department of Commerce's Bureau of Industry and Security \(BIS\)](#). From such information found at <https://www.bis.doc.gov/index.php/enforcement/oe/penalties>, the penalties can include : “both criminal and administrative penalties. Under the Export Control Reform Act of 2018 ([50 U.S.C. §§ 4801-4852](#)) (ECRA), criminal penalties can include up to 20 years of imprisonment and up to \$1 million in fines per violation, or both. Administrative monetary penalties can reach up to \$300,000 per violation or twice the value of the transaction, whichever is greater. In general, the administrative monetary penalty maximum is adjusted for inflation annually.”
- f. For general information concerning the license application process and licensing policy, please consult the BIS website at www.bis.doc.gov which includes a link to the EAR. USAID recipients are encouraged to attend a BIS training workshop to better understand the licensing process and requirements. Check the BIS website for the training schedule.

If you need assistance with filing;

A license application, please call the Outreach and Educational Services Division at (202) 482-4811.

If you have questions concerning licensing policy, please call the Foreign Policy Division at (202) 482-4252.

- g. If the recipient contemplates sending private (non-federal) funds to Cuba to further the objectives of this agreement and such funds would constitute the recipient's "counterpart funds" under the agreement, [31 CFR 515.562\(a\)](#) and 515.574 should permit the recipient to send such funds to Cuba to carry out activities authorized under the Cuban Democracy Act. However, it is recommended that all recipients intending to introduce funds into Cuba seek confirmation from Treasury/OFAC that the use of private recipient funds is covered by the existing license.
- h. If the non-federal funds are covered by an appropriate license and such use of counterpart funds is contemplated under the scope of the Agreement, cash contributions would count toward any cost-sharing requirements that the recipient may have, assuming that the other cost-sharing criteria found in 2 CFR 200 have been met.

Information regarding U.S./Cuba legal and/or policy requirements may be found at the following websites:

- [U.S. Office of Foreign Assets Control \(OFAC\)](#)
- [OFAC Cuba Frequently Asked Questions \(FAQs\)](#)
- [U.S. Department of Commerce Cuba page for exports](#)
- [State Department Fact Sheet on U.S. Relations With Cuba](#)
- [USAID and Assistance Awards Policies](#)

B. Cuban Democracy Act and Libertad Act

- a. This cooperative agreement is made pursuant to the authorities of the [Cuban Democracy Act of 1992](#), 22 U.S.C. 6001 et. seq., Sec. 6004, ("CDA") and the [Cuban Liberty and Democratic Solidarity \(Libertad\) Act of 1996](#), 22 U.S.C. Sec. 6021 et. seq., Sec.6039, ("Libertad Act"). Activities authorized and financed under this cooperative agreement are governed and limited by the terms of the CDA and the Libertad Act.
- b. The CDA and the Libertad Act authorize assistance through nongovernmental organizations to support individuals and independent nongovernmental organizations to promote peaceful, nonviolent democratic change in Cuba through various types of democracy-building efforts for Cuba. The recipient agrees that funds made available under this cooperative agreement will only be utilized for peaceful, nonviolent activities, in accordance with the CDA and the Libertad Act.

- c. **No funds or assistance under cooperative agreements resulting from this NOFO may be provided to the Cuban government**, as stated in the Libertad Act. The Libertad Act, 22 U.S.C. Sec. 6023(1) and (5), defines “Cuban government” as including the government of any political subdivision of Cuba, and also any “agency or instrumentality” of the government of Cuba, as these terms are further defined in 28 U.S.C. Sec. 1603(b). Section 1603(b)(2) states that an organization which is either a) an “organ of a foreign state or political subdivision thereof” (here an organ of the Cuban government), or b) “a majority of whose shares or other ownership interest is owned by a foreign state or political subdivision thereof” is an “agency or instrumentality of a foreign state,” thus ineligible for funding under this cooperative agreement. Employees of the government of Cuba, as defined above, are also ineligible for assistance under this cooperative agreement while working in their official capacities. Furthermore, merely providing information on transitions to democracy, human rights, and market economies to individuals who are Cuban government employees is not considered assistance to the Cuban government, because the information is offered to these persons as individuals, and does not benefit the current government of Cuba.
- d. Conference Report to the Libertad Act, [H.R. 104-468, page 50](#), clarifies that,
“incidental payments or indirect benefits to commercial or regulatory entities of the Cuban government, e.g., payments for hotels, car rental, travel or transportation to or within the island, purchases of other goods or services in the local economy, customs fees, migration fees, or other comparable government charges.”
Are not considered to be assistance to the Cuban government which is prohibited by the Libertad Act.
- e. The recipient shall take all reasonable steps necessary to ensure that the above special provisions (a)-(d) are followed. Violation of special provision (b) above is grounds for termination of this cooperative agreement for cause and disallowance of costs incurred. Violation of special provision (c) may lead to disallowance of costs incurred.
- f. Due to the political sensitivity of the USAID Cuba Program, USAID does not require any attribution to USAID or to the USG in any materials that will be distributed on the island.
- g. Given the nature of the Cuban government and the political sensitivity of the USAID Program, USAID cannot be held responsible for any injury or inconvenience suffered by individuals traveling to the island under USAID funding.

