



USAID
FROM THE AMERICAN PEOPLE

U.S. Agency for International Development

Animal Health
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APS closing date: 1:00 p.m. EST on March 09, 2020

Pursuant to the Foreign Assistance Act of 1961, as amended, the United States Government, as represented by the U.S. Agency for International Development (USAID), Bureau for Food Security (BFS), invites concept papers to develop programming in the area of Animal Health.

The purpose of this Annual Program Statement (APS) is to disseminate information to prospective Applicants so that they may develop and submit subsequent concept papers for USAID funding to this APS. This APS: (A) describes the types of activities for which concept papers will be considered; (B) describes the process for applying to this APS; (C) explains the criteria for evaluating concept papers; and (D) refers prospective Applicants to relevant information available on the internet.

Subject to the availability of funds, USAID may make one (1) award up to \$6 million over the course of the next year for a Feed the Future Animal Health Innovation Lab. The proposed period of performance is up to five years. Priority will be placed on supporting the most promising approaches to meeting the objectives described herein.

The Animal Health APS requests concept papers on animal health research as described in Section C II. Based on those concept papers, USAID will determine whether to invite Applicants to participate in a co-creation event and then subsequently may decide to request a full Application from an appropriate applicant(s). To be competitive under this APS, Applications must be fully responsive to all directions under this APS document.

USAID reserves the right to fund any or none of the applications submitted under this APS.

Concept papers and questions about this APS must be submitted via email to mmaximilien@usaid.gov as identified in Section C.IV. Thank you for your interest in USAID Programs.

Sincerely,

Rachel Baltes
Agreement Officer

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List of Acronyms

ADS	Automated Directive Services
AO	Agreement Officer
AOR	Agreement Officer Representative
APS	Annual Program Statement
ARP	Office of Agricultural Research and Policy (BFS/ARP)
ASF	Animal Source Foods
BFS	Bureau for Food Security
BMBL	Biosafety in Microbiological and Biomedical Laboratories
CDC	Centers for Disease Control
CFR	Code of Federal Regulations
CGIAR	Consultative Group for International Agriculture Research
DUNS	Data Universal Numbering System
EIA	Environmental Impact Assessment
GFSA	Global Food Security Act
GFSS	Global Food Security Strategy
GFSR	Global Food Security Reauthorization
GFSRS	Global Food Security Research Strategy
HICD	Human and Institutional Capacity Development
IEE	Initial Environmental Examination
ILRI	International Livestock Research Institute
IP	Implementing Partner
LOE	Level of Effort
M/B/IO	Missions, Bureaus and Independent Offices
NGO	Non Governmental Organization
OAA	Office of Acquisition and Assistance
OIE	World Organization for Animal Health
PIO	Public International Organization
SAM	System for Award Management
USAID	U.S. Agency for International Development

SECTION A: BACKGROUND AND PROGRAM DESCRIPTION

I. Introduction

In order to partner effectively with USAID in the co-creation of development approaches for animal health, Applicants must have an understanding of the broad context of the U.S. Government's Global Food Security Strategy (GFSS) and investments; the role of research and technology innovation in the food security agenda as it pertains to livestock and animal health.

II. The Feed the Future Initiative and Global Food Security Strategy

The Feed the Future Initiative under the GFSS¹ is an integrated whole-of-government strategy accompanied by agency-specific implementation plans, as required by the Global Food Security Act of 2016 (GFSA). It charts a course for the U.S. Government to contribute to the achievement of global food security together with partners across the globe.

Right now, the world is closer than ever before to ending global hunger, undernutrition, and extreme poverty, but significant challenges remain, including human population growth, urbanization, gender inequality, instability and conflict, the effects of a changing climate, and environmental degradation. Despite our collective progress in global food security and nutrition over recent years, a projected 702 million people still live in extreme poverty, nearly 800 million people around the world are chronically undernourished, and 159 million children under five are stunted. Food security is not just an economic and humanitarian issue; it is also a matter of security, as growing concentrations of poverty and hunger leave countries and communities vulnerable to increased instability, conflict, and violence.

