



**Ambassador's Fund Grant
Program (AFGP)**

Request for Applications (RFA)

January 2018

RFA / Solicitation Number: TDEA-AFGP-01-2018

This Request for Applications (RFA) is based on guidance in the United States Agency for International Development (USAID) Automated Directives System (ADS) 303 (Partial Revision Date 04/03/2017), and especially 303.3.5.3 Solicitation Format (Effective Date: 07/22/2015), and 2 Code of Federal Regulations (CFR) 200 Appendix I Full Text of Notice of Funding Opportunity (01/01/2014).

Trust for Democratic Education and Accountability (TDEA)

Islamabad, Pakistan

Website: <http://tdea.pk/afgp>

Table of Contents

- Section I: Program Description 2
 - A. AFGP Purpose and Authorizing Legislation 2
 - B. AFGP Objectives 2
 - C. Questions about this RFA 2
 - D. AFGP Grant Fund Size and Type 3
 - E. Deadlines, Grant Duration, Multiple Applications and Geographic Focus..... 3
 - F. AFGP Priority Areas 3
- Section II: Eligibility Information 5
 - A. Eligible Applicants..... 5
 - B. Ineligible Applicants 5
 - C. Ineligible Activities..... 6
 - D. Avoiding Duplication of Effort 6
- Section III: Application and Submission Information..... 7
 - A. General Application Preparation and Submission Instructions..... 7
 - B. Technical Application Format..... 7
 - C. Cost Application Format 10
 - D. Conflicts of Interest Disclosure..... 11
- Section IV: Application Review Information 12
 - A. Initial Screening 12
 - B. Review Criteria 12
 - C. Review Process and Scoring 13
 - D. Partner Vetting 13
 - E. Additional Supporting Information 14
- Section V: Federal Award and Administration Information 15
 - A. Award of Grant 15
 - B. Data Universal Numbering System and System for Award Management 15
 - C. Standard Provisions, Certifications, Assurances and Statements 15
 - D. Branding and Marking 16
 - E. Environmental Protection and Compliance 16
 - F. Reporting Requirements 16
- Annexes 17

Section I: Program Description

A. AFGP Purpose and Authorizing Legislation

Trust for Democratic Education and Accountability (TDEA) is implementing the United States Agency for International Development (USAID) Ambassador's Fund Grant Program (AFGP). The purpose of the AFGP is to improve economic and social conditions of the people of Pakistan by supporting high impact activities focused around priority areas identified by the United States Ambassador to Pakistan. The AFGP aims to enhance the Ambassador's outreach to private sector and community groups to achieve shared objectives and continue to expand and strengthen the relationship between the United States and the people of Pakistan.

The authorizing legislation for the AFGP is Defense Priorities and Allocations System (DPAS) 15 Code of Federal Regulations (CFR) 700.¹ The AFGP is subject to 2 CFR 200² and 2 CFR 700³ – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards and for USAID.

B. AFGP Objectives

- To work with communities to empower vulnerable populations, encourage social entrepreneurship, develop small-scale energy solutions, promote culture and the arts, and improve disaster preparedness
- To provide men and women with equal access to the AFGP through outreach, extension, and participation, emphasizing the importance of gender equality
- To create relationships with nontraditional partners to implement projects that foster sustainable grassroots development through the support of local development initiatives that especially benefit vulnerable populations including women, disabled, religious and ethnic minorities, transgender people, poor and other disenfranchised groups
- To expand US government (USG) support to community-based organizations, particularly those working on issues of gender equality and women's rights in specific regions to address geographic gaps in programming

C. Questions about this RFA

The answers to most questions about this RFA are available in the Frequently Asked Questions (FAQs) and other materials posted on the AFGP website at <https://tdea.pk/afgp>. Grant applicants with additional questions about the contents of this RFA should submit them via the Contact Us tab on the AFGP webpage. No questions will be answered by email, by phone or in person by any staff member of TDEA or the AFGP. New questions and answers, if any, will be added to the FAQs section of the AFGP website within approximately 30 days.