C. Restrictions on Pharmaceuticals

The definition of “Pharmaceutical” in the USAID ADS Glossary read as follows:

“Any substance intended for use in the diagnosis, cure, mitigation, treatment or prevention of diseases in humans or animals; any substances (other than food) intended to affect the structure or any function of the body of humans or animals; and, any substance intended for use as a component in the above. The term includes drugs, vitamins, oral rehydration salts, biologicals, and some in-vitro diagnostic reagents/test kits; but does not include devices or their components, parts, or accessories (Chapter 312).”

The recipient must obtain prior approval from USAID in accordance with ADS 312.3.3.3 and Standard Provision M8 USAID ELIGIBILITY RULES FOR GOODS AND SERVICES subsection (b)(3). Additional information can be found in [USAID ADS Chapter 312, “Eligibility of Commodities”](#)

D. Compliance with U.S. Laws and Regulations

All USAID Cuba Program partners are reminded that they are expected to comply with all terms of their cooperative agreements as well as with all U.S. laws and USG regulations. This includes but is not limited to the following:

- a. Recipients must observe U.S. laws that protect copyrights and other intellectual property. Without advance written permission from holders of copyrights, recipients may not copy books, videos, audio cassettes, CDs, computer software and other informational materials for dissemination in the U.S. or elsewhere, or for distribution inside Cuba.
- b. Because of the First Amendment to the Constitution, recipients may not use USG funds to purchase, copy, mail, or distribute religious or anti-religious materials.
- c. Recipients and their sub recipients may not send any equipment to Cuba without first meeting Commerce licensing requirements as set forth in the Export Administration Regulations (EAR) ([15 C.F.R. Part 730](#) et seq.), no matter who requests the equipment or how it is sent. Refer to subsection [H.1.A\(c\)](#) under Licensing Requirements for Cuba, above.

E. Non-Federal Audits and Financial Reviews

- a. In accordance with 2 CFR 200 Subpart F, the recipient and its sub recipients are subject to the audit requirements contained in this part, pursuant to the Single Audit Act Amendments of 1996 (31 U.S.C. 7501–7507). The recipient and its sub recipients must use an independent, non-Federal auditor or audit organization which meets the standards specified in generally accepted Government auditing standards (GAGAS) to fulfill these requirements.
- b. Under the LAC/Cuba program, additional financial reviews and audits may be required.

F. Special Travel Liability Clause for Cuba

a. Disclosure and Assumption of Risk:

Certain activities under this cooperative agreement will be performed in Cuba. Working in a closed society, such as Cuba, presents particular challenges and risks to the recipient (including its subrecipients, consultants, etc.). The U.S. Government cannot ensure the safety and security of recipient assets and personnel, particularly as relates to individuals traveling to Cuba under USAID funding, or project staff based in Cuba. Implementation of USAID programs in Cuba requires recipient awareness of political sensitivities and assumption of risks associated with hostile actions of the Cuban government.

The recipient will not serve as an agent or act under the direction of USAID and will be responsible for the efficient and effective administration of its own programs with sound business judgment, including any precautions inherent therein. USAID will reimburse costs to the extent allowable (i.e., reasonable and allocable to the award) up to the stated amount of the award. To the extent not prohibited or contradicted elsewhere by Federal law, regulation, or policy, the recipient shall not hold USAID liable for injury, death, detainment, incarceration, kidnapping, property loss, damages, or expenses incidental to those liabilities, suffered by, or attributable to the acts, omissions or negligence of, the recipient, its agents, or its employees implementing programs in Cuba under this NOFO.

b. Consultants and Travelers:

Special thought and consideration should be given to the selection of consultants and other individuals who may be required to travel to Cuba. It is preferable for these travelers to speak Spanish fluently, possess a solid understanding of the cultural context, and have prior experience on the island, in order to maximize their effectiveness in this unique operating environment. To the extent possible, travel by U.S. citizens should be avoided.

[END OF SECTION H]

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SECTION I – STANDARD PROVISIONS

I.1 STANDARD PROVISIONS

The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for U.S. Nongovernmental organizations. The award will also contain the required as applicable Standard Provisions.

Note: The full text of these provisions may be found at:

[ADS Reference 303maa | Automated Directives System | U.S. Agency for International Development](#),

[ADS Reference 303mab | Document | U.S. Agency for International Development](#) and,

[ADS Reference 303mat | Document | U.S. Agency for International Development](#).

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

[END OF SECTION I]

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ABBREVIATIONS AND ACRONYMS

ADS	Automated Directive System
AO	Agreement Officer
AOR	Agreement Officer's Representative
BIS	Bureau of Industry and Security
CDA	Cuban Democracy Act of 1992
CFR	Code of Federal Regulations
EAR	Export Administration Regulations
FAQs	Frequently Asked Questions
FAR	Federal Acquisition Regulations
IP	Implementing Partner
LAC	Latin America and the Caribbean
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex
LIBERTAD	Cuban Liberty and Democratic Solidarity Act of 1996
AMEL	Activity Monitoring, Evaluation, and Learning
NED	National Endowment for Democracy
NGO	Non-Governmental Organization
NOFO	Notice of Funding Opportunity
OAA	Office of Acquisition & Assistance
OFAC	Office of Foreign Assets Control
SAM	System for Award Management
SF	Standard Form
U.S.	United States
USAID	U.S. Agency for International Development
USG	United States Government
WHA	Western Hemisphere Affairs

[END OF NOTICE OF FUNDING OPPORTUNITY]

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