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Subject: Notice of Funding Opportunity (NOFO) Number: 72039124RFA00002

Program Title: Global Health Security (GHS) Activity

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Potential Applicants:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified entities to implement the Global Health Security Activity (GHS). Eligibility for this award is not restricted.

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

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

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

Please send any questions to the point(s) of contact identified in Section G. 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,

Andrew Holland
Supervisory Agreement Officer
USAID/Pakistan's Office of Acquisition and Assistance

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SECTION A: PROGRAM DESCRIPTION

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

A. PURPOSE

The U.S. Agency for International Development (USAID) Global Health Security (GHS) Program will prevent and mitigate the increasing occurrence and severity of epidemics, pandemics, and other emerging infectious disease (EID) threats. USAID does this by partnering with countries, as well as global, regional, and local public and private sector organizations. These partnerships build and strengthen measurable, sustainable capacity while helping to develop and adopt evidence-based and innovative solutions to prevent, rapidly detect, effectively respond to, and ultimately recover from emerging EID threats – whether naturally occurring, accidental, or deliberate.¹

The purpose of the USAID/Pakistan’s new Global Health Security Activity (“Activity”) is to strengthen Pakistan’s capacity to prevent, detect, and respond to new and emerging infectious diseases, while ensuring good governance via a high functioning and equitable One Health² disease detection and response system. USAID/Pakistan’s goal is to help the country improve the health of its people, and this is an essential component for protecting the population from emerging diseases.

This Activity will provide technical assistance to the government, building on existing assessments, structures, and systems, to ensure sustainability and resilience, by enhancing local capacities and host-country ownership.

Specifically, this Activity will improve Pakistan’s capacity to more rapidly and effectively address emerging health threats to protect the health of Pakistan’s people. This will be done through enhancing Pakistan’s multisectoral collaboration across human, animal, and environmental health through the One Health approach; strengthening disease detection and surveillance; and expanding emergency response and health system capacity.

¹ EIDs are defined by the U.S. National Institute of Health (NIH) and the World Health Organization (WHO) as infectious diseases that have newly appeared in a population or have existed but are rapidly increasing in incidence or geographic range including antimicrobial resistance (AMR) and a wide range of zoonotic infectious diseases and pathogens.

² One Health is defined by the US Centers for Disease Control and Prevention (CDC) as collaborative, multisectoral, and transdisciplinary approach—working at the local, regional, national, and global levels—with the goal of achieving results that recognize the interconnection between people, animals, plants, and their shared environment.

B. BACKGROUND

Context

Global Context

Since the start of the 21st century, infectious disease outbreaks and epidemics have increased in severity and frequency with an estimated 75 percent of emerging infectious human diseases having an animal origin. Rapid population growth, changes in land-use, climate change, globalization, unsafe livestock farming practices, and wildlife trade all provide multiple opportunities for pathogens to evolve into new forms, making spillover from animals to humans more frequent and intense.³

There have been many examples between 2014 and 2022, which together demonstrate that many lower- and middle-income countries do not yet have adequate systems to respond to (or reduce) the spillover of emerging zoonotic viruses from animals to people or subsequent amplification and spread. The COVID-19 pandemic underscored for countries, regions, and the world the effect that an emerging pathogen can have on people's health and global economies, serving as a stark reminder of the urgent need to build countries' capacities to prevent, detect and respond to EID threats. Infectious disease outbreaks not only impact people's health, they also greatly impact the socioeconomic development of countries with reduced commerce, travel, and trade. The original Severe Acute Respiratory Syndrome (SARS) outbreak (2003) was predicted to reach \$40 billion in economic losses⁴, the West Africa Ebola epidemic in Guinea, Liberia, and Sierra Leone (2014-2015) resulted in an estimated economic and social burden of \$53 billion⁵, and in the U.S., the cost of the COVID-19 pandemic has been estimated at \$16 trillion⁶.

The U.S. National Biosecurity Strategy (2022) and the recently released U.S. Government Global Health Security Strategy 2024⁷ include GHS as a national priority. The 2024 Strategy indicates that the U.S. will provide capacity strengthening support tailored to at least 50 countries' needs to support demonstrated improvements in country capacity for effective prevention, detection and response in at least five technical health security areas. Progress in these areas is measured by relevant health security assessments, such as those conducted within the WHO International Health Regulations (IHR) Monitoring and Evaluation Framework, such as the Joint External Evaluation (JEE), State Party Self-Assessment Annual Reporting Tool (SPAR), and/or other relevant health security assessments. U.S. missions in direct support countries (including Pakistan) were requested to provide the five or more technical areas in which this aim could be achieved in their countries. In Pakistan, USAID selected six areas: IHR Coordination, Zoonotic Disease, Surveillance, Human Resources, Health Emergency Management, and Infection prevention and control (IPC).

³ <https://www.woah.org/en/what-we-do/global-initiatives/one-health/>

⁴ <https://www.nbcnews.com/business/markets/sars-wiped-40-billion-world-markets-what-will-coronavirus-do-n1122151>

⁵ Caroline Huber, Lyn Finelli, Warren Stevens, The Economic and Social Burden of the 2014 Ebola Outbreak in West Africa, The Journal of Infectious Diseases, Volume 218, Issue Supplement_5, 15 December 2018, Pages S698–S704, <https://doi.org/10.1093/infdis/jiy213>

⁶ <https://jamanetwork.com/journals/jama/fullarticle/2771764>

⁷ <https://www.whitehouse.gov/wp-content/uploads/2024/04/Global-Health-Security-Strategy-2024-1.pdf>

In addition to this, the broader GHS community is adopting the “7-1-7” metric to measure and improve a country’s capabilities in health security, within the context of outbreak detection and response. This metric is defined as: every suspected outbreak is identified within seven days of emergence, reported to public health authorities with initiation of investigation and response efforts within one day, and effectively responded to—as defined by objective benchmarks—within seven days. Each of the subcomponents of this metric can be broken down into a series of capabilities. First, in order to detect an outbreak within a short time frame, citizens need to be able to access care and treatment and healthcare workers need to be fluent in disease case definitions to detect outbreak symptoms, and laboratory systems need to have the requisite materials and capabilities to conduct differential and confirmatory diagnosis. Second, countries should be aware that notification of a public health emergency within 24 hours is already required under the IHR (2005). To meet this requirement countries must be able to report into global systems. Additionally, it is critical to maintain clear reporting structures between the subnational and national levels, so healthcare workers can rapidly receive information for action. Health workers must also have robust data systems that can triangulate clinical and laboratory data for reporting. Third, a holistic, effective outbreak response is multifaceted, requiring components of coordination, epidemiology, laboratory, case management, supply chain, risk communications and community engagement, and as needed, countermeasures.

This “7-1-7” metric is focused on human health, but in the context of GHS it is also critical to incorporate strengthened animal health capacities in the timeliness of identifying, reporting, and responding to EID events. This highlights the importance of multi-sectoral coordination and information sharing as a central component for successful EID response.

Pakistan Context

Pakistan is populated by 240 million people⁸, and has one of the largest livestock populations in Asia, after China and India – approximately 34 million cattle, 325 million poultry, 60 million goats, 28 million sheep, and 352 thousand horses.⁹ Pakistan is also the 50th most biodiverse country globally out of 201 countries ranked.¹⁰ The opportunities for animal-human contact, the human encroachment of wildlife ecosystems, population growth and migration, urbanization, climate change, and the strong reliance on livestock for livelihoods enables the potential spillover of pathogens between wildlife, livestock, and humans. Of note, though women are extensively engaged in livestock management, their participation is rarely recognized¹¹; women raising livestock at household levels in Pakistan may face greater exposure to infection risk. Because of the downstream socio-economic and economic impacts derived from unchecked zoonotic diseases and resistant microbes, a multisectoral “One Health” response that addresses EIDs at the intersection of humans, animals, and the environment is critically important.

⁸ <https://www.pbs.gov.pk/sites/default/files/population/2023/Press%20Release.pdf>

⁹ <https://livestockdata.org/resources/global-distribution-livestock-populations>

¹⁰ <https://theswiftest.com/biodiversity-index/>

¹¹ <https://dx.doi.org/10.17582/journal.pjar/2023/36.2.141.146>

Pakistan is a signatory to IHR 2005, which means the country has committed to work towards building a resilient health system that can effectively prevent, identify, rapidly respond to, and adapt to health challenges posed by outbreaks, epidemics, and pandemics. Following its 2016 JEE (see further discussion below), Pakistan established a One Health Secretariat in 2017, housed in the Pakistan National Institute of Health (NIH) and developed a National Action Plan for Global Health Security (NAPHS), which has been updated for both national and provincial levels in 2024, and is anticipated to be released shortly. Through the NAPHS, Pakistan will promote cooperation and coordination among government departments, the private sector, academia, and non-governmental organizations (NGOs).¹²

Since 2014, the Ministry of National Health Service, Regulation, and Coordination (MONHS&C) has delegated implementation of IHR to the NIH, which has seven centers and institutes – one of which is the Pakistan Centers for Disease Control that now holds responsibility for both IHR and GHS. Although NIH established a One Health Secretariat in 2017 (meant to improve coordination between animal, human, and environmental health stakeholders), its functionality is extremely limited. While the goal of the secretariat is to increase the government’s capacity for disease surveillance, diagnosis, and response across both animal and human health domains, the operationalization of that goal has been limited and not very visible to external stakeholders. Additionally, a Federal IHR Task Force was established in 2016 to foster a whole-of-government approach to GHS implementation and has the authority to declare public health emergencies. Because it is unclear who established this IHR Task Force, accountability remains weak. Additionally, although it is meant to be multisectoral, the task force has limited access to data, especially from the animal and environmental sectors, and not all provinces are engaged equally. These challenges contribute to delays in performing risk assessments and timely notification of public health threats, such as a recent Congo-Crimean Hemorrhagic Fever outbreak in Balochistan. Reportedly, some provinces have also created multi-sectoral task forces, further complicating the picture.

Overall, multisectoral coordination is a critical challenge for Pakistan as many ministries are involved yet not effectively coordinating. In addition to the Ministry of National Health Services, Regulation & Coordination (MoNHSRC), other key ministries and government entities include: the NIH and its One Health Hub, Ministry of National Food Security and Research, National Veterinary Laboratories, and National Agriculture Research Centre. Pakistan's health governance is delegated to the provinces which manage their own health and animal health services. The lack of effective coordination between federal and provincial governments often hampers efforts to harmonize coordination platforms nationally and establish effective communication channels with the federal level. In addition, there is a lack of legislation to govern the IHR functions at the federal level, which makes it difficult to ensure consistent compliance across all levels.

Pakistan has a list of six priority zoonotic diseases: 1) anthrax; 2) brucellosis; 3) Congo-Crimean hemorrhagic fever (CCHF); 4) zoonotic influenza; 5) rabies; and 6) salmonella. While various

¹² Ikram, Aamer. 2016. Strengthening and Sustaining a Network for Public and Animal Health Clinical Laboratories in Pakistan. A Joint Pakistan-U.S. Workshop on Strengthening and Sustaining a Network of Public and Animal Health Clinical Laboratories in Pakistan. Islamabad, September 27-29. See <http://www.bwpp.org/documents>.

multi-sectoral policies, strategies, and plans for response to zoonotic events have been developed, none of them have been operationalized. Basic information sharing on zoonotic events is not consistent between the human and animal health sector.