¹ See <https://www.gpo.gov/fdsys/pkg/CFR-2012-title15-vol2/pdf/CFR-2012-title15-vol2-part700.pdf>

² See <https://www.gpo.gov/fdsys/pkg/CFR-2017-title2-vol1/pdf/CFR-2017-title2-vol1-part200.pdf>

³ See <https://www.gpo.gov/fdsys/pkg/CFR-2017-title2-vol1/pdf/CFR-2017-title2-vol1-part700.pdf>

D. AFGP Grant Fund Size and Type

The AFGP will distribute a total of approximately US \$10 million in grant funds during the five-year period from October 2017 to September 2022. Most grants will have budgets of US \$50,000 or less. In exceptional cases, a few grants may have a value of up to US \$100,000. The AFGP will accept applications only for smaller grants (with budgets less than \$25,000) during the first half of Year 1 (until March 31, 2018) as the AFGP develops its internal systems and teams because smaller grants require less intensive and less time-consuming pre-award assessments. This two-step approach is summarized as follows:

1. Until March 31, 2018, the AFGP will consider grant applications with budgets up to a maximum of PKR 25 lakh (2.5 million).
2. As of April 1, 2018, the AFGP will consider grant applications with budgets up to a maximum of PKR 50 lakh (5 million).

All AFGP funding will be awarded as grants. The AFGP will not award any cooperative agreements. All processes related to AFGP grants will be managed according to USAID Automated Directive System (ADS) Chapter 303 (04/03/2017) on Grants and Cooperative Agreements to Non-Governmental Organizations.⁴

E. Deadlines, Grant Duration, Multiple Applications and Geographic Focus

There is no deadline for submission of grant applications and there is no required start date or end date for project activities. Grant applications may be submitted at any time and will be reviewed on a “rolling” basis. Grant projects may be for a time duration of up to 12 months. Time extensions are unlikely.

Applicants may submit only one grant application at a time. If a grant application is not successful, the applicant may submit a subsequent application. In addition, each organization or entity will be awarded only one grant during the five-year period of the AFGP. Multiple grants to the same applicant are unlikely.

The AFGP will support grant projects in all parts of Pakistan at the federal, provincial, district and/or local levels. Grant projects may be in any of the four provinces, Federally Administered Tribal Areas (FATA), Azad Jammu and Kashmir (AJK) and/or Gilgit Baltistan (G-B).

F. AFGP Priority Areas

The AFGP will pursue the following current US Ambassador’s priorities for the AFGP. These priorities may change during the implementation of the AFGP, contingent upon the priorities set forth by each new Ambassador. As of December 2017, grant applications are invited on any one of the five following AFGP priority areas:

⁴ See <https://www.usaid.gov/sites/default/files/documents/1868/303.pdf>

1. **Empowering Vulnerable Populations:** Grant applications must be designed to empower vulnerable populations, such as persons with disabilities, widows, orphans, the elderly, religious and ethnic minorities, victims of violence, street children, displaced persons, and other vulnerable groups. Grant activities may include technical assistance for institutional strengthening of the grant applicant, advocacy, and communication, among other activities.
2. **Encouraging Social Entrepreneurship:** Grant applications must be designed to provide support to or formation of social enterprises to address economic or social problems through innovative, sustainable, and scalable business opportunities. Grant applicants, including small businesses across a variety of sectors, should apply commercial strategies to maximize improvements in human, social and environmental well-being. Grant funds may be used to provide technical assistance and to purchase small pieces of equipment, production materials and supplies. Most agricultural production activities are not appropriate for AFGP grants. However, grant projects may include small cottage agro-processing activities that add value to agricultural products.
3. **Developing Small-Scale Energy Solutions:** Grant applications must be designed to improve access of remote and underserved areas to alternative and renewable energy solutions. Activities should not only emphasize renewable energy sources for generating livelihoods and improving quality of life, but also contribute to easing pressure on existing energy infrastructure. USAID regulations restricting construction under grants (ADS 303.3.30) severely limit the parameters of this sector of grants. The AFGP will support technical assistance and equipment that will not require any structural support, alteration or renovation of existing structures for its installation, as defined in the USAID referenced documents above. Examples of exempted equipment or supplies include hand-held solar lamps and energy-efficient bulbs.
4. **Promoting Culture and the Arts:** Grant applications must be designed to preserve key components of Pakistan's rich heritage while creating income for host communities. Projects can preserve languages and dialects, cuisine, aesthetics (art, music, dances, and fashion), architecture, and traditional recreational activities, such as festivals and sporting events. Grant funds may be used to provide technical assistance, materials and supplies for cultural events, institutional strengthening for grantees and for communication. Construction activities, including for preservation of historic sites, will not be funded.
5. **Improving Disaster Preparedness:** Grant applications must be designed to support community-based projects that prepare communities to respond to natural disasters, improve their resilience and enhance their ability to compliment government disaster relief efforts. Grant funds may be used to provide technical assistance, equipment and supplies, institutional strengthening for grantees, communication, planning, and workshops. Construction activities, as defined in USAID ADS 303.3.30, will not be funded.