The U.S. Government, in partnership with other governments, civil society, multilateral development institutions, research institutions, universities, and the private sector, will build on experience to date through Feed the Future to address these challenges, take advantage of opportunities, and advance food security and improved nutrition by focusing efforts around three interrelated and interdependent objectives:

- **Inclusive and sustainable agricultural-led economic growth**, as growth in the agriculture sector has been shown to be more effective than growth in other sectors at helping men and women lift themselves out of extreme poverty and hunger. It does this by increasing availability of food, generating income from production, creating employment and entrepreneurship opportunities throughout value chains, and spurring growth in rural and urban economies.
- **Strengthened resilience among people and systems**, as increasingly frequent and intense shocks and stresses threaten the ability of men, women, and families to sustainably emerge from poverty.
- **A well-nourished population**, especially among women and children, as undernutrition, particularly during the 1,000 days from pregnancy to a child's second birthday, leads to lower levels of physical and cognitive growth which in turn result in lower educational attainment,

¹<https://www.usaid.gov/sites/default/files/documents/1867/USG-Global-Food-Security-Strategy-2016.pdf>

productivity, lifetime earnings, and economic growth rates.

In addition to these three objectives, there are multiple cross-cutting objectives in the GFSS, in addition to USAID strategic priorities, that are directly relevant to Feed the Future research programming and include:

- **Strengthened global commitment to investing in food security**, the GFSS emphasizes the importance of working to increase public and private investment in food security through global leadership as well as partnering with country governments, private sector companies, international organizations, leveraging other donors and development partners.
- **Increase productivity sustainably, particularly through climate-smart approaches**, the GFSS emphasizes the challenge of feeding growing and rapidly urbanizing populations. This will require countries to increase productivity to make more safe and nutritious food readily available and affordable. However, this will need to be accomplished in increasingly challenging environments, with changing climates and emerging plant and animal diseases threatening agriculture, fisheries, aquaculture, and the broader food and agriculture system.
- **Increased gender equality and female empowerment**, USAID's Gender Equality and Female Empowerment policy² requires that gender equality be addressed as appropriate in all USAID-funded activities. The GFSS aims to promote women's large-scale, active participation in activities throughout all components of food and agriculture systems. While not all Feed the Future programming will specifically emphasize gender outcomes as a topline objective, all activities must be implemented in a gender-sensitive manner³: developing knowledge, recommendations, tools, and strategies that recognize and account for the needs and multi-dimensional roles of both women and men in innovation, production and marketing systems.
- **Increased youth empowerment and livelihoods**, the 2012 Youth in Development Policy⁴ aims to integrate youth issues and engage young people across all USAID initiatives and operations. The GFSS seeks to empower youth through education, nutrition, and employment opportunities. While not all Feed the Future programming will specifically emphasize youth outcomes as a topline objective, all activities must be implemented in a youth-sensitive manner: developing knowledge, recommendations, tools, and strategies that recognize and account for the needs and multi-dimensional roles of youth in small-scale production and marketing systems, with youth analysis and inclusion implemented as a cross-cutting effort within all activities.
- **More effective governance, policy, and institutions**, USAID works with stakeholders to strengthen governance, policy, and institutions at the global, regional, national, and local levels,

² <https://www.usaid.gov/sites/default/files/documents/1870/GenderEqualityPolicy.pdf>

³ [Global Food Security Strategy Technical Guidance on Advancing Gender Equality and Female Empowerment.](https://www.usaid.gov/sites/default/files/documents/1870/GenderEqualityPolicy.pdf)

⁴ <https://www.usaid.gov/policy/youth>

while supporting the transformation of food and agricultural systems to scale and sustain our investments and impact. Improved governance includes the consistent application and enforcement of policies and regulations, respect for the enforcement of contracts, inclusive and transparent policy, resource allocation processes, and effective delivery of public services. Institutions—the social and legal norms and rules that underlie economic activity—are the bedrock upon which good governance, effective policy systems, and inclusive food system transformations rest.

- **Improved human, organizational, and system performance**, the long-term sustainability of food security interventions is dependent on strong and functional organizations that are able to achieve their missions and contribute to far-reaching social change, together with a skilled workforce who effectively apply professional competencies and achieve their full potential. USAID’s approach to improving human, organizational and system performance is rooted in local capacity development -- a process of “unleashing, strengthening, and maintaining the ability of people, organizations, and society as a whole to manage their affairs successfully.”

Through the GFSS, USAID aims to strengthen the capacity of all stakeholders throughout the food and agriculture system, paying special attention to women, the extreme poor, small-scale producers, youth, marginalized communities, and small and medium enterprises.