IPC at health facilities is another major weakness across the country. While National Guidelines and a 2021 IPC Framework exist, their implementation and compliance are inconsistent. The IPC infrastructure that does exist is simply one donor-funded individual at the federal level sitting within the MOH and housed by NIH who is tasked with coordinating activities. During the COVID pandemic, the Government of Pakistan accelerated IPC training; however, implementation of IPC activities remains sporadic and varies greatly by province and levels of care. There is very limited monitoring and oversight of IPC practices and no continuing education exists for health care workers. Currently the IPC training that does exist is not standardized, and is often limited and conducted in an ad-hoc manner. IPC standards for the different health facilities and for communities are lacking. There are also untapped opportunities through lady health workers, whose outreach activities can be an important means to educate communities, especially women, to prevent spread of infection by promoting hygiene and handwashing practices.

In addition to these weaknesses within the human health arena, there are also major gaps in sanitary animal production practices within the zoonotic sphere, from where disease spillover poses the greatest risk. For example, as the commercialization of livestock farming has increased, there is an increasing need for improved farm biosecurity, management and hygiene, nutrition, and vaccination coverage in food animal production species. Studies have shown limited capacity to prevent infections in the zoonotic sphere, operationalize waste management including in abattoirs (slaughter houses), and integrate sanitary animal production practices in farming and food animal production industries. The role of women is imperative in biosecure animal production at the household level which may reduce the transmission and spillover to humans. It is important to include representatives of marginalized groups who can share their experience during the COVID-19 pandemic to help the Government of Pakistan improve its health and social protection programs.

One area where Pakistan has made significant progress, is in its disease surveillance systems. Over the last five years, the country has expanded IDSR nationwide and established Disease Surveillance and Response Units in 157 districts and also at the provincial level. IDSR promotes appropriate use of resources by integrating and streamlining common surveillance activities. Surveillance activities for different diseases involve similar functions (detection, reporting, analysis and interpretation, feedback, action) and often use the same structures, processes, and personnel. IDSR in Pakistan has been rolled out in a phased manner and currently covers the majority of districts and generates weekly reports covering 33 priority diseases. Additionally, IDSR takes into account the One World-One Health perspective which is a strategy that addresses events at the intersection of human, domestic animal, wildlife, and ecosystem health. With the support of both the U.S. and UK governments, local health staff across the country have been trained on surveillance and outbreak response best practices. Routine data collection and reporting is happening. Looking forward, the next area of focus will be monitoring/oversight to ensure surveillance data quality and improved data analysis competencies as gaps remain in the

ability to analyze information to properly monitor disease trends and implement appropriate response actions. Capacities and systems to integrate informal data sources and collaborate across sectors (animal, human, environment) for information sharing, risk assessment, and rapid investigation and response all remain limited. In the animal health sector, the Punjab province government developed an event-based surveillance system called the Animal Disease Reporting System (ADRS) which uses a three-tiered mobile phone application: Farmer App; Reporting Officer App; and Vet Asst. App. This ADRS includes many sources, including community sources, but unfortunately is not fully integrated into the IDSR. There is limited integration between the event-based surveillance system and the indicator-based surveillance system.

Throughout the past decade, Pakistan has experienced a variety of severe health and non-health emergencies – partly due to climate change. Currently, two different agencies respond to emergencies depending on the type of emergency. The NDMA manages disasters and emergencies related to climate change, while the NIH manages emergencies related to disease outbreaks. Roles and responsibilities are defined and also identified for the other support sectors. However, the JEE 2023 found that key multi-sectoral plans and jointly developed standard operating procedures were poorly developed or nonexistent. Overall, Pakistan lacks a well-defined incident management system, and public health emergency operating centers for the management of emergencies are not fully operational. However, well structured and fully functional emergency operation centers for Polio operate both at national and provincial levels and can be replicated for public health emergency management.

While Pakistan has significantly improved its capacities in GHS, the latest JEE 2023 results show that people with poor health tend to be more at risk than healthy people in times of emerging infectious diseases and public health outbreaks. The COVID-19 pandemic demonstrated that vulnerable population groups are at increased risks of poor health outcomes due to factors such as economic, education, religion, social norms). While the COVID-19 pandemic affected everyone, it disproportionately impacted these vulnerable groups. The pandemic exacerbated pre-existing inequalities, making it more difficult for those from vulnerable groups to access essential health services.

Gender is a key equity consideration in all USAID programs. USAID's 2023 Gender Equality and Women's Empowerment Policy¹³ highlights the Agency's goal to advance equality between females and males, and to empower women, girls, and gender-diverse people to participate fully in, and benefit from the development of their societies. Gender inequalities can influence infectious diseases transmission through their effects on: (1) vulnerability; (2) exposure; (3) response to infection; and (4) public health interventions. The impact of gender issues on the transmission and outcome depends on the disease, the way it is transmitted, and the interaction among host, pathogen and environment. Inequitable access to health services, preventive and curative, including access to health information also contribute to increased risks of poor health outcomes for the most vulnerable groups.

¹³ https://www.usaid.gov/sites/default/files/2023-03/2023_Gender%20Policy_508.pdf

Recent Assessments and Evaluations

Joint External Assessments

Pakistan was an early adopter of the JEE process, which assesses countries' progress towards IHR core capacities. IHR are the international measure for preventing the transnational spread of infectious diseases. The JEE is a voluntary, collaborative, and multisectoral process that assesses and identifies gaps in countries' capacities to prevent, detect, and respond to public health emergencies. The JEE asks a series of questions in multiple technical areas in a WHO-developed tool. The country is given a series of scores between one and five, with a score of five denoting a perfectly functioning technical area, so that progress between JEEs can be mapped. Pakistan was the first country in the Eastern Mediterranean Region to volunteer for, and successfully conduct, a JEE. The results and recommendations of the JEE formed the basis of the costed 5-year IHR National Action Plan for Pakistan, mentioned above. The 2016 results, shown below, indicated strengths in immunization, laboratory, and surveillance, weaknesses in antimicrobial resistance (AMR) and preparedness, and scores averaging two to three in the other areas.¹⁴

¹⁴ Full 2016 JEE report can be accessed here:
<https://extranet.who.int/sph/sites/default/files/document-library/document/JEE%20Report%20Pakistan%202016.pdf>

Capacities	Indicators	Score ¹
National legislation, policy and financing	P.1.1 Legislation, laws, regulations, administrative requirements, policies or other government instruments in place are sufficient for implementation of IHR	2
	P.1.2 The state can demonstrate that it has adjusted and aligned its domestic legislation, policies and administrative arrangements to enable compliance with the IHR (2005)	3
IHR coordination, communication and advocacy	P.2.1 A functional mechanism is established for the coordination and integration of relevant sectors in the implementation of IHR.	3
Antimicrobial resistance	P.3.1 Antimicrobial resistance (AMR) detection	1
	P.3.2 Surveillance of infections caused by AMR pathogens	1
	P.3.3 Healthcare associated infection (HCAI) prevention and control programs	1
	P.3.4 Antimicrobial stewardship activities	1
Zoonotic diseases	P.4.1 Surveillance systems in place for priority zoonotic diseases/pathogens	3
	P.4.2 Veterinary or Animal Health Workforce	3
	P.4.3 Mechanisms for responding to zoonoses and potential zoonoses are established and functional	2
Food safety	P.5.1 Mechanisms are established and functioning for detecting and responding to foodborne disease and food contamination.	2
Biosafety and biosecurity	P.6.1 Whole-of-Government biosafety and biosecurity system is in place for human, animal, and agriculture facilities	2
	P.6.2 Biosafety and biosecurity training and practices	2
Immunization	P.7.1 Vaccine coverage (measles) as part of national program	2
	P.7.2 National vaccine access and delivery	4
National laboratory system	D.1.1 Laboratory testing for detection of priority diseases	4
	D.1.2 Specimen referral and transport system	3
	D.1.3 Effective modern point of care and laboratory based diagnostics	2
	D.1.4 Laboratory Quality System	2
Real-time surveillance	D.2.1 Indicator and event based surveillance systems	3
	D.2.2 Inter-operable, interconnected, electronic real-time reporting system	2
	D.2.3 Analysis of surveillance data	2
	D.2.4 Syndromic surveillance systems	4
Reporting	D.3.1 System for efficient reporting to WHO, FAO and OIE	2
	D.3.2 Reporting network and protocols in country	2
Workforce development	D.4.1 Human resources are available to implement IHR core capacity requirements	3
	D.4.2 Field epidemiology training programme or other applied epidemiology training programme in place	3
	D.4.3 Workforce strategy	2

¹ Red: no capacity; yellow: developed or demonstrated capacity; green: sustainable capacity.

Source: Indicator tables of the Joint External Evaluation Tool, IHR (2005) Monitoring and Evaluation Framework.

Preparedness	R.1.1 Multi-hazard National Public Health Emergency Preparedness and Response Plan is developed and implemented	1
	R.1.2 Priority public health risks and resources are mapped and utilized	1
Emergency response operations	R.2.1 Capacity to activate emergency operations	2
	R.2.2 Emergency Operations Centre operating procedures and plans	2
	R.2.3 Emergency operations programme	3
	R.2.4 Case management procedures are implemented for IHR relevant hazards	2
Linking public health and security Authorities	R.3.1 Public health and security authorities (e.g. law enforcement, border control, customs) are linked during a suspect or confirmed biological event	3
Medical countermeasures and personnel deployment	R.4.1 System is in place for sending and receiving medical countermeasures during a public health emergency	4
	R.4.2 System is in place for sending and receiving health personnel during a public health emergency	4
Risk communication	R.5.1 Risk communication systems (plans, mechanisms etc.)	1
	R.5.2 Internal and partner communication and coordination	2
	R.5.3 Public communication	2
	R.5.4 Communication engagement with affected communities	2
	R.5.5 Dynamic listening and rumour management	3
Points of entry (PoE)	PoE.1 Routine capacities are established at PoE.	2
	PoE.2 Effective public health response at Points of Entry	2
Chemical events	CE.1 Mechanisms are established and functioning for detecting and responding to chemical events or emergencies	2
	CE.2 Enabling environment is in place for management of chemical events	2
Radiation emergencies	RE.1 Mechanisms are established and functioning for detecting and responding to radiological and nuclear emergencies	5
	RE.2 Enabling environment is in place for management of radiation emergencies	5

In response to the 2016 JEE Report, Pakistan developed its first NAPHS in 2017 as a framework to guide the government towards reducing the burden of endemic zoonotic diseases and preventing and effectively responding to outbreaks of emerging infectious zoonoses. However, its implementation over the last seven years has been limited. Advocacy for IHR and sensitization and communication regarding the NAPHS was focused only at the federal level, with very limited activities and coordination at the provincial level. In hindsight, limited advocacy, awareness, and sensitization of the NAPHS hindered its effectiveness.

In 2023, Pakistan embarked on its second JEE – completing the self evaluation phase in March and the full evaluation in June (see scores below). Six major cross cutting priorities emerged from the JEE 2023, with multi-sectoral coordination and political commitment both key factors to success in improving GHS performance. The first priority was to update the NAPHS both at the federal and provincial levels, and this has nearly been completed. Other priorities include increasing domestic financing for GHS and institutionalizing health emergency management. A critical area to strengthen is the use of the One Health approach, working across human, animal, and environmental health to prevent, detect, and respond to One Health threats more

effectively. In the same spirit, Pakistan is prioritizing investment in a sustainable multidisciplinary health workforce and continuing to strengthen surveillance and diagnostic capacities at all levels.

Pakistan JEE Scores		
	JEE	JEE
Technical Areas	2016	2023
1. Policy and Legal Instruments	2.0	2.0
2. Financing	-	2
3. IHR Coordination	2.3	2
4. Antimicrobial Resistance	1	1.8
5. Zoonotic Disease	2.5	2.3
6. Food Safety	2	1.5
7. Biosafety and Biosecurity	2	2.5
8. Immunization	3	3
9. Laboratory Systems	2.8	2.5
10. Surveillance	2.3	3
11. Human Resources	2.7	2.3
12. Health Emergency Management	2.5	1.8
13. Linking Public Health and Security	3	2
14. Health Services Provision	2	2.3
15. Infection Prevention & Control	1	1.3
16. Risk Communications & Community Engagement	2	1.6
17. Points of Entry	2	1.6
18. Chemical Events		2
19. Radiation & nuclear emergencies		5

Pakistan has nearly completed development of a new NAPHS (2024-2028), and this time – drawing from lessons learned – provinces have been directly involved in the planning process. The new NAPHS should be released in winter 2024. Improving multi-sectoral coordination and clarifying roles and responsibilities is critical and it is anticipated that this will be included in the NAPHS.

Previous and Related USAID Awards

Since 2005, USAID has been a global leader in promoting sustainable, whole-of-government, whole-of-society, and One Health approaches to implement GHS across eight technical areas: AMR, zoonotic diseases, biosafety and biosecurity, laboratory systems, surveillance, human resources, infection prevention and control, and risk communication and community engagement. USAID invests in programs with the goals of minimizing the impact of existing EID threats and pre-empting the emergence and spread of novel EID threats. In recognition of the growing risk that biological threats pose to national and international security, USAID has significantly expanded its investments in GHS. As a core element of program expansion, the U.S. government will strengthen the capacity of at least 50 countries for effective prevention, detection, and response in at least five health security technical areas. In addition, USAID will help countries to achieve internationally accepted outbreak response timeliness metrics (such as 7-1-7) and support operational research to improve effectiveness.

USAID initiated its GHS investments in Pakistan in 2015. From 2010-2015, USAID partnered with Pakistan through multi-program support to improve maternal and child health, with a focus on

improving childhood immunizations. This major U.S. investment in the health of the people of Pakistan, and prioritization of the immunization action package of the 2014 GHSA, contributed to stronger health systems. This also contributed to greater global health security capacity and higher scores in multiple areas in the 2016 JEE.

As part of its COVID-19 response, USAID supported the Government of Pakistan to establish a national network of disease surveillance and response units and teams at the provincial and district levels to accelerate detection and response to COVID-19 and other emerging infectious disease outbreaks in real time. USAID also donated four mobile testing laboratories to Pakistan's NIH to improve the country's capacity to detect COVID and other EIDs. These improvements resulted in a more efficient government response to health crises, including the COVID-19 pandemic, and laid the foundation for expanding Pakistan's ability to prevent, detect, and respond to EIDs.

This new Activity is designed to reflect advances in thinking and lessons learned from past GHS projects implemented both globally and in Pakistan and complements other USAID mechanisms working in these areas. This Activity will build on the investments in surveillance, laboratories, research, and partnerships that have been previously established or strengthened by USAID or other partners. It will reference the best practices and lessons learned by past and current USAID-supported GHS activities, as well as other publicly available resources to inform strategic planning, baseline analyses, and proposed activities in order to ensure its activities are additive and complementary to, not duplicative of, these or other efforts.

This Activity is primarily focused on support to the technical health security aspects of surveillance, emergency management, IPC, and sanitary animal production practices with cross-cutting work in multisectoral coordination. This focus was determined through desk review and considerable consultations with stakeholders in the public and private sectors, as well as through de-duplication of efforts supported with other U.S. government funding. The activity is designed to complement the other activities supported by the USG in Pakistan, including the following activities.

- *USAID/Pakistan's (IHSS) Activity (2017-2025)*: The IHSS Activity helped the government establish 157 district disease and surveillance units. These units coordinate district surveillance activities, including collecting and analyzing data of priority infectious diseases, and providing immediate response to emerging outbreaks. In addition they coordinate closely with Rapid Response Teams (RRTs) that are activated in the case of an outbreak. Master trainers from FELTP/NIH have been providing capacity building of these RRTs. USAID/IHSS provided technical support to NIH to lead national and provincial One Health Platforms, established provincial emergency operations centers (EOCs), further strengthening IDSR and linking zoonotic disease surveillance, and establishing two centers of excellence. IHSS' mandate is to strengthen coordination across sectors. USAID/IHSS also provides technical assistance to build the capacity of Provincial EOCs in KP and Sindh provinces.

- *USAID/Pakistan's (Food and Agriculture Organization) Partnership (2023-2027)*: The FAO Global Health Security Activity is conducting assessments to identify priority gaps and opportunities to improve the capacities of the animal health workforce. Based on the results of the assessments, FAO develops in-service training in field epidemiology and surveillance in coordination with key stakeholders, including the NIH and existing training institutes. FAO also works with federal and provincial counterparts to review existing One Health-related policy frameworks and formulates contingency and response plans against priority animal diseases, and develops One Health-related policies and legislation.
- *USAID/Pakistan's Tuberculosis (TB) Portfolio*: Pakistan has the fifth highest burden of tuberculosis globally, with an estimated 600,000 new cases every year, yet a third of those remain undetected. USAID/Pakistan is scaling up support to the national TB program by providing management and technical assistance to the federal and provincial TB programs to strengthen detection, treatment, and prevention. Case detection will be strengthened to find more people with TB at the health facility (public and private) and community levels, and treatment will be strengthened for both drug-sensitive and drug-resistant TB. USAID/Pakistan supports TB programs through a suite of technical assistance mechanisms in partnership with the Government of Pakistan and in coordination with other donors, including the Global Fund to Fight AIDS, Tuberculosis, and Malaria.
- *USAID/Pakistan Tuberculosis Local Organizations Network (TB LON)*: The TB LON activity draws on the existing capacity of local civil society organizations, faith-based organizations, academic institutions, private sector service delivery providers, and other local organizations to strengthen the self-reliance of the National and Provincial Tuberculosis Control Programs. This activity provides technical assistance and support for high-quality, person-centered TB detection, treatment, and prevention. Activities include: strengthening TB service delivery platforms; reducing TB disease transmission and progression; and accelerating TB research and innovations to improve impact on program implementation, inform future policy directions, and guide effective and impactful programmatic approaches.
- *U.S. Centers for Disease Control (CDC)*: CDC programs continue to support the Government of Pakistan's efforts to strengthen surveillance, laboratory services, IPC, ongoing Field Epidemiology Training Programs, and EID response.

Consistent communication and coordination with these other projects will be critical to ensuring a holistic approach to GHS.

Alignment with the Government of Pakistan

The design of this Activity is consistent with the recommendations in the intra-action and after-action disease outbreak reports and the following Pakistan strategy and planning documents:

- JEE 2016

- Draft JEE 2023 (See Annex 7)
- Pakistan National Health Vision 2016-2025
- National Action Plan for Health Security 2024 (See Annex 8)

USAID/Pakistan GHS priority areas: The key objectives of this Activity are to achieve and sustain demonstrated capacity in six global health security technical areas in Pakistan with improved coordination and integration of a One Health approach. The following table shows the Pakistan JEE scores for priority areas (2016-2023 comparison table). This Activity will contribute to further measurable increases in Pakistan’s JEE scores in these six priority areas.

S. No.	USAID/Pakistan GHS Priority Areas	JEE Scores	
		2016	2023
1.	IHR Coordination/One Health	2.3	2
2.	Surveillance	2.3	3
3.	Health Workforce Development	2.7	2.3
4.	Health Emergency Management	2.5	1.8
5.	Zoonotic Diseases	2.5	2.3
6.	Infection Prevention & Control	1	1.3

C. DEVELOPMENT HYPOTHESIS

If improvements are made in the six priority focus areas, then the occurrence and severity of EID threats will be mitigated and the global health security environment improved.

D. STRATEGIC OBJECTIVES

The Activity is proposed as a five-year activity with a purpose to strengthen Pakistan’s GHS capacity to prevent, detect, and respond to new and emerging infectious disease threats, while ensuring good governance via a high functioning and equitable One Health disease detection and response system. Building on existing assessments, structures, and systems to ensure sustainability and resilience, the Activity will provide technical assistance to the government and enhance local capacity and ownership for GHS in Pakistan.

The effort will build on previous health system investments, not just those in USAID GHS, but also in other core health activities implemented across the U.S. government and other donors in Pakistan, such as the foundational investments in COVID-19 response, tuberculosis, maternal and child health, nutrition, and food security.

The following section details the Activity’s three strategic objectives and illustrative results.

Strategic Objective 1: Effectively Operationalize a One Health Approach

Under Strategic Objective 1, the Activity will focus on strengthening key systems for One Health, including:

- Strengthening IHR coordination platforms at federal and provincial levels;
- Defining and reinforcing One Health workforces and networks at all levels, incorporating both human and animal health;
- Enhancing the policy environment to prevent zoonotic pathogens spillovers; and
- Increasing effective advocacy for advancing the One Health Approach.

To effectively prevent, detect and respond to EID threats, it is critical to have good governance, strong coordination, and effective communication across the human, animal and environment spheres at all levels: federal, provincial, and district. The One Health Approach provides a framework for achieving just that. The One Health Approach is a collaborative, multisectoral approach that works across districts, provinces, and federal and global levels, with the goal of achieving optimal health outcomes recognizing the interactions between humans, animals, plants and the environment. In Pakistan, it will be critical to coordinate with the NIH, which is mandated to lead and coordinate the One Health Agenda. Good “One Health Governance” requires clearly delineated roles and responsibilities across ministries at both the federal and provincial levels; and requires appropriate workforce planning to ensure the right people and resources are available and utilized to prevent, detect and respond to pandemic threat.

To support the Government of Pakistan’s efforts in IHR compliance, this Activity will need to review the 2023 JEE recommendations to identify gaps and build the technical and organizational capacity of existing multisectoral coordination platforms at both the federal and provincial levels. As mentioned earlier, while these coordination platforms exist (such as the One Health Hub and provincial-level Task Forces), they: 1) do not have clearly articulated responsibilities; 2) lack data sharing processes; and 3) have poor communication and engagement between the human, animal, and environment health sectors – all of which hinder their effectiveness. Additionally, they all need to be capacitated to effectively plan and budget domestic resources (financial and human resources) and thus, the Activity also aims to build the stewardship, and governance competencies of the NIH. And finally, one of the major gaps identified by the JEE 2023 is the lack of a “Public Health Emergency Policy,” including a strategy for ensuring health workers’ deployment in times of outbreaks.

The applicants are required to submit a comprehensive set of results against each strategic objective that they will achieve and to outline the activities they propose to do to achieve those results. For example, One Health multisectoral coordination mechanisms to be established and utilized with competent and qualified One Health human resources at federal and provincial levels leading One Health coordination efforts.

Strategic Objective 2: Strengthen Disease Detection and Surveillance Systems

Under Strategic Objective 2, the Activity will focus on strengthening disease detection and surveillance, including:

- Expanding and digitizing integrated disease surveillance and response (IDSR) at provincial, district, and facility levels;
- Improving multi-sectoral data integration; and
- Integrating and merging existing Early Warning Alert and Response Systems into IDSR.

Real time surveillance systems are vital to rapidly identify and respond to disease outbreaks. Integrating different data sources including from community-data systems, across sectors (animal, human and environment), and leveraging different analytical techniques are key priorities. To adequately prevent and respond to EIDs – and prevent future pandemics – Pakistan must develop a high functioning, quality assured, integrated disease surveillance system. In the event of an outbreak, a disease detection system must be capable of rapidly responding to the emerging public health threats. The Activity will strengthen the existing IDSR to incorporate critical animal health indicators; this includes work at both the provincial and district levels. During the 2022 floods, WHO introduced a temporary system to quickly collect data on potential water- and vector-borne disease outbreaks. This resulted in limited data sharing that was not readily accessible by the government. **It is essential to not introduce separate systems, but instead strengthen existing integrated and sustainable data systems based on DHIS, DHIS 2 and IDSR.**¹⁵ Additionally, ensuring equity is critical for any disease surveillance system and special attention must be made to gender, social, cultural, and geographic factors (urban versus rural) that can result in increased vulnerability to emerging disease outbreaks. An example of expected results under this objective would be a well functioning e-surveillance and reporting system in the human and animal health sectors at federal, provincial, district and community levels. Other examples would be integrated e-surveillance and reporting across human and animal health, integration of early warning components of surveillance into IDSR, etc.

Strategic Objective 3: Strengthen capacities to rapidly and effectively response to EID outbreaks

Under Strategic Objective 3, the Activity will focus on strengthening capacities to rapidly and effectively respond to EID outbreaks, including:

- Institutionalizing consistent IPC practices in medical facilities and communities;
- Scaling up effective sanitary animal production practices; and
- Reinforcing effective health emergency management systems (including supporting the Government of Pakistan systems to achieve the 7-1-7 metric for timeliness of outbreak response).

Rapid and effective responses are critical to preventing and mitigating EID outbreaks. Strengthening the Government of Pakistan’s capacity for management of health emergencies and systems will better prepare them to respond to technical health security events, including emergencies as per all-hazard IHR requirements. The Activity will contribute to strengthening the Public Health Emergency Operations Center at national level to strengthen communication and connectivity with the provincial EOCs to operationalize emergency response.

¹⁵ DHIS 2 is an open source web-based platform used by Pakistan and many other countries as a Health Management Information System Platform, reference link - <https://dhis2.org/about-2/>

The Activity will support the government to strengthen IPC in both the human and animal health sectors; strengthen community communication and engagement; and strengthen a coordinated approach for rapid emergency responses. At community level, the Activity will strengthen community engagement to mobilize resources to improve its environment, including sanitary animal production practices, maintaining a clean environment, and preventing infections, recognising that some groups might be more vulnerable to new infections than others. Engaging communities in IPC is essential to designing robust IPC interventions around messaging, improving community entry and building trust, social behavior change, risk communication, surveillance and contact tracing and mobilizing domestic resources for improved sanitation, clean environment and sanitary animal production practices. This community mobilization needs to take into consideration the socio-cultural and economic context. Integrating human and animal health facilities and strengthening community volunteers' skills is key to strengthening IPC at community level. An example of expected results under this objective would be availability and use of IPC guidelines and standards at secondary and primary levels of care, updating/developing national and selected provincial risk profiles, and developing multi-hazard public health preparedness plans at federal and provincial level.

E. GEOGRAPHIC FOCUS

The Activity will provide technical assistance to relevant government institutions and systems at the national, provincial, and district levels to advance the six USAID GHS priority areas, in coordination with current activities implemented by USAID and other donors.

Given the past USAID investments in Sindh province, especially those around strengthening systems and structures that would form the basis to build on Global Health Security work, it is key to focus our resources through this activity in the same geography to strengthen capacities to prevent, detect, and respond to infectious diseases. Keeping in view limited resources, looking at other donors' work in other geographies, key gaps, global priorities, we are making strategic choices for specific geographic focus. Initial activities in the first and second years will be implemented within Sindh Province, expanding to all 30 districts in Sindh, and cross-cutting activities at the national/federal level. In years two through five, in consultation with USAID and other key stakeholders, activities may expand to Punjab, with activities at the provincial level and in selected districts.

It is expected that the Activity devotes the majority (approximately 60-70 percent) of funding and level of effort to strengthening GHS at the district level. An estimated 20-25 percent and 10-15 percent of funding and level of effort should be allocated to activities at the provincial and federal levels, respectively.

F. ALIGNMENT WITH USAID PRIORITIES

The Activity will advance the results set forth in USAID/Pakistan's Country Development Cooperation Strategy (CDCS)¹⁶, under Development Objective 3, Intermediate Result (IR) 3.1:

¹⁶ <https://www.usaid.gov/sites/default/files/2024-03/CDCS-Pakistan-Nov-2028.pdf>

Health and education systems strengthened to respond to key priorities. Specifically, the Activity will support, Sub-IR 3.1.1 Institutional resilience improved to prepare for and respond to disasters and emergencies, Sub-IR 3.1.2 Institutional capacity strengthened to provide quality health and education services, and Sub-IR 3.1.3 Strengthen policies and governance to improve institutional effectiveness.

G. MONITORING, EVALUATION, AND LEARNING (MEL)

In addition to measuring progress through standard indicators (i.e. USAID-designated GHS indicators, and a selection of indicators in the JEE and the NAPHS), this activity presents a unique opportunity to look into the effectiveness of interventions already implemented entirely in the local space, as well as the Pakistan's readiness to prevent, detect, and respond to EIDs. Under the IHR requirements and as measured by the JEE, systems must be tested in order to measure progress in these technical areas. The Activity will be expected to test the systems through simulation or tabletop exercises, conducting operational research and impact assessments within the scope of the designated technical areas, and to ensure a mid-term evaluation (to be separately contracted by USAID) is built into planning such that progress can be assessed and course corrections made as necessary. The generation and use of knowledge products is important to sustainably advancing Pakistan's capacity to implement IHR.

To do so will require the GHS Activity to develop a rigorous MEL plan, in consultation with USAID and other stakeholders. The Plan will outline the approaches to monitor its implementation on an ongoing basis and ensure learning is captured to improve and pivot as needed. The final MEL plan will be submitted within 90 days of award issuance. The final MEL plan details the activity MEL approach, including expected outcomes, all indicators, baseline values and performance targets. The MEL plan will need to track implementation progress and demonstrate how the activity contributes to improving JEE capacity scores, achieving global health security benchmarks or improving other globally recognised global health security indicators. After the award, USAID will assign global health security and systems performance indicators which will be required to appropriately measure progress of the activity and global GHS portfolio. The required indicators include:

- a. HL.4-1: Average SPAR score for USAID-supported technical areas
- b. HL.4-2: Number of laboratories supported by USAID that can test for emerging infectious diseases
- c. HL.4-3: Number of WHO and WOA (formerly OIE)-reportable emerging infectious disease outbreaks responded to with USAID support

The Activity must adopt a suitable number of custom indicators for capturing the granularity of progress made. People-level data must be reported in a sex-disaggregated format.

Adaptive Management

The GHS Activity will take an iterative approach to learning and implementation to meet its goal. The GHS Activity seeks to build a sustainable learning culture where the Government of Pakistan continues to lead the One Health efforts to improve coordination across the human, animal and

health interfaces. The Applicant is expected to employ an adaptive management approach in its implementation and throughout the overall implementation during the lifetime of the activity. USAID's work takes place in environments that are often unstable. Circumstances evolve and may affect programming in unexpected ways. Without changing goals, the GHS Activity should effectively adapt to the changes and new information. In the final MEL plan, the applicant will be expected to present its adaptive management approach.

H. CROSS-CUTTING PRIORITIES

This activity will incorporate cross-cutting considerations, including the following, across proposed activities as appropriate.

- Locally-led development:
 - USAID is committed to locally-led development, shifting more leadership, ownership, decision making, and implementation to the local people and institutions who possess the capability, connections, and credibility to drive change in their own countries and communities. USAID's localization approach fosters locally sustained change that is tied to each country's unique political, social, cultural, economic, and environmental conditions, while targeting the drivers of and barriers to change.¹⁷ The GHS activity is expected to collaborate with local actors in a manner that directly supports these principles. In this respect, **the Activity must prioritize building local capacity and fostering partnerships that contribute to Pakistan's goals of improving GHS.** Local capacity strengthening efforts must build on the existing strengths of local actors and systems, respond to dynamic country and regional contexts, and align with USAID strategic priorities.

The applicant must clearly define their approach to maximizing local leadership under each objective of this Activity. This must include identifying specific local sub-partners whose capacity will be built to fully implement and lead activities in selected technical areas over the life of the activity. Approaches to local capacity strengthening may vary, but should include both technical and administrative capacity strengthening. Applicants are also expected to contribute to progress on USAID's locally-led development indicators.

- System Strengthening and Resilience:
 - The GHS Activity will be strengthening the One Health System at all levels, Federal, Provincial, and District. This activity must align with the **USAID Vision for Health System Strengthening 2030.**
- Flexibility
 - This Activity will remain flexible in terms of being most responsive to the needs of the population (animals and humans) and the impact of the environment on health. The Activity must position itself to be able to **respond, in consultation**

¹⁷ https://www.usaid.gov/sites/default/files/2022-12/USAIDs_Localization_Vision-508.pdf

with USAID, to national public health emergencies or other shocks and stressors that have the potential to disrupt this Activity’s goal and objectives.

- Digital Technology
 - The GHS Activity should align with the USAID Vision for Action in Digital Health, where advances in technologies can improve Pakistan’s capacities to prevent, identify and respond to emerging infectious diseases. The Activity promotes implementation of digital technology-based solutions specifically focused on GHS priority areas. Digital technologies could also be instrumental for improving core competencies of the One Health Workforce, testing digital approaches for continuous professional development, etc.
- Private Sector Engagement
 - While the focus of GHS activity remains on strengthening government’s IHR capacity, the GHS Activity will align with USAID Private Sector Engagement Policy¹⁸ where feasible. Options like greater partnership, collaboration, and sharing of resources and data between the private and public sector could be explored in order to contribute to strengthening One Health platforms at all levels.
- Gender Equality and Social Inclusion
 - The Activity is expected to incorporate key gender considerations into all interventions and will apply principles of diversity, equity, and inclusion to achieve more inclusive, sustainable and lasting health results. Therefore, the Recipient is expected to demonstrate compliance with USAID’s Gender Equality and Female Empowerment Policy¹⁹ and ADS 205²⁰ and explicitly state how the Activity will work towards achieving gender equality while supporting the gender policies and strategies of the United States government and the Government of Pakistan. This encompasses advancing women’s status and Pakistan’s initiatives to address gaps relevant to GHS. This Activity will contribute to establishing and reinforcing equitable health systems.
- Climate Change and Environment
 - In accordance with USAID policies and procedures related to environmental compliance (ADS 204), USAID/Pakistan has prepared an Initial Environmental Examination (IEE) for this activity. Once the Activity is awarded, the IEE will be finalized and a final threshold determination will be made. In the course of implementation, the recipient will be required to monitor and mitigate any potential adverse environmental impacts.
- Collaboration and Innovation
 - The GHS Activity will collaborate, as appropriate, with the national and international universities supporting one health platforms, to foster evidence-based decision making, innovation, good governance and stewardship, and improve capacity to operate a highly- functional One Health system. The applicant is to clearly define its approach on how it will maximize partnerships, ensuring that national and local actors are at the forefront.

¹⁸ https://www.usaid.gov/sites/default/files/2022-05/usaid_psepolicy_final.pdf

¹⁹ https://www.usaid.gov/sites/default/files/2023-03/2023_Gender%20Policy_508.pdf

²⁰ <https://www.usaid.gov/sites/default/files/2023-04/205.pdf>

- Quality
 - This Activity will ensure quality by, among other methods, implementing internationally recognized standards across the One Health interfaces and its relevant services. A quality One Health system is responsive to population (humans and animals) needs and uses data-informed, continuous process improvement to consistently provide safe, effective, trusted, and equitable services to all humans and animals, while taking the environment into account.

END OF SECTION A

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to issue one Cooperative Agreement pursuant to this Notice of Funding Opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide US\$43 Million in total USAID funding over a 5 year period with an anticipated funding of US\$8 million in the first year .

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is 5 Years. The estimated start date is February 2025.

3. Substantial Involvement

a. Approval of the Recipient's Implementation Plans

- Approval of annual work plans
- Approval of the final report and closeout plan
- Approval of Monitoring Evaluation and Learning (MEL) Plan

These implementation plans must be approved by the designated Agreement Officer's Representative (AOR).

b. Approval of Short Term or Long Term Technical Assistance Requests

Consultants for Short Term or Long Term Technical Assistance of this Cooperative Agreement will require Agreement Officer's approval.

c. Approval of Sub-recipients and partnership agreements.

d. Agency and Recipient Collaboration or Joint Participation - Collaborative involvement in selection of advisory committee.

e. Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects or activities. All such direction or redirection must be within the program description, budget, and other terms and conditions of the award.

f. Approval of general administrative reporting requirements listed under section 2 CFR 200.329 and 2 CFR 200.213 - Reporting Requirements.

g. Agency Authority to Immediately Halt a Construction Activity, if any.

h. Approval of Specified Key Personnel

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

Key Personnel:

1. Chief of Party
2. Deputy Chief of Party/Senior Technical Director
3. Senior Monitoring and Evaluation Advisor
4. Director of Admin/Finance & Operations

1) Chief of Party (COP):

The COP will provide technical leadership, administrative and financial management oversight, and day-to-day management of the activity. The COP is expected to have the strategic vision, leadership qualities, depth and breadth of technical expertise and experience, professional reputation, management experience, interpersonal skills and written and oral presentation skills to fulfill the diverse technical managerial requirements of the program description. The candidate must have a proven track record of working effectively with government counterparts at various levels. Given the complexity and scope of this project, it is critical that the COP exhibit effective personnel management, coordination, and decision-making skills along with an ability to troubleshoot.

- Education: The COP must have an advanced degree in public health, epidemiology, health sciences, or a related field.
- Experience: A minimum 12 years of program leadership experience, with significant focus on managing progressively complex health programs (at least three years of which must be as COP or in a similar capacity). Demonstrable experience of implementing successful Global Health Security Programs will be an added asset.
- Language: Fluency of English in reading/writing/speaking (Level IV) is required and additional fluency in Urdu will be preferred.

2) Deputy Chief of Party (DCOP)/Senior Technical Director:

The Deputy Chief of Party (DCOP)/Senior Technical Director will play a crucial role in strengthening the country's capacity to prevent, detect, and respond to infectious disease threats. S/he must have a proven track record of building teams and fostering collaboration in order to achieve goals, meet milestones, and produce high quality written qualitative, quantitative, and narrative deliverables. The DCOP must also demonstrate effective personnel management, coordination, and decision-making skills, with an ability to be accountable for all aspects of this activity. In the absence of the COP, s/he is expected to be the direct link with the AOR.

- Education: Advanced degree (Master's or Doctorate) in public health, epidemiology, medicine, veterinary medicine, or a related field
- Experience: Minimum 10 years of progressive experience in One Health, animal health, public health, or epidemiology, with a focus on managing GHS programs in developing countries. Prior management experience in health security, epidemiology, public health surveillance, or related fields in Pakistan or similar contexts will be an asset.
- Language: Fluency in English (reading, writing, speaking - Level IV) is required. Proficiency in Urdu is strongly preferred.

3) Senior Monitoring and Evaluation Advisor:

The Senior Monitoring and Evaluation Advisor will oversee the monitoring and evaluation system for reporting progress, and maintain reporting procedures and guidelines in compliance with USAID systems. S/he must have demonstrable knowledge of data collection protocols to ensure accurate data collection and verification, as well as an ability to identify data trends and communicate this information to allow for changes in program implementation. Superior verbal and written communication skills to manage project communications and disseminate project information are required.

- Education: A masters degree in economics, health informatics, biostatistics, public health or related field.
- Experience: A minimum of 8 years of experience in monitoring, evaluation and related to health development projects is required. Demonstrated experience in supporting effective integration of surveillance systems including geospatial data for improved planning, leading and building the capacity of M&E officers to meet project needs and deliverables is strongly desired. Previous senior technical experience in U.S. government-funded activities in Pakistan or similar context will be an asset. Quantitative and / or qualitative research experience will be an asset.
- Language: Fluency of English in reading/writing/speaking (Level IV) is required and additional fluency in Urdu will be preferred.

4) Director of Admin/Finance & Operations:

The Director of Admin/Finance and Operations must have knowledge of USAID policies and business practices, and experience managing the finances and administration of a USAID-funded project is preferred. S/he will be expected to develop and manage the project administrative and financial plans to meet USG requirements.

- Education: A master's degree in management, accounting, finance or related social science fields.
- Experience: At least 10 years of experience in managing administration, finances and operations support to the U.S. Government-funded projects or other international donor funded activities.
- Language: Fluency of English in reading/writing/speaking (Level IV) is required and additional fluency in Urdu will be preferred.

4. Authorized Geographic Code

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

5. 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 Global Health Security Activity which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

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SECTION C: ELIGIBILITY INFORMATION

1. ELIGIBILITY

Eligibility for this NOFO is not restricted.

While for-profit firms may participate, pursuant to 2 CFR 200.400(g), it is USAID policy not to award profit to prime recipients and subrecipients under assistance instruments. However, while profit is not allowed for sub-awards, the prohibition does not apply when the recipient acquires goods and services in accordance with 2 CFR 200.317 -326, "Procurement Standards." Forgone profit does not qualify as cost-share.

Each applicant must be found to be a responsible entity before receiving an award. The Agreement Officer (AO) may determine that a pre-award survey is required in accordance with ADS 303.3.9.1 to determine whether the applicant has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with established U.S. Government standards, laws, and regulations. Applicants who do not currently meet all USAID requirements for systems and controls may still be eligible under special award considerations and should not be discouraged from applying. USAID welcomes applications from organizations that have not previously received financial assistance from USAID. The prime applicant is encouraged to promote involvement of "underutilized" partners and local organizations in the implementation of this activity.

2. COST SHARING

USAID has established a minimum required cost share of 5% of the total estimated cost for this activity, which is approximately US\$ [exact amount to be inserted at the time of award] to be contributed throughout the life of the activity. Such funds may be mobilized from the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level, but not from other USG funding sources. This may include contribution of staff level of effort, office space or other facilities or equipment which may be used for the activity, provided by the partner. For guidance on cost sharing in grants and cooperative agreements, please see the ADS 303.3.10 and 2 CFR 200.306 for U.S. NGOs. For non-US NGOs, all cost sharing would be subject to the Required as Applicable Provision "Cost Sharing" in the Annex-4 2024 Interim Standard Provisions for Non-US Nongovernmental Organizations.

END OF SECTION C

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Muhammad Ali Bilal
Administrative Agreement Officer
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Diplomatic Enclave, Ramna 5
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Sjaved@usaid.gov

2. Questions and Answers

Questions regarding this NOFO must be submitted by email to Aahameed@usaid.gov with a copy to Mbilal@usaid.gov and Sjaved@usaid.gov no later than the date and time provided on the cover letter. Any information given to a prospective Applicant concerning this NOFO will be provided to all other prospective Applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

3. General Content and Form of Application

Preparation of Applications:

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business (Cost) Application.

This subsection addresses general content requirements applying to the full application. Please see subsections 5, 6 and 7 below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

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

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

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

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

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English
- Use standard 8 ½" x 11", single sided, single-spaced, 12 point Calibri font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and Applicant's name.
- a 10 point font can be used for graphs and charts. Text boxes within the narrative can use a 10 point font. Tables however, must comply with the 12 point Calibri font requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel and must be printer friendly.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.

- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the Applicant's discretion, however, the official cost application submission is the unlocked Excel version. Detailed budget narrative of the Cost Sheet must be provided as a separate word / pdf document. Budget narrative document has no page limit.

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

4. Application Submission Procedures

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

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

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

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 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/Pakistan cannot guarantee their acceptance by the internet server. File size must not exceed 25 MB.

5. Technical Application Format

The technical application should be specific, complete, and presented concisely. The Technical Application must not exceed **eighteen (18) 8.5x11 sized pages**. 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.

Technical application must be organized in the following manner:

- I. Cover page (See Section 3 above for requirements).
- II. Table of Contents
- III. Executive Summary – **not to exceed one (01) page**
- IV. Technical Approach
- V. Staffing and Management Approach
- VI. Institutional and Programmatic Experience
- VII. Annexes - See below
 1. Illustrative (MEL) Plan
 2. Staffing Pattern / Organizational Chart
 3. Resume and Letter of Commitment of the key personnel (Chief of Party Only)
 4. Partner Letters of Commitment
 5. History of Performance

The following items will not count towards page limitation.

- Cover Page
- Table of Contents
- Executive Summary
- Annexes
- List of Acronyms and Abbreviations

6. Content of the Technical Application

I. Cover Page

See Section 3 above.

II. Table of Contents

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

III. Executive Summary (maximum 1 page)

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

IV. Technical Approach

The technical approach should provide a thorough understanding of Pakistan's health system, convincingly articulate the Applicant's proposed activities to accomplish each of the three strategic objectives, must align with USAID priorities presented in the Funding Opportunity Program Description and demonstrate likelihood of success ensuring scalability, sustainability and local ownership. The technical approach must focus on what is technically feasible within the life of the activity and resources available. The Applicant should not merely repeat what is already described in the Program Description but should convincingly describe clear, realistic, data-driven, specific, evidence-based and sustainable outcomes, preferably qualitative and quantitative, that contribute directly to the accomplishment of the three strategic objectives. The technical approach must be innovative and have technically sound strategies that can effectively address infectious disease / global health security challenges, particularly within the most vulnerable populations. The technical approach must also reflect cross sectoral engagement, cross cutting themes, and a feasible approach to institutionalization, capacity maintenance, and coordination.

V. Staffing and Management Approach

Provide a staffing and management approach that demonstrates the strengths and skills of the proposed team including qualifications of key personnel, supports the technical approach and convincingly demonstrates an ability to achieve strategic objectives. The Applicant must provide a management and organizational structure that supports the technical approach; and propose a mobilization plan, staffing plan (including the qualifications and experience of the Chief of Party), and sub-applicant management plan that is compatible with achieving GHS's goals and strategic objectives. The staffing and management plan should prioritize gender equity by ensuring that both men and women have equal opportunities for leadership roles and decision-making positions across all levels of the project and a dedicated level of effort should be allotted to gender and social inclusion.

The staffing and management approach must demonstrate the resource commitment of the Applicant that supports the proposed program along with a feasible approach to meeting cost share requirements.

The proposed management approach must distinguish the roles and responsibilities of sub-applicants and provide collaboration mechanisms. The management approach must address the collaboration alliances with local communities, government institutions and private sector stakeholders.

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

Key Personnel:

USAID/Pakistan determined four (4) key personnel positions for this award, including the Chief of Party and Deputy Chief of Party. For this NOFO, the Applicant need only identify the Chief of Party by name in the application. No other individual should be identified nor will be evaluated at the application stage, but all positions, including each key personnel position, must be included in the overall staffing plan as described above.

Please see SECTION B: FEDERAL AWARD INFORMATION regarding the qualification requirements for the Key Personnel that the applicant must take into consideration.

VI. Institutional and Programmatic Experience

The prime Applicant and its major subrecipient(s)*, if any, combined must demonstrate experience in (i), (ii), and (iii) below;

** For the purpose of this section, the term “major subrecipient” includes only those subrecipient(s) budgeted in excess of \$5,000,000 in the cost application over the entirety of the performance period.*

In providing examples of work as outlined in (i), (ii), and (iii) below, the Applicant must precisely describe its (or major subrecipients) specific role(s) in implementing the experiences described. Also, the Applicant must articulate how the described institutional experience, and the results/successes achieved in carrying out the described experience will enhance the likelihood of successful implementation of this activity.

- (i) Experience in establishing strong partnerships with local governments, civil society, and the private sector at national and sub-national levels, in contexts similar to Pakistan, particularly in the area of global health security and within USAID’s six priority technical areas.
- (ii) Experience in key technical areas outlined in the NOFO, such as IHR coordination; zoonotic disease surveillance; health emergency preparedness, response and management; and infection prevention and control.

- (iii) Experience in delivering results; adapting to changing policies, socio-cultural contexts, and emergencies; and experience in managing sub-awards and building local capacity.

VII. Annexes

1. Monitoring, Evaluation and Learning (MEL) Plan: The illustrative MEL plan must be submitted as part of application in response to the NOFO.
2. Staffing Pattern / Organizational Chart - The Applicant must provide an organizational chart depicting its staffing plan including the reporting relationships among staff. The chart must specify which personnel, if any, are employed by a sub-awardee, if any. The title and position description of each of the key personnel positions must be included in this Annex.
3. Resume and Letter of Commitment of the key personnel (COP only). Each resume must include a minimum of three (3) references with current email and telephone number contact information. It should be noted that USAID reserves the right to solicit references beyond those submitted. The resume may not exceed five pages and must, at a minimum, identify the start year and month and end year and month for each former/current employment listed. Also, a signed letter of commitment must be submitted, indicating (a) his/her intention to serve for a stated term of the service [state the period in the letter], and (b) agreement to the compensation level which corresponds to the levels set forth in the cost application.
4. Partner Letters of Commitment - Applicants who intend to propose teaming arrangements must include Letters of Commitment for all proposed major subrecipients included in the application, indicating their anticipated roles in the activity. These letters of commitment will not be considered as exclusivity agreements.
5. History of Performance
The Applicant must provide information regarding its recent history of performance for no more than five (5) projects performed within the past five (5) years involving approaches similar to what is proposed under the application, as follows:
 - Name of the Awarding Organization;
 - Activity Title;
 - A brief description of the activity;
 - Period of Performance;
 - Award Amount; and
 - Name of at least two (2) professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

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 information from relevant sources concerning an Applicant’s history of performance and may consider such information in its review of the Applicant’s performance risk.

7. Business (Cost) Application Format

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

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

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

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

The Applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov using the “Forms” tab.

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

Instructions for SF-424
Application for Federal Assistance (SF-424)
Instructions for SF-424A
Budget Information (SF-424A)
Instructions for SF-424B
Assurances (SF-424B)

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

III. Required Certifications and Assurances

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

1. ANNEX 5 - 2024 Interim Certifications, Assurances, Representations, And Other

Statements Of The Recipient.

2. Assurances for Non-Construction Programs (SF-424B)
3. Certificate of Compliance: Please submit a copy of your Certificate of Compliance, only if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

IV. Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2010 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. The Budget Narrative (separate detailed word/pdf document) must contain sufficient detail to allow USAID to understand the proposed costs. The Applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including assumptions and sources for costs to support USAID's determination that the proposed costs are fair and reasonable. Applicants are advised to use the exchange rate of USD 1= PKR 278 for budget purposes.

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

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

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

1. Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The Applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established

written policies on personnel compensation. If the Applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and support market research.

2. Fringe Benefits – (if applicable) If the Applicant has a fringe benefit rate approved by an agency of the U.S. Government, the Applicant must use such rate and provide evidence of its approval. If an Applicant does not have a fringe benefit rate approved, the Applicant must propose a rate and explain how the Applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
3. Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
4. Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
5. Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs.
6. Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.
7. Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs

please see Subpart E of 2 CFR 200.414. 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 15% of modified total direct costs (MTDC)

Eligibility: Any applicant that has never received a NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) 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.

The Applicant must state the indirect cost rate method in its application. USAID is under no obligation to approve the applicant's requested method. The Agreement Officer can 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.

8. Security Costs

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

Security Format

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

9. Cost Sharing –

The applicant should estimate the amount of cost-sharing resources to be provided over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting award.

V. Prior Approvals in accordance with 2 CFR 200.407

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

VI. Approval of Subawards

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

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

VII. Unique Entity Identity and SAM Requirements

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

1. Provide a valid UEI number for the Applicant and all proposed sub-recipients;
2. Be registered in SAM before submitting its application. SAM is streamlining

processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.sam.gov).

3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

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

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

VIII. Branding Strategy & Marking Plan

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

Branding Strategy – Assistance (June 2012)

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

- (1) All estimated costs associated with branding and marking USAID programs,

such as plaques, stickers, banners, press events, materials, and so forth.

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

(i) USAID requires the applicant to use the “USAID Identity,” comprised of the USAID logo and brand mark, with the tagline “from the American people” as found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI of the NOFO states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

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

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

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

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

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

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

(i) Describe the main program message.

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

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

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

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

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

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

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

(END OF PRE-AWARD TERM)

Marking Plan – Assistance (June 2012)

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

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

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

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

e. The Marking Plan must include all of the following:
(1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:

- (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
- (ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
- (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
- (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
- (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

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

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

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

- (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
- (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
- (iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys

or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as a host-country government item or product.

(iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.

(v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.

(vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.

(vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

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

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

(END OF PRE-AWARD TERM)

IX. Funding Restrictions

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

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

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

a. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could

affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

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

b. Organizational Conflict of Interest

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

(END OF PRE-AWARD TERM)

**END OF SECTION D
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SECTION E: APPLICATION REVIEW INFORMATION

1. MERIT REVIEW CRITERIA

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

2. REVIEW AND SELECTION PROCESS

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

3. TECHNICAL CRITERION

The review of technical applications will be limited to the following three main factors: Technical Approach, Staffing and Management Approach, and Institutional and Programmatic Experience. The three main factors are in descending order of importance. Each sub-factor within each main factor has equal importance.

CRITERION 1	CRITERION NAME	Technical Approach
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The Technical Approach will be evaluated based on:

Sub-Criteria 1.1. Proposed Program Alignment and Innovation: The extent to which the proposed program aligns with local and global health security goals including the USG Global Health Security Strategy; demonstrates a thorough understanding of Pakistan’s health system;

and incorporates innovative, technically sound strategies that effectively address infectious disease / global health security challenges, particularly within the most vulnerable populations.

Sub-Criteria 1.2. Feasibility and Likelihood of Success: The extent to which the proposed program presents realistic, data-driven and evidence-based strategies that are feasible within the given timeframe and contribute directly to the establishment of the strategic objectives of the Program Description.

Sub-Criteria 1.3. Cross-Sectoral Engagement and Sustainability: The extent to which the proposed program fosters multi-sectoral partnerships especially at the local government levels; integrates cross-cutting themes such as gender, environment, and locally-led development; and works towards achieving long-term sustainability and the institutionalization of health security initiatives in Pakistan.

CRITERION 2	CRITERION NAME:	Staffing and Management Approach
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The Staffing and Management Approach will be evaluated based on:

Sub-Criteria 2.1. Team Strength and Organizational Structure: The extent to which the strengths and skill mix of the proposed staffing plan, the qualifications and experience of the Chief of Party and the organizational structure will support successful activity implementation. The extent to which the staffing plan supports gender equity, strategic collaboration, continuous learning, and adaptive management.

Sub-Criteria 2.2. Resource Commitment: The extent to which the applicant's institutional resources, including technical expertise, administrative capabilities, and financial capacity, are able to support the proposed program; as well as the extent to which the applicant presents a feasible approach to meeting the cost-share requirements outlined in the solicitation.

Sub-Criteria 2.3. Partnership and sub-recipient collaboration: The extent to which the proposed roles and responsibilities of prime and sub-partners and the coordination mechanisms will ensure efficient resource utilization, maximizing the impact of the Activity. This includes strategies for building the capacity of local partners to enhance their technical and operational capabilities, ensuring long-term sustainability and empowering them to take leadership in future initiatives. The evaluation will also consider how effectively the consortium fosters collaboration to achieve the program's goals while promoting efficient use of available resources.

CRITERION 3	CRITERION NAME:	Institutional and Programmatic Experience
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The Institutional and Programmatic Experience will be evaluated based on:

Sub-Criteria 3.1. Institutional Experience and Strength of Engagement: The extent to which the applicant convincingly demonstrates successful institutional experience in establishing strong partnerships with local governments, civil society, and the private sector at national and sub-national levels, in contexts similar to Pakistan, particularly in the area of global health security and within USAID's six priority technical areas.

Sub-Criteria 3.2. Programmatic Experience and Adaptation: The extent to which the applicant demonstrates successful experience in key technical areas outlined in the NOFO, such as IHR coordination, zoonotic disease surveillance, health emergency management, and infection prevention and control. This includes delivering results; the ability to adapt to changing policies, socio-cultural contexts, and emergencies; and experience in managing sub-awards and building local capacity.

4. BUSINESS (COST) REVIEW

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

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

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

The AO will perform a risk assessment (2 CFR 200.205). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with "specific conditions" (2 CFR 200.208).

**END OF SECTION E
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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

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

2. Administrative & National Policy Requirements

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

For US organizations: [ADS 303](#), [2 CFR 700](#), [2 CFR 200](#), and 2024 Interim Standard Provisions for US Nongovernmental Organizations

For Non US organizations: [ADS 303](#), 2024 Interim Standard Provisions for Non-US Nongovernmental Organizations

See Annex-3 & Annex-4, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

3. Reporting Requirements

- **Financial Reporting:**

- The recipient must submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format to the U.S. Department of Health and Human Services (<https://pms.psc.gov/>). The recipient must submit a copy of the FFR at the same time to the Agreement Officer and the Agreement Officer's Representative (AOR).
- On a quarterly basis, the AOR may require additional information related to financial accruals and pipeline of funds. This information will help to ensure that the activity has an adequate pipeline to conduct its programs. In addition to this, Awardee will submit accruals reports to the AOR as well as respond to the AOR's ad hoc financial related information requests as required by the Mission.

- **Performance Reporting**

- **Annual Work Plans:** The work plans for all USAID/Pakistan activities are aligned with the USG Fiscal Year Calendar (October 1 to September 30). The Recipient will submit its first work plan to the AOR for approval within 30 days of Award.

The first work plan will cover the period from the start date of the Award until the end of the first USG Fiscal Year of the Activity – therefore the first work plan may cover less than twelve months depending on the date of Award. The AOR will provide comments within 20 working days to the Recipient and the Recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days.

All subsequent work plans will be submitted to the AOR no later than 15 August and will cover an entire Fiscal Year, i.e. October 1 to September 30. The AOR will provide comments within 20 working days to the Recipient and the Recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days. All work plans must be developed in consultation with the AOR, other relevant USAID/Pakistan activities, donor programs, government plans, participating communities, and all other relevant stakeholders as suggested by the AOR. The first work plan should include a section on Gender and Social Inclusion (GESI) analysis and an action plan to incorporate the findings and recommendations of analysis.

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

report, but with additional focus on cumulative accomplishments, progress and problems toward achievement of results, performance measures, indicators and benchmarks tied to the Annual Work Plan and the MEL Plan targets, for the quarter and the entire previous fiscal year, which runs from October 1-September 30. The recipient shall also submit an annual environmental compliance report to the AOR for review of the Mission Environmental Officer.

- **Outreach and Communication Strategy:** A communication and outreach strategy shall be developed on an annual basis and incorporated as a section of the Annual Work Plan. The strategies will include the overall communication message of the program, as set forth in the Branding and Marking Plan. The annual strategies must also focus on opportunities for USG visibility through the components of the project in terms of branding and marking but also with regard to events and other direct engagements. The strategy must ensure the use of traditional and social media.
- **Final Activity Report:** The Final Report must cover the full period of the Award and contain an executive summary of the accomplishments and results achieved; an overall description of the activities and accomplishments; a summary of problems/obstacles encountered during implementation; an assessment of the performance in accomplishing the Activity's objectives; significance of these activities; findings; comments, recommendations and other pertinent information. The Recipient shall submit the original and one copy to the Agreement Officer (if requested), the AOR, and to the Development Experience Clearinghouse (DEC). Submission instructions to DEC can be found at: <http://dec.usaid.gov>.
- **Short-Term Consultant Reports, Technical Briefs/Reports, Special and External Reports:**, Upon completion of the services of each short-term consultant, the recipient shall submit a report to the AOR summarizing the activities, accomplishments and recommendations of the consultant. This can be either in written or verbal form as determined by the AOR. In addition, the recipient shall provide copies of all technical reports including analyses, policy recommendations, comparative studies, etc. to the AOR as these are developed.
- **Closeout Plan:** Ninety (90) days prior to the end of the Agreement, the Recipient shall submit a closeout plan to the AOR and the Acquisition and Assistance Office. The closeout plan shall include: brief program summary; brief program timeline; financial status report; final Financial Status Report timeline; latest NICRA or indirect cost rates; anticipated balance of federal funds after expiration of the instrument; final inventory of residual non- expendable property, which was acquired or furnished under the instrument; program and activity end date; recipient responsibilities during phase out; Sub Awardees and/or partnership phase out; status of all program audit reports per the instrument's provisions;

final audit report timeline; final report timeline; personnel phase-out timeline; personnel phase-out plan; and job descriptions for personnel anticipated to serve during the closeout phase.

- **Development Experience Clearinghouse Requirements:** The Recipient shall be required to submit any technical reports produced under this program, in English, to USAID’s Development Experience Clearinghouse (DEC) according to the instructions found at <https://dec.usaid.gov/dec/content/submit.aspx>.
- **Foreign Tax Reports:** Standard report will be issued for each Fiscal Year and delivered prior to April 16th of each year.

4. Other Requirements

1. Branding & Marking:

The apparently successful applicant will be required to submit a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer. A Branding Implementation Strategy and Marking Plan must be in accordance with USAID Branding and Marking Plan as required per ADS 320 at the following link:

<https://www.usaid.gov/sites/default/files/documents/1868/320.pdf>. See 2 CFR or, for non-U.S. organizations, see the provision entitled “Marking and Public Communications Under USAID-Funded Assistance”.

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

2. Environmental Compliance:

A. The Foreign Assistance Act of 1961, as amended, Section 117, requires that the impact of USAID’s activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID’s ADS 204, which require that any potential environmental impacts of USAID-financed activities be identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. In case of a conflict between host country and USAID regulations, the latter shall govern. The Recipient’s environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

No activity funded under this Cooperative Agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion

(RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as “approved Regulation 216 environmental documentation.”)

B. This Activity is covered under Initial Environmental Examination (IEE) number Asia 24-123 signed by the Bureau Environmental officer at USAID/Washington on August 22, 2024. The IEE covers activities expected to be implemented under this Cooperative Agreement. USAID expects that a Negative Determination without Conditions will apply to one of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The applicant shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this solicitation.

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

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

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

D. For activities with NDC including procurement of medical equipment, supplies, furniture and/or office equipment, the following actions are required:

The implementer is required to ensure that equipment, commodities (see also ADS 312) and materials are procured from certified retailers; environmental safety and quality certificates conforming with national and/or international standards are available; equipment and materials are used in an environmentally sound and safe manner, properly disposed of when applicable at the end of their useful life in a manner consistent with best management practices according to USG, European Union or equivalent standards acceptable to USAID.

Environmental Documentation Form (EDF) in the form of Environmental Review and Assessment Checklist is required to identify environmental effects, develop Environmental Manual and Mitigation and Monitoring Plans when applicable, confirm/ neglect and mitigate a potentially significant adverse effect approved by the Mission Environment Officer (MEO).

Since the approved Regulation 216 documentation is (1) an IEE that contains one or more Negative Determinations without conditions, the recipient shall:

- Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP) or a project mitigation and monitoring (M&M) plan, the recipient shall prepare an EMMP or M&M Plan describing how the recipient will, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP or M&M Plan shall include monitoring the implementation of the conditions and their effectiveness approved by the MEO.
- Integrate a completed EMMP or M&M Plan into the initial work plan.
- Integrate an EMMP or M&M Plan into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

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

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

5. SPECIAL AGREEMENT PROVISIONS:

I. EXECUTIVE ORDER ON TERRORISM FINANCING (FEB 2002)

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

II. SECURITY CONDITIONS, PLAN AND REPORTING REQUIREMENTS

a. SECURITY CONDITIONS

The Recipient must be aware of security conditions in Pakistan, and by entering into an agreement, assumes full responsibility for the safety of its facilities and employees. Prior to commencing work, the Contractor/Recipient shall ensure that adequate procedures are in place to advise its employees of situations or changed conditions that could adversely affect their security. In order to keep abreast of security conditions in Pakistan, the Recipient shall seek information from relevant available sources, including the USAID Pakistan Executive Office (EXO)/Partner Liaison Security Office (PLSO), for all areas in which its employees work or travel. The Contractor/Recipient acknowledges that security conditions are subject to change at any moment, that USAID cannot guarantee the accuracy of any information that it may provide to the Recipient and that USAID assumes no responsibility for the reliability of such information. The Recipient has sole responsibility for anticipating, scheduling, budgeting, receiving country clearance and securing required USAID approvals, as applicable, for all travel for its employees and/or his/her dependents traveling to post.

The Recipient shall also be responsible for immediately notifying USAID Pakistan and the U.S. Embassy American Citizen Services section in the event a U.S. citizen employee does not return from travel as expected or does not report to work. In the event that USAID requests the Contractor/Recipient to do so, the Contractor/Recipient's Chief of Party (COP), or their designates shall assume responsibility for contacting all of its employees. The Contractor/Recipient shall provide to the USAID Pakistan EXO/PLSO the name, current address, and current home and/or cellular telephone number of the COP, Security Manager / Focal Person or an alternate designated employee. The Contractor/Recipient shall be responsible for ensuring that the information on file in the USAID Pakistan EXO/LSO is up-to-date so that in an emergency, the COP or alternate can be reached immediately and he/she can rapidly contact all other affected employees.

Once the Contract/Agreement is awarded, the Contractor/Recipient will submit a list of the COP, D/COP, if any, and the Security Manager / Focal Person. The required list shall be submitted to the COR/AOR and EXO/PLSO no later than 45 days after the effective date of the Contract/Agreement and must be updated each calendar quarter and in case of personnel changes.

The Contractor/Recipient is responsible for maintaining the security of its personnel, materials,

and equipment. All employees of the Contractor/Recipient must meet the requirements of their work-site, which may include but are not limited to, background checks, security/restricted area clearances, drug-free workplace, safety training, and/or any other company safety and security requirements.

b. SECURITY PLAN

The Contractor/Recipient will submit a Security Plan and associated budget. The Security Plan will be based on a credible Threat Analysis and Risk Assessment. The plan will provide a coherent, integrated security plan which demonstrates that the Contractor/Recipient has undertaken a thoughtful review of their security needs and includes analysis of the various elements of a security system showing how threats will be mitigated. The security budget will delineate and justify the associated costs with budget notes. The Security Plan and budget must also include a point of contact to answer questions or provide clarifications regarding security.

The Contractor/Recipient is encouraged to solicit professional advice from an expert of its choosing to assist in establishing an overall security plan/system.

The plan must include:

- Procedures for reporting and addressing security threats
- Procedures for reporting any deaths related to the activity or project
- Procedures for reporting and addressing any persons missing or kidnapping incidents
- A comprehensive Risk Assessment, Threat Analysis, Methods to Mitigate the threats, static office / field site security, security on the move, expected frequency of visits to field locations, accommodations being used for overnight stays, field visit monitoring / reporting / communication mechanisms and addresses of office locations (including a google maps satellite photo marking the office location and a sketch of the office with all static security measures like guards, CCTV cameras, safe havens, control room, emergency exits, fire fighting equipment, X-Ray machines, walk through metal detectors, hand held metal detectors, drop arms, dragons teeth and emergency assembly / concentration areas etc).
- The name and contact information of the security officer/manager/contact person for the head office and regional office(s)
- The name, address and telephone numbers of COP, Security Manager / Focal Person or of an alternate designated employee in case of security situations/emergencies. The Contractor/Recipient shall be responsible for passing security information to its staff. The Contractor/Recipient is required to notify the AOR/COR and EXO/PLSO whenever the Security Manager / Focal Person listed in the security plan is replaced.

Based on the changing security situations or other programmatic needs, the CO/AO may choose to send a formal written request to the implementing partner for submitting an Amended Security Plan.

c. SECURITY REPORTING

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

- Partner Liaison Security Officer, Partner Liaison Security Specialist or any other USAID/Pakistan EXO designated official(s)
- Executive Officer (EXO)
- COR/AOR

Subsequently, a USAID Security Incident Report (SIR) on a USAID SIR form shall be submitted to the above listed USAID/Pakistan representatives. The Contractor/Recipient shall submit a Security Threat Assessment of all IP offices and project sites/location and develop a list of specific steps to track any potential/identified threats, which will be part of its overall security plan. All subcontractors/sub-awardees should be required by the Contractor/Recipient to report any threats/incidents, who will immediately after, notify the above listed USAID/Pakistan representatives.

Security Incidents include (but are not limited to) the following:

- An incident that involves the death, injury, kidnapping of partner personnel and/or damage to partner's property.
 - An incident that has critically damaged the funded program, such as fire, catastrophic flood, earthquake etc.
 - An incident involving accidents, potential harm, suspicious persons or acts, threats or harassing actions against personnel or the program.
 - Second hand information that may have bearing on the project, or impact on future operations.
 - Any theft at the IP offices, field sites or robbery affecting IP staff.
- The Guidelines for submission of the Security Incident Report are as follows:
- Initial SIR must be reported verbally immediately, and within 4 hours of the incident occurrence/discovery.

- A Complete SIR must be filed in writing within 24 hours of the incident on the

USAID/PLSO SIR form.

- Updated SIR will continue to be filed on a timely basis (daily, weekly) as long as the situation exists. The timeline will be adjusted as required by USAID.

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

III. **Development Information Solution (DIS) Reporting**

USAID/Pakistan uses the Agency's portfolio management system Development Information Solution (DIS) to track the performance of mission-funded activities at the national, regional and district levels. By housing a large amount of USAID programmatic data in one place, DIS provides standardized and high-quality data, increased access to data, and time savings in managing data.

In accordance with the award; approved work plan; and activity Monitoring, Evaluation, and Learning (MEL) plan; the recipient shall update (quarterly, annually, or as approved in the MEL plan) performance data (including, but not limited to, performance indicator results, geolocations, performance reports, USAID initiative narratives, success stories, and photographs) into the DIS. The recipient shall appoint a point of contact, preferably a MEL staff, responsible for DIS functions. USAID will provide user access, training, and guidance to the recipient on the DIS.

IV. **OFFICE OF INSPECTOR GENERAL (OIG) HOTLINE**

The USAID Office of the Inspector General's (OIG) mission is to protect the integrity of USAID programs and awards. Additionally, the Office of Inspector General provides independent oversight that promotes the efficiency, effectiveness, and integrity of foreign assistance programs and operations under USAID OIG's jurisdiction. The purpose of the OIG Hotline is to receive complaints of fraud, waste, or abuse in our client agencies' programs and operations, including mismanagement or violations of law, rules, or regulations by employees or program participants. Fraud, waste and abuse are defined as:

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

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

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

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

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

By email: ig.hotline@usaid.gov

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

By mail:

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

V. PARTNER VETTING PRE-AWARD REQUIREMENTS AND AWARD TERM

(a) USAID has determined that any award resulting from this assistance solicitation is subject to vetting. An applicant that has not passed vetting is ineligible for award.

(b) The following are the vetting procedures for this solicitation:

(1) Prospective applicants review the attached USAID Partner Information Form, USAID Form 500-13, and submit any questions about the USAID Partner Information Form or these procedures to the agreement officer by the deadline in the solicitation.

(2) The agreement officer notifies the applicant when to submit the USAID Partner Information Form. For this solicitation, USAID will vet [insert in the provision the applicable stage of the selection process at which the Agreement Officer will notify the applicant(s) who must be vetted]. Within the timeframe set by the agreement officer in the notification, the applicant must complete and submit the USAID Partner Information Form to the vetting official. The designated vetting official is:

Vetting official: Dustin Knight

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

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

(3) The applicants must notify proposed subrecipients and contractors of this requirement when the subrecipients or contractors are subject to vetting.

Note:

Applicants who submit using non-secure methods of transmission do so at their own risk.

(c) Selection proceeds separately from vetting. Vetting is conducted independently from any discussions the agreement officer may have with an applicant. The applicant and any proposed subrecipient or contractor subject to vetting must not provide vetting information to anyone other than the vetting official. The applicant and any proposed subrecipient or contractor subject to vetting will communicate only with the vetting official regarding their vetting submission(s) and not with any other USAID or USG personnel, including the agreement officer or the agreement officer's representatives. The agreement officer designates the vetting official as the only individual authorized to clarify the applicant's and proposed subrecipient and contractor's vetting information.

(d)

(1) The vetting official notifies the applicant that it:

(i) Is eligible based on the vetting results,

(ii) is ineligible based on the vetting results, or

(iii) must provide additional information, and resubmit the USAID Partner Information Form with the additional information within the number of days the vetting official specified in the notification.

(2) The vetting official will coordinate with the agency that provided the data being used for vetting prior to notifying the applicant or releasing any information. In any determination for release of information, the classification and sensitivity of the information, the need to protect sources and methods, and the status of ongoing law enforcement and intelligence community investigations or operations will be taken into consideration.

(e) Reconsideration:

(1) Within 7 calendar days after the date of the vetting official's notification, an applicant that vetting has determined to be ineligible may request in writing to the vetting official that the Agency reconsider the vetting determination. The request should include any written explanation, legal documentation and any other relevant written material for reconsideration.

(2) Within 7 calendar days after the vetting official receives the request for reconsideration, the Agency will determine whether the applicant's additional information merits a revised decision.

(3) The Agency's determination of whether reconsideration is warranted is final.

(f) Revisions to vetting information:

(1) Applicants who change key individuals, whether the applicant has previously been determined eligible or not, must submit a revised USAID Partner Information Form to the vetting official. This includes changes to key personnel resulting from revisions to the technical portion of the application.

(2) The vetting official will follow the vetting process of this provision for any revision of the applicant's Form.

(g) Award. At the time of award, the agreement officer will confirm with the vetting official that the apparently successful applicant is eligible after vetting. The agreement officer may award only to an apparently successful applicant that is eligible after vetting.

VI. PARTNER VETTING

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

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

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

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

Vetting official: Dustin Knight

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

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

(d) (1) The vetting official will notify the Recipient that it—

- (i) Is eligible based on the vetting results,
- (ii) Is ineligible based on the vetting results, or
- (iii) Must provide additional information, and resubmit the USAID Partner Information Form with the additional information within the number of days the vetting official specifies.

(2) The vetting official will include information that USAID determines releasable. USAID will determine what information may be released consistent with applicable law and Executive Orders, and with the concurrence of relevant agencies.

(e) The inability to be deemed eligible as described in this award term may be determined to be a material failure to comply with the terms and conditions of the award and may subject the recipient to suspension or termination as specified in the subpart "Remedies for Noncompliance" at 2 CFR part 200.

(f) Reconsideration:

(1) Within 7 calendar days after the date of the vetting official's notification, the recipient or prospective subrecipient or contractor that has not passed vetting may request in writing to the vetting official that the Agency reconsider the vetting determination. The request should include any written explanation, legal documentation and any other relevant written material for reconsideration.

(2) Within 7 calendar days after the vetting official receives the request for reconsideration, the Agency will determine whether the recipient's additional information merits a revised decision.

(3) The Agency's determination of whether reconsideration is warranted is final.

(g) A notification that the Recipient has passed vetting does not constitute any other VETTING approval under this award.

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

(h) When the prime recipient anticipates that it will require prior approval for a subaward in accordance with 2 CFR 200.308(c)(6) the subaward is subject to vetting. The prospective subrecipient must submit a USAID Partner Information Form, USAID Form 500-13, to the vetting official identified in paragraph (c) of this provision. The agreement officer must not approve a subaward to any organization that has not passed vetting when required.

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

(End of Provision)

VII. Project Approval

In order to fully implement the activity in Pakistan, the Recipient is required to comply with host government Registration, Memoranda of Understanding (MoU) and No-Objection Certificate (NOC) requirements. Registration/MoU/NOC approval is expected to take time and should be prioritized to ensure it is completed within a reasonable period of time. As such the Recipient is required to initiate the process immediately following the award. Failure to receive the necessary authorizations to initiate and fully implement program activities in a reasonable period of time may be deemed by USAID as a failure to make sufficient progress towards the accomplishment of program goals (See 2 CFR 200.340), which could result in the termination of the award. While seeking the necessary authorizations prior to full implementation, the Recipient will, in close consultation with the AOR, consider the timing related to hiring staff and other activity expenditures to ensure an efficient use of resources.

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

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

investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(END OF PROVISION)

END OF SECTION F

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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

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

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

2. Acquisition and Assistance Ombudsman

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

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

END OF SECTION G

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SECTION H: OTHER INFORMATION

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

Applications with Proprietary Data

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

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

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

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

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ANNEX 1 - BUDGET TEMPLATE

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

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ANNEX 2 - SAMPLE SECURITY PLAN

Attached Separately with this NOFO

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ANNEX 3 - 2024 INTERIM STANDARD PROVISIONS FOR US NONGOVERNMENTAL ORGANIZATIONS

Attached Separately with this NOFO

The actual Mandatory Standard Provisions in full text and Required as Applicable Standard Provisions in full text to be included in the award will be dependent on the organization that is selected. The award will include the latest Provisions for either U.S. or non-U.S. Nongovernmental organizations.

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ANNEX 4 - 2024 INTERIM STANDARD PROVISIONS FOR NON-US NONGOVERNMENTAL ORGANIZATIONS

Attached Separately with this NOFO

The actual Mandatory Standard Provisions and Required as Applicable Standard Provisions to be included in the award will be dependent on the organization that is selected. The award will include the latest Provisions for either U.S. or non-U.S. Nongovernmental organizations.

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ANNEX 5 - 2024 INTERIM CERTIFICATIONS, ASSURANCES, REPRESENTATIONS, AND OTHER STATEMENTS OF THE RECIPIENT

Attached Separately with this NOFO
To be duly filled, signed and re-submitted along with the application

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ANNEX 6 - ABBREVIATIONS AND ACRONYMS

ANIMAL DISEASE REPORTING SYSTEM	ADRS
AUTOMATED DIRECTIVES SYSTEM	ADS
ACCELERATED IMPLEMENTATION PLAN	AIP
ANTIMICROBIAL RESISTANCE	AMR
AGREEMENT OFFICER	AO
AGREEMENT OFFICER'S REPRESENTATIVE	AOR
COST BENEFIT ANALYSES	CBA
CONGO-CRIMEAN HEMORRHAGIC FEVER	CCHF
CENTERS FOR DISEASE CONTROL	CDC
COUNTRY DEVELOPMENT AND COOPERATION STRATEGY	CDCS
CATALOG OF FEDERAL DOMESTIC ASSISTANCE	CFDA
CODE OF FEDERAL REGULATION	CFR
CHIEF OF PARTY	COP
DEPUTY CHIEF OF PARTY	DCOP
DISTRICT HEALTH INFORMATION SYSTEM	DHIS
DEVELOPMENT OBJECTIVE	DO
DRUG REGULATORY AUTHORITY OF PAKISTAN	DRAP
ENVIRONMENTAL ASSESSMENT	EA
EMERGING INFECTIOUS DISEASE	EID
ENVIRONMENTAL MONITORING AND MITIGATION PLAN	EMMP
EXECUTIVE ORDER	EO
EMERGENCY OPERATIONS CENTER	EOC
FOOD AND AGRICULTURE ORGANIZATION	FAO
FEDERALLY ADMINISTERED TRIBAL AREAS (NOW NMDS)	FATA
FATA DEVELOPMENT AUTHORITY	FDA
FIELD EPIDEMIOLOGY LABORATORY TRAINING PROGRAM	FELTP
GENDER EQUALITY AND SOCIAL INCLUSION	GESI
GLOBAL HEALTH SECURITY	GHS
GLOBAL HEALTH SECURITY AGENDA	GHSA
GOVERNMENT OF PAKISTAN	GOP
HEALTH SYSTEM STRENGTHENING	HSS
INTEGRATED DISEASE SURVEILLANCE AND RESPONSE	IDSR
INITIAL ENVIRONMENTAL EXAMINATION	IEE
INTERNATIONAL HEALTH REGULATIONS	IHR
ISLAMABAD HEALTH REGULATORY AUTHORITY	IHRA
INTEGRATED HEALTH SYSTEM STRENGTHENING	IHSS
INFECTION PREVENTION AND CONTROL	IPC
INTERMEDIATE RESULT	IR
INFORMATION TECHNOLOGY	IT
JOINT EXTERNAL EVALUATION	JEE
KHYBER PAKHTUNKHWA	KPK

MONITORING AND EVALUATION	M & E
MONITORING, EVALUATION AND LEARNING PLAN	MEL
MINISTRY OF NATIONAL HEALTH SERVICES, REGULATION & COORDINATION	MONHSRC
MINISTRY OF NATIONAL FOOD SECURITY & RESEARCH	MONFSR
NATIONAL ACTION PLAN FOR HEALTH SECURITY	NAPHS
NATIONAL AGRICULTURAL RESEARCH COUNCIL	NARC
NATIONAL DISASTER MANAGEMENT AGENCY	NDMA
NON-GOVERNMENTAL ORGANIZATION	NGO
NATIONAL INSTITUTE OF HEALTH	NIH
NEWLY MERGED DISTRICTS	NMDS
NOTICE OF FUNDING OPPORTUNITY	NOFO
NATIONAL VETERINARY LABORATORY	NVL
PAKISTAN AGRICULTURE RESEARCH COUNCIL	PARC
RESEARCH & DEVELOPMENT	R&D
RAPID RESPONSE TEAM	RRT
SYSTEM FOR AWARD MANAGEMENT	SAM
SEVERE ACUTE RESPIRATORY SYNDROME	SARS
STATE PARTY SELF-ASSESSMENT ANNUAL REPORTING TOOL	SPAR
TUBERCULOSIS LOCAL ORGANIZATIONS NETWORK	TB LON
UNITED STATES	U.S.
UNITED STATES OF AMERICA	U.S.A.
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT	USAID
UNITED STATES GOVERNMENT	USG
WORLD ECONOMIC FORUM	WEF
WORLD HEALTH ORGANIZATION	WHO
WORLD ORGANIZATION FOR ANIMAL HEALTH	WOAH

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ANNEX 7 - DRAFT JOINT EXTERNAL EVALUATION OF IHR CORE CAPACITIES

Attached Separately with this NOFO.

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ANNEX 8 - NATIONAL ACTION PLAN FOR HEALTH SECURITY 2024

Attached Separately with this NOFO.

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ANNEX 9 - INITIAL ENVIRONMENTAL EXAMINATION (IEE)

Attached Separately with this NOFO.

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ANNEX 10 - IHSS LATEST QUARTERLY REPORT

Attached Separately with this NOFO.

END OF SECTION H

(END OF NOFO)