(End of Section I)

Section II: Eligibility Information

A. Eligible Applicants

Legally registered Pakistani non-governmental organizations (NGOs), women's organizations, community-based organizations (CBOs), non-government academic research and training institutions, professional and business associations, trade unions, media entities, civic advocacy organizations and civil society networks (if they are legally registered) are eligible to apply. Private sector entities are welcome to apply for grants, but fees (profit) will not be paid under any AFGP grant. USAID and the AFGP encourage applications from potential new partners. Organizations that have not previously received funding from donors are welcome to apply.

B. Ineligible Applicants

Government of Pakistan (GOP) institutions and quasi-public/parastatal entities will not be considered for direct awards. However, NGOs may apply in partnership with government entities. Individuals are ineligible for AFGP grants, as are political parties, public international organizations, foreign-based organizations, faith-based organizations whose objectives are discriminatory and/or serve religious purposes, and informal alliances without legal status.

In addition, to be eligible for an AFGP grant, organizations must not be:

- directly affiliated with USAID or TDEA or any of their directors, trustees, officers or employees;
- on any of the various prohibitive or restrictive lists of the GOP, USG and/or the United Nations;
- an organization that has had any previous award terminated by TDEA or USAID on performance grounds under any project; or
- an organization (or its key personnel) convicted at any time by a court of competent jurisdiction for a crime punishable by a fine of more than PKR 50,000 or imprisonment or both.

During the year 2018, in which General Elections are expected in Pakistan, no organization will be eligible for an AFGP grant if the organization is led or managed by any individual who is contesting elections or is an office-bearer of any political party or if an immediate family member of any such individual (mother, father, spouse or child) is contesting or is a party office-bearer. Grant applicants will be required to certify that they are not ineligible on these grounds, and the AFGP reserves the right to cancel a grant if a violation is subsequently revealed.

C. Ineligible Activities

Activities that cannot be supported by the AFGP include:

1. Ineligible and Restricted Commodities⁵ - Military equipment, surveillance equipment, commodities and services for support of police and other law enforcement activities, abortion equipment and services, luxury goods, gambling equipment and weather modification equipment will not be eligible for funding under the AFGP. Other restrictions apply to USAID-financed purchases of agricultural commodities, motor vehicles, pharmaceuticals, contraceptive products, used equipment, fertilizers and pesticides.
2. Construction Activities⁶ - Construction activities will not be eligible for funding under the AFGP. "Construction" refers to construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration and refurbishment. The term includes, without limitation, roads, power plants, buildings, bridges, water treatment facilities, and vertical structures.
3. Other Ineligible Activities
 - Partisan political activities
 - Activities that encourage or support sectarian, linguistic, religious, gender, ethnic, racial or other divisions
 - International travel
 - Activities that violate any national law

D. Avoiding Duplication of Effort

It is the responsibility of the grant applicant to avoid duplication of efforts. The AFGP will not fund extension or expansion of existing projects. In addition, other donors might have funded (or might currently be funding) interventions related to the AFGP Priority Areas. Therefore, grant applicants must provide information about other donor projects and the applicants' existing projects to show how the proposed AFGP grant project does not duplicate other efforts. Grant applications may include a table to demonstrate the differences between the proposed project and existing projects. The AFGP reserves the right to reject an application or cancel a grant if duplication or dual funding is revealed later. (The AFGP may view favorably grant projects that capitalize on learning from earlier initiatives, leverage experience from other projects, or create opportunities for collaboration.)

(End of Section II)

⁵ See USAID ADS Chapter 312 Eligibility of Commodities (10/26/2015)
<https://www.usaid.gov/sites/default/files/documents/1876/312.pdf>

⁶ See USAID ADS 303.3.30 Limitation on Construction under Assistance (08/16/2013) and USAID Implementation of Construction Activities: A Mandatory Reference for ADS Chapter 303 (08/22/2013)
<https://www.usaid.gov/sites/default/files/documents/1868/303maw.pdf>

Section III: Application and Submission Information

Grant applicants must provide all required information in an application, including the requirements found in any attachments to this RFA. To be eligible for award consideration, grant applications must be prepared according to the formats explained below and available on the AFGP webpage at <https://tdea.pk/afgp>.

A. General Application Preparation and Submission Instructions

Until September 30, 2018, AFGP grant applications must be submitted in English. As of October 1, 2018, applications may be submitted in either English or in Urdu.

Grant applications must not exceed 15 pages, utilizing Times New Roman 12-font size (or similar Urdu script size), single spaced, typed in standard 8½ x 11 paper size, with one-inch margins top and bottom as well as right and left. Each page must be numbered consecutively, with page numbers in the footer of the document. Any pages that exceed the page limitation will not be reviewed. Cover page, dividers, table of contents, abbreviation list, and annexes (e.g., CVs, legal registration documents, etc.) will not count toward the page limit. There is no page limit on attachments or cost applications (budgets).

TDEA is strictly against plagiarism and strongly discourages standardized (copy-cat) grant applications. Any applications totally or partially similar in content are likely to be disqualified. Applicants should provide references (footnotes) for any information or data from other sources that they use in their grant application.

AFGP grant applications must be submitted online. Instructions to submit applications online through the AFGP Grant Management Information System (GMIS) are available on the AFGP webpage at <https://tdea.pk/afgp>. Applications will not be accepted in hard copy (via mail or courier), via email or via fax.

The GMIS will only permit each applicant to submit one grant application at a time. If a grant application is not successful, the applicant will be permitted to submit subsequent applications one at a time following the same pattern.

B. Technical Application Format

The narrative grant application should demonstrate the applicant's capabilities and expertise that are required to achieve the goals of the proposed grant project. The application should be specific, complete and presented concisely. It should take into account and be arranged in the order of the review criteria specified in Section V.

The suggested outline for a grant application is:

- Cover Page (not included in the 15-page limit)
- Table of Contents (not included in the 15-page limit)
- Technical Approach, including a narrative summary and a Work Plan
- Management Plan

Institutional Capacity and Past Performance
Narrative of the Monitoring, Evaluation and Learning (MEL) Plan
Cost Application (budget and narrative) (not included in the 15-page limit)
Annexes, including Work Plan, CVs and MEL Plan

Some of the guidance about each section below is also incorporated into the technical application template (see Annex A).

1. Cover Page

A single page should identify the AFGP priority theme, the proposed project title, the lead or primary applicant organization or entity, and any proposed implementing partners. The cover page also should state the proposed duration and geographical coverage (province, district, and communities) of the grant project.

In addition, the cover page should provide a contact person for the primary applicant, including the individual's name (both typed and his/her signature), title or position with the organization/institution, office address, landline and mobile telephone numbers, and e-mail address. State whether the contact person is the person with authority to contract for the applicant, and if not, that person with authority should also be listed with contact information.

The cover page should also list the type of lead organization (NGO/private sector company/Other – specify), law/regulation under which it is registered with the GOP, date of registration, and institutional website, if any. Details of the primary bank account with account number, bank and branch are also required to establish banking experience.

2. Table of Contents

The Table of Contents should list all parts of the grant application, with page numbers, and list attachments. The Table of Contents also serves as a checklist to ensure that all relevant parts of the application have been included. Applicants may add a page explaining abbreviations if it will contribute to the application's clarity.

3. Technical Approach

The technical approach must demonstrate an in-depth understanding of the development challenges and opportunities relevant to the proposed project, and especially in the context of the USAID Priority Area. Applicants also should show that they know the local area where the project will be implemented and/or have relevant local relationships. The approach should outline specific activities and explain how and at what pace they will be implemented (also in a Work Plan or Activity Implementation Plan – see Annex B) to achieve clear milestones and goals. Applicants are encouraged to propose innovative yet realistic approaches that are appropriate and technically feasible in the local context. Intended beneficiaries and other relevant stakeholders should ideally be directly involved in project planning, implementation and monitoring progress.

Grant applicants must provide information to show how the proposed grant project does not duplicate other efforts (see Section IID). They also should explain what aspects of the project interventions and benefits will continue after the completion of project. Applicants may note what measures they will take to empower and support project beneficiaries to continue activities or sustain impact.

Grant applicants are strongly encouraged to consult USAID's Gender Equality and Female Empowerment policy⁷ and design their interventions accordingly. Given the critical role of women in development, it is essential that applicants demonstrate knowledge and capacity to address gender-based issues. Strategies for ensuring women's full participation must be part of the grant project methodology. In addition to addressing women's needs and participation, the proposed approach should also consider: (a) how gender relations will be relevant to the achievement of sustainable results and (b) how proposed activities will affect the status of women. Furthermore, the project strategy should demonstrate how activities will be monitored and evaluated to measure the impact on women and on gender relations. All people-level results and indicators must be gender disaggregated.

4. Management Plan

Applicants should propose a Management Plan, describing and justifying the composition and organizational structure of the project team. Key management and technical team members should be named, and their CVs should be annexed to the application. The management plan should describe how the technical expertise and experience of each staff member will contribute specifically to implementing project activities and to achieving the expected results. Applications also should describe the specific role and contribution of other institutional project partners, if any.

5. Institutional Capacity and Past Performance

Applicants should demonstrate technical and managerial expertise that will enable them to implement the proposed project successfully, including the following:

- Brief description of organizational history/expertise
- Experience with the approaches proposed in the grant application
- Institutional strength as represented by systems and personnel
- Capabilities and expertise of any partner institutions/organizations

Applicants also should provide evidence of relevant past performance and explain why and how those achievements are relevant to the proposed grant project. Applicants with previous experience implementing donor-funded projects should attach as an annex a summary of the five most recent projects, including the following information for each award (see template in Annex D):

- Name and address of funding organization
- Contact information of relevant representative of funding organization

⁷ See ADS Chapter 205 at <http://www.usaid.gov/sites/default/files/documents/1870/GenderEqualityPolicy.pdf>

- Amount of award (in Pakistani Rupees)
- Term of award (start and end dates of the funded project)
- Brief description of the funded project

If an applicant does not have relevant institutional history or past performance of similar projects or experience managing donor-funded grants, the application should explain how the personnel who will lead the project and provide technical inputs have the necessary experience, skills expertise and capacity to ensure successful grant project implementation and management.

6. Project Monitoring, Evaluation and Learning (MEL) Plan

Applicants must submit a Monitoring, Evaluation and Learning (MEL) Plan with their grant application (see Annex C) to explain how the applicant proposes to monitor the project performance and measure progress and impact against indicators. The MEL Plan must include goals (planned results); SMART⁸ indicators of progress; frequency and methods of data collection, data verification, baseline information and benchmarks. The applicant must explain how the collection, analysis and reporting of performance data will be managed under the project. All data collected must be gender disaggregated. Applicants should ensure that reasonable costs related to the implementation of the MEL Plan are included in the budget. Indicators should be SMART -- Specific, Measurable, Achievable, Realistic and Time-Bound.

C. Cost Application Format

The cost application consists of a budget and a budget narrative:

- Budget: Applicants should provide in detail all estimated amounts required for implementation of the grant project, in Pakistani Rupees. Applicants should avoid "lump sums" and should instead calculate based on unit costs.
- Budget narrative: Applicants should provide detailed budget explanations and supporting justification of each proposed budget line item. They must clearly identify the basis of cost elements (unit costs), such as market surveys, price quotations, current salaries, historical practical experience, etc.

A basic budget template is provided (see Annex E). There is no page limit for the cost application, but applicants are encouraged to be as concise as possible, while providing the necessary detail to be clear.

The budget lines should be in Pakistani Rupees in the following categories:

- Direct Labor - Direct salaries, wages and benefits. Applicants should provide the annual salary history for at least the three most recent years for all proposed full-time and part-time grant project personnel.

⁸ Specific, Measurable, Achievable, Realistic and Time-Bound. See, for example, https://east.madison.k12.wi.us/files/east/Smart%20Goals%20Information%20CC%2011_0.pdf

- Supplies and Equipment – Applicants should differentiate between expendable (consumable) supplies and non-expendable equipment.
- Travel and Per Diem - Proposed *per diem* must be in accordance with the applicant organization’s established institutional policies and practices.
- Other Direct Costs - This category could include miscellaneous costs such as communications, utilities, report preparation costs, etc.
- Cost-Share - Applicants should estimate any cash or in-kind resources (reasonably monetized) that they will contribute to the grant project.

If a grant project budget is not within the funding limit, the AFGP will notify the grant applicant that the budget must be revised before the application can be considered. To review the cost application, the AFGP will assess the budget’s general reasonableness, realism, arithmetical accuracy, conformity with the project design, allowability and allocability according to applicable regulations.

There is no requirement that applicants must propose a cost share. However, applicants are encouraged to contribute resources from their own, private or local sources for the implementation of their grant project. Applicants should estimate any cash or in-kind resources (reasonably monetized) that they will contribute. These contributions must be consistent with 2 CFR 200.306.⁹ Cost share will be considered in the review of applications (see Annex F), and documentation will be required as evidence of the cost share if the application is selected for award.

D. Conflicts of Interest Disclosure

Identifying and managing conflict of interest is central to shaping ethical culture in non-profit organizations such as TDEA. ETDEA’s conflict of interest policy sets out guidelines on how to deal with such situations in order to protect its organizational interests/reputation and to prevent its work from being compromised as a result of familial or business connections of its employees and partners, ranging from donors, grantees and civil society organizations. The aim and objective of this policy is to protect TDEA, its Board Members and employees from potentially damaging instances of impropriety arising from conflict of interest issues.

Entities affiliated with TDEA Directors, Trustees, Officers or Employees must provide this information in the “Conflicts of Interest Disclosure” section of the grant application. Mention the name of TDEA’s Director, Trustee, Officer or Employee and their affiliation with your organization. If family members (immediate or distant) of TDEA’s Directors, Trustees, Officers or Employees are working with your organization in any capacity (board, management or staff), disclose the names and designations of both your employee and their TDEA-affiliated relative. Any affiliation with USAID or its staff must be treated in a similar manner.

(End of Section III)

⁹ See <https://www.gpo.gov/fdsys/pkg/CFR-2017-title2-vol1/pdf/CFR-2017-title2-vol1-part200.pdf>

Section IV: Application Review Information

A. Initial Screening

Each grant application will be screened for eligibility (see Section II), completeness and compliance with the requirements of this RFA. The AFGP will notify applicants via email if they are not eligible to apply for a grant, if they have proposed ineligible activities, or if their application is not complete or compliant with the rules.

B. Review Criteria

The AFGP will review grant applications according to standardized criteria. The criteria provide guidance for applicants about what topics they should address in their applications. The relative importance of each section of the grant application is indicated by the number of points assigned in the table below. A total of 100 points is possible. For each section of the grant application, there are multiple review criteria, which are presented in Annex F with their weighted values.

Application Sections and their Relative Review Weight	
Application Sections	Review Weight
1. Technical Approach (including Work Plan)	50
2. Management Plan	10
3. Institutional Capacity and Past Performance	10
4. Monitoring, Evaluation and Learning (MEL) Plan	10
5. Cost Application	20
Total Possible Review Points	100

The review criteria for each section of the grant application are summarized here.

1. Technical Approach – 50 points

The AFGP will review whether an applicant has adequate technical understanding, knowledge of the local area and stakeholders, and clarity about how their project will build upon but avoid duplicating other relevant initiatives. Reviewers will look for whether activities are presented in clear steps with specific methodologies and realistic timelines towards achievable goals. Activities will be reviewed to see whether they are innovative, but also feasible in the local context. Reviewers will give attention to an applicant's efforts to address gender considerations and involvement of intended beneficiaries in each aspect of the project, as well as the potential for the project to have continuing impact after the project ends.

2. Management Plan – 10 points

AFGP reviewers will assess the extent to which the proposed management structure and approach – and the key project personnel – will be able to ensure project effectiveness and efficiency in achieving maximum benefits and results.

3. Institutional Capacity and Past Performance – 10 points

The AFGP will review each applicant's history of demonstrated institutional effectiveness and achievement in organizing and managing donor-funded or other kinds of projects. If an applicant organization lacks the requisite experience, reviewers will consider whether (1) the organization has the apparent capacity to enhance its management systems and (2) key individuals who will be involved in grant activities have demonstrated relevant experience and expertise.

4. Monitoring, Evaluation and Learning (MEL) Plan – 10 Points

The AFGP will assess whether an applicant has articulated clear goals and if there is real potential for the proposed project activities to contribute to those stated goals. Reviewers will consider if the milestone indicators are logical and SMART.

5. Cost Application – 20 Points

AFGP reviewers will give particular attention to whether the costs assigned to each activity or milestone are realistic and reasonable compared to acceptable benchmarks or market rates. They also will assess whether costs are calculated according to unit costs to facilitate understanding of assumptions behind the costs. Applicants' proposed cost share also will be considered in the review.

C. Review Process and Scoring

An AFGP Technical Review Committee (TRC) will review grant applications monthly, based on the review criteria below, and will forward to the Grants Management Committee (GMC) all applications with passing scores. The GMC will forward their analysis and recommendations to the AFGP Chief of Party (COP), who will seek the endorsement of the TDEA Chief Executive Officer (CEO). The AFGP will forward the recommendations to the USAID Contracting Officer's Representative (COR) and through the COR to the Ambassador's Grant Review Committee (AGRC), which will make all final decisions. It is anticipated that the AGRC will meet quarterly. The process of awarding a grant may take 6-12 months.

Grant applications must score a minimum of 60 points out of 100 to merit further consideration. If few applications meet the threshold score, the AFGP might further consider lower-scoring applications or provide technical advice to improve some grant applications. The AFGP also reserves the right to require modification of the duration or budget or approach of a grant project to align it with overall AFGP goals or available funding or to improve the quality of the planned grant project outputs.

D. Partner Vetting

Grant awards funded by USAID are subject to vetting to help mitigate the risk that USAID funds and other resources inadvertently provide support or benefit to individuals or entities that are terrorists, supporters of terrorists or affiliated with terrorists, while also minimizing the impact on USAID programs and implementing

partners. The AFGP will follow strictly all USAID regulations related to vetting, including especially 2 CFR 701 Partner Vetting Pre-Award Requirements.¹⁰

E. Additional Supporting Information

The AFGP will conduct Pre-award Programmatic Assessment (PPA) and Pre-award Operational Assessment (POA) to determine whether shortlisted applicants possess, or have the ability to obtain, the necessary management competence in planning and carrying out grant projects and will practice mutually agreed upon methods of accountability for USAID funds. For organizations that are new to USAID funding or lack audit documentation, it may be necessary to perform more detailed pre-award assessments than for other grantees. AFGP assessments do not imply that the applicant will receive a grant or confer any rights to the applicant.

It is in the interest of grant applicants to have available or to submit all evidence of fiscal responsibility that would assist the AFGP to make an assessment. The information should demonstrate that the applicant has:

- Adequate financial, management and personnel resources and systems, or the ability to obtain such resources as required during the grant period;
- The ability to comply with the grant conditions, taking into account all existing and prospective commitments of the applicant;
- A satisfactory record of performance¹¹; and
- A satisfactory record of integrity and business ethics.

For this purpose, the AFGP will request the following kinds of information from some grant applicants before a grant award can be finalized:

1. Accounting and internal control system information, including whether the applicant has a (computerized) accounting system in place and whether the applicant can provide the last three years of audited accounts (such as a USAID audit, Recipient Contracted Audit (RCA) or A-133, as applicable).
2. Planned monthly allocation of AFGP grant funds, to be provided in a table or spreadsheet (such as the example below), consistent with the Work Plan (or Activity Implementation Plan) for the proposed grant project.

Activity/ Deliverable	Units	Total Required Funds	Monthly Allocation of the Budget					
			1	2	3	4	5	6
Totals								

(End of Section IV)

¹⁰ See <https://www.gpo.gov/fdsys/pkg/CFR-2016-title2-vol1/pdf/CFR-2016-title2-vol1-part701.pdf>

¹¹ Past relevant unsatisfactory performance is ordinarily sufficient to justify a negative finding unless there is clear evidence of subsequent satisfactory performance.

Section V: Federal Award and Administration Information

A. Award of Grant

USAID, TDEA and the AFGP reserve the right to fund any or none of the applications submitted in response to this RFA. The AFGP may (1) reject any or all applications, (2) recommend more than one application to USAID, and/or (3) waive formalities and minor irregularities in applications received. Since AFGP funding is limited, the AFGP may only award grants to applicants deemed as “the best” for the program objectives while not awarding a grant to otherwise qualified applications.

As part of its review process, the AFGP may choose to discuss technical, cost or other pre-award issues with one or more applicants. These AFGP discussions do not imply that the applicant will receive a grant or confer any rights to the applicant.

Awards will be made to applicants whose applications offer the greatest value, with technical, cost and other factors considered. USAID will make all final grant award decisions. A grant document signed by the applicant and the AFGP shall result in a binding agreement. Applicants are specifically advised that until a fully-executed grant agreement document is duly signed by the AFGP COP, no expenditures will be paid by the AFGP, TDEA or USAID, and no rights are conferred to the applicant.

B. Data Universal Numbering System and System for Award Management

The AFGP will not be able to make a grant award to any applicant until the applicant has complied with all applicable requirements of the Data Universal Numbering System (DUNS) and System for Award Management (SAM). Each applicant is required to:

1. Get a DUNS number; and
2. Register in the SAM, which eliminates the need to enter the same data multiple times and makes doing business with the U.S. government more efficient.

Grant applicants are encouraged to obtain a DUNS number and register in the SAM in advance, but it is not required as part of the grant application. The AFGP will contact selected grantees at the appropriate time to receive their DUNS number and SAM registration. Guidelines for obtaining a DUNS number and registering in the SAM are available with this RFA (see Annexes G and H).

C. Standard Provisions, Certifications, Assurances and Statements

Terms and Conditions will be part of all AFGP grant award agreements, based on the USAID ADS 303 Mandatory Reference documents titled Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations (05/22/2017)¹² and/or Standard Provisions for Non-US Nongovernmental Organizations (10/04/2017),¹³

¹² See <https://www.usaid.gov/sites/default/files/documents/1868/303mat.pdf>

¹³ See <https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>

depending on the nature of the grant agreement (see Annex I). All grant recipients also will be required to adhere to all of the regulations described in the USAID ADS 303 Mandatory Reference document titled USAID Certifications, Assurances and Other Statements of the Recipient (05/22/2017) (see Annex J).¹⁴

D. Branding and Marking

Programs, projects, activities and public communications implemented with USAID funding must adhere to pre-approved branding and marking guidelines that identify USAID as the source of the funding. All AFGP grant award documents will include strict branding and marking requirements. The budget application must incorporate any costs related to Branding and Marking. The AFGP will provide technical assistance to grantees and will monitor implementation to ensure compliance with USAID branding and marking requirements. Guidance on USAID Branding and Marking is available in USAID ADS 320 (01/02/2015) (see Annex K).¹⁵ The AFGP Grant Partner Branding and Marking Manual is available on the AFGP website.

E. Environmental Protection and Compliance

The AFGP requires an assessment to ensure that all grant projects are compliant with Pakistan's relevant environmental laws and regulations and include plans to mitigate any environmental impacts resulting from grant project implementation. An Initial Environmental Examination (IEE) (see Annex L) should be conducted to help ensure that environmental (i.e., natural resource or public health) impacts of project activities are identified and that mitigation measures are proposed at the grant project design stage, prior to the obligation of USAID funds. During the life of the grant, any relevant environmental mitigation measures will be a standard component of project management and monitoring.

F. Reporting Requirements

AFGP grantees will be required to submit electronic narrative and financial reports to the AFGP on a pre-determined schedule, which will be specified in each grant agreement. In particular, grantees will be required to provide evidence of the completion of activities and milestones, including but not limited to time-stamped photographs and signed participant lists with individual phone numbers. Grant applicants should note that the AFGP implements rigorous monitoring and verification of grant project activities, and grant recipients will be required to facilitate monitoring and other visits from AFGP personnel and sub-contractors.

(End of Section V)

¹⁴ See <https://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>

¹⁵ See <http://www.usaid.gov/sites/default/files/documents/1868/320.pdf>

Annexes (available on the AFGP website at <https://tdea.pk/afgp>)

A. Technical Application Template

B. Work Plan (Activity Implementation Plan) Template

C. Monitoring, Evaluation and Learning (MEL) Plan Template

D. Past Performance Template

E. Cost Application (Budget) Template

F. Application Review Criteria and Scoring System

G. Instructions for Obtaining a DUNS Number

Information is provided in the USAID document titled Pre-award Certifications, Assurances and other Statements (see Annex J).

H. Instructions for Registering in the SAM Registration

First, register on the NATO Commercial and Government Entity (NCAGE) website (<https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx>). See the FAQs at https://fsd.gov/fsdgov/answer.do?sysparm_kbid=074c13d06f26e14045b164826e3ee42d&sysparm_search=ncage. Then, register your organization in SAM at <https://www.sam.gov/portal/SAM>.

I. USAID Standard Provisions

See <https://www.usaid.gov/sites/default/files/documents/1868/303mat.pdf>
See <https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>

J. USAID Pre-award Certifications, Assurances and other Statements

See <https://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>

K. USAID ADS Chapter 320 Branding and Marking

See <http://www.usaid.gov/sites/default/files/documents/1868/320.pdf>

L. USAID Initial Environmental Examination (IEE) Information

See https://www.usaid.gov/our_work/environment/compliance/22cfr216

M. USAID Partner Information Form (Form 500-13)

See <https://www.usaid.gov/forms/aid-500-13>

N. USAID Survey on Ensuring Equal Opportunity for Applicants

See <https://www.usaid.gov/forms/omb-1890-0014> Applicants' completion of this survey is voluntary, and is not a requirement of the RFA.