Additional technical guidance as to how the U.S. Government approaches global food and nutrition security in its development activities can be found on-line at [feedthefuture.gov](https://www.feedthefuture.gov/).⁵

III. Description of the Global Food Security Research Strategy

In order to achieve the objectives outlined in the GFSS, the GFSS highlighted that Feed the Future research investments should “ensure a pipeline of innovations, tools and approaches designed to improve agriculture, food security, resilience and nutrition priorities in the face of complex, dynamic challenges.” Therefore, to ensure that Feed the Future investments are harnessing the benefits of agricultural science and technology innovation, The U.S. Government’s Global Food Security Research Strategy (GFSRS) was finalized in 2017 and directs research investments toward 3 major themes:

- Technologies and practices that advance the productivity frontier to drive income growth, improve diets and promote natural resource conservation;
- Technologies and practices that reduce, manage and mitigate risk to support resilient, prosperous, well-nourished individuals, households and communities; and
- Improved knowledge of how to achieve human outcomes: generating evidence on how to sustainably and equitably improve economic opportunity, nutrition and resilience.

To achieve the goals of this research strategy, centrally-funded research programs link global, regional, national research partners, and private sector research and development partners to identify and adapt promising methodologies and technologies for local farming systems where the poor and undernourished are concentrated.

⁵ <https://www.feedthefuture.gov/guidance-and-tools-for-global-food-security-programs/>

For more information, please visit [this](#) site for GFSRS.

IV. Livestock Programming in the Context of the GFSS and the GFSRS

Background

The world population is expected to increase from 7 to over 9 billion people by 2050. Rising incomes along with increasing population are projected to result in an increased demand for animal source foods with developing countries projected to produce 70% and 61% of the world's meat and milk, respectively. In Africa alone, over the next three decades, the demand for animal source foods (ASF) is expected to triple and even quadruple in some countries. In order to meet this increased demand, producers in developing countries will need to both increase animal productivity and reduce production losses. The intensification of livestock systems required to meet the demand of animal sourced foods by 2050 in developing countries will likely result in an increased frequency of livestock diseases, including zoonoses, if proper biosecurity is not in place and other investments in animal health are not made.

Livestock and Animal Source Food Market Systems

Investments in livestock production, ASF, and related market systems support the three GFSS goals of: 1) inclusive and sustainable agricultural-led economic growth; 2) strengthened resilience among people and systems; and 3) a well-nourished population, especially women and children.

Livestock are important assets to smallholder and pastoralist communities in developing countries. An estimated 60-80% of rural households keep livestock in order to supplement their dietary needs, household incomes, and use livestock as liquidable assets that can be utilized in times of need, and contribute to the overall resilience of a household. Additionally, the International Livestock Research Institute (ILRI) estimates that women are two-thirds of poor livestock keepers. Currently, the livestock sector contributes 30% on average to the total value of agricultural production in low- and middle-income countries. Moreover, animal source foods such as meat, milk and eggs are a rich source of high quality protein and micro-nutrients that can reduce stunting, malnutrition as well as contribute to diversifying diets.

Technical Guidance on how the Global Food Security Strategy is to be implemented with livestock can be found [here](#).

Animal Health

The OIE estimates that the production losses due to animal diseases are 20% for livestock production globally. In developing countries, it is estimated that smallholder and pastoralist livestock keepers lose up to 25% of their livestock due to disease. In addition to mortality, infectious animal diseases can cause livestock to produce less meat, milk, and eggs as well as reduce the reproductive potential of the animals. Moreover, at a global and regional level, animal infectious diseases also affect the ability of countries to trade, market, and move animals across borders.

USAID's investments in animal health have ranged from research for the development of new or

improved technologies and management practices to prevent disease and/or improve animal nutrition; improved technologies to more readily diagnose animal diseases; and improved delivery of animal health interventions. Recent examples of USAID's research investments in animal health are the [Feed the Future Innovation Lab for Livestock Systems](#), the [Feed the Future Innovation Lab for Genomics to Improve Poultry](#), and the [Feed the Future Innovation Lab for Rift Valley Fever Control in Agriculture](#). In addition to funding research or delivery of animal health interventions, many of these programs aim to support partner countries on their journey to self-reliance by including a significant Human and Institutional Capacity Development (HICD) component. HICD activities have included training of local Master's and Ph.D. students, working with local institutions and Universities to ensure the proper laboratory and research safety protocols are implemented, renovating research facilities, and providing research equipment along with appropriate training to use and maintain equipment.

SECTION B: DESCRIPTION OF APS SCOPE AND REQUIREMENTS

I. Funding Opportunity

Subject to the availability of funds, USAID/BFS anticipates making one (1) award under this APS of up to \$6 million (with a potential \$10 million option for buy-ins) over a five year period for a consortium-style Feed the Future Innovation Lab for Animal Health.

Concept papers submitted under this APS must be received no later than March 09, 2020 by 1:00 PM EST.

II. Objective of APS

When USAID intends to support a variety of creative approaches towards new programs to support development objectives, the Agency may use an APS to generate competition for these awards. An APS allows for implementing partners to co-design, alongside USAID and other stakeholders (this may include government, civil society organizations, and the private sector), programmatic solutions to priority development objectives.

The goal of this APS is to provide a framework and mechanism through which BFS will engage with implementing partners to improve animal health in multiple livestock systems. BFS intends to support research for technology development and testing for new, improved animal health interventions such as vaccines, preventive or curative veterinary pharmaceuticals, and pen-side diagnostic tests. Additionally, research to develop new or improved animal health interventions listed above may be combined with appropriate market, economic, social science, epidemiologic, and operational research to determine as to how to best disseminate or scale the envisioned end product in the defined target region.

Sub-awardee engagement plan

Concept papers and subsequent applications will include a plan for identifying, managing, and partnering with sub-awardees that provides sufficient detail for USAID to review alternative approaches among applicants as well as sufficient detail to guide the prime awardee in its interaction with, support to, and management of subawards and sub-awardees. In addition, this section provides the opportunity for

Applications to address the Title XII legislative mandate that implementing Title XII institutions partner with non-traditional partners, including Minority Serving Institutions (MSIs), civil society, the private sector and local partners. This section also provides an opportunity for Applications to address USAID's New Partnerships Initiative by partnering with New and Underutilized Partners. The sub-awardee engagement plan will specify a plan and process for engaging with identified partners, and include letters of support and commitment for those partners already identified as well as the process they intend to undertake following award to continue to seek out these types of partners.

III. Geographic focus

This APS primarily aims to promote best management practices, research and/or application of innovations in animal health specifically in the Feed the Future target countries (Bangladesh, Ethiopia, Ghana, Guatemala, Honduras, Kenya, Mali, Nepal, Niger, Nigeria, Senegal, and Uganda) or Resilience countries (Burkina Faso, Democratic Republic of the Congo, Ethiopia, Haiti, Kenya, Mali, Malawi, Niger, Nigeria, Somalia, South Sudan, Uganda, and Zimbabwe).

To be successful under this APS, relevant local partners must play an active role in any research or capacity building activity or approach proposed for USAID investment. All activities must comply with the CDC Biosafety in Microbiological and Biomedical Laboratories ([BMBL 5th edition](#)), international OIE guidelines, and applicable local partner country laws and regulations pertaining to research, biosafety, and work with live animals.

IV. Environmental Safeguards

USAID systematically addresses environmental risk in its efforts to support self-reliance and resilience and to safeguard people and resources. Intentionally focusing on environmental safeguards helps to build activities that significantly contribute to strong, sustainable, and resilient outcomes. USAID's environmental safeguards and procedures implement the internationally recognized Environmental Impact Assessment (EIA) process as required by 22 CFR 216.

It is critical to identify potential risks which may have adverse impacts on the environment directly or indirectly related to a proposed USAID supported activity before the activity begins. USAID promotes environmentally sound design by requiring that all USAID funded activities undergo an environmental impact assessment. This is accomplished through an Initial Environmental Examination (IEE), which is the first review of the reasonably foreseeable effects of a proposed action on the environment. Its function is to provide a review of the activity with consideration of what, if any, mitigative actions may be required. All USAID funded activities are required to prepare an IEE prior to implementation.

V. Gender Analysis and Integration

In accordance with USAID Policy, each activity must identify and address any gender gaps relevant to the implementation of the activity. Applicants must submit proposed gender integration plans at the concept paper stage. Further guidance on gender integration will be available to applicants reaching the co-creation phase. Applicants invited to submit a full application must update the gender analysis for the specific development activities to be implemented, and update the gender integration plan.

Gender analysis and plans should be consistent with the [GFSS Technical Guidance on Advancing Gender Equality and Female Empowerment](#) and the guidelines for gender analysis in USAID's [ADS 205](#). Applicants should seek to promote gender balance in their staffing plans and HICD efforts.

VI. Authorized Geographic Code

Due to federal regulations, there are restrictions on the location where recipients can purchase items funded by USAID. These rules do not apply to procurement by the recipient with cost-sharing or program income funds.

The anticipated geographic code to be included in the full application for all standard assistance awards is code 937, which includes the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source.

For more information on authorized geographic code, please see [ADS 310](#).

VII. Statutory and Regulatory Certifications

Pursuant to ADS 303.3.8, an award recipient will be required to sign and provide to USAID an executed set of Certifications and Representations prior to award. The AO will request the requisite documentation from the successful Applicant at the time determined appropriate to do so. These required documents are located at ADS 303.3.8 [Certifications, Assurances, Other Statements of the Recipient and Solicitation Standard Provisions](#).

VIII. Branding and Marking Plan

Applicants are requested to note in their full application that in accordance with 2 CFR 700.16, USAID requires the submission of a Branding Strategy and a Marking Plan prior to award. The Marking Plan may include a request for approval of one or more exceptions to the marking requirements in 2 CFR 700.16. The AO will request the Branding Strategy and Marking Plan from the successful applicant at the time determined appropriate to do so. The AO evaluates the Branding Strategy and Marking Plan (including any requests for exceptions) for approval consistent with the regulations contained in 2 CFR 700.16, ADS 303 and [ADS 320](#).

IX. Substantial Involvement

The type of award is anticipated to be a Cooperative Agreement. Substantial involvement will not exceed the limitations noted in ADS 303.3.11a-c.

USAID responsibilities under a Cooperative Agreement include USAID (via the Agreement Officer or Agreement Officer's Representative) provision of:

- a) collaboration in establishing annual work objectives and approval of an annual work plan;

- b) collaboration in assessing progress and identifying issues that arise, which may impact the success of the program;
- c) collaboration in determining corrective actions, where necessary;
- d) approval of key personnel and any subsequent changes in the positions during the life of the award; or
- e) approval of establishment of monitoring and evaluation system for the USAID program.
- f) approval of the Recipient’s Data Management Plan and Environmental Mitigation & Monitoring Plan.
- g) collaborative involvement in the selection of members for any advisory body or bodies for oversight, such as oversight of the program’s research and capacity development portfolio, and membership on such body(ies).

X. Title to Property

Property title under the resulting agreement shall vest with the recipient in accordance with the requirements of 2 CFR Sec. 700.9 – Property standards:

- (a) Real property. Unless the agreement provides otherwise, title to real property will vest in accordance with 2 CFR 200.311.
- (b) Equipment. Unless the agreement provides otherwise, title to equipment will vest in accordance with 2 CFR 200.313

XI. Eligible Organizations

The eligibility requirements below apply only to the principal Applicant and not to other proposed consortium partners.

This program is authorized under Title XII of the Foreign Assistance Act of 1961, as amended. Applications may only be submitted by eligible U.S. colleges and universities as defined under Section 296(d) of Title XII of the Foreign Assistance Act, as amended:

“... those colleges or universities in each State, territory, or possession of the United States, or the District of Columbia, now receiving, or which may hereafter receive, benefits under the Act of July 2, 1862 (known as the First Morrill Act) or the Act of August 30, 1890 (known as the Second Morrill Act), which are commonly known as ‘land-grant’ universities; institutions now designated or which may hereafter be designated as sea-grant colleges under the Act of October 5, 1966 (known as the National Sea Grant College and Program Act), which are commonly known as sea-grant colleges; Native American land-grant colleges as authorized under the Equity in Educational Land-Grant Status Act of 1994 (7 U.S.C. 301 note); and other United States colleges and universities which— (1) have demonstrable capacity in teaching, research, and extension (including outreach) activities in the agricultural sciences; and (2) can contribute effectively to the attainment of the objectives of this title.”

As per Title 2 CFR 200, USAID invites concept papers and, if later requested, Full Applications, from all eligible and qualified entities including: U.S. land grant universities in collaboration with local in country partners, the private sector, Institutes of Higher Education, public sector entities, Public International Organizations or international organizations (PIO or IO), NGOs, and the Consultative Group for International Agriculture Research (CGIAR). Further, USAID strongly encourages submissions from new and varied partners.

XII. Pre-Award Responsibility Determination and Risk Assessment

USAID welcomes applications from organizations which have not previously received financial assistance from USAID; however, Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful Applicant(s) will be subject to a responsibility determination assessment (Pre-award Survey) by the Agreement Officer (AO).

The Applicant Recipient must be a responsible entity. The AO may determine if a pre-award survey is required to conduct an examination that will determine whether the prospective recipient 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 the terms and conditions of the award.

In addition, before receiving an award, the applicant is required to:

- (i) Be registered in System for Award Management (SAM) available at <https://www.sam.gov/portal/SAM/#1#1> before receiving USAID award;
- (ii) Provide a valid Data Universal Numbering System (DUNS) number in its full application (<http://fedgov.dnb.com/webform/displayHomePage.do>);
- (iii) Be vetted if it is Non U.S. Entity;
- (iv) Be required to implement activities in compliance with USAID regulations on Environmental Compliance.

XIII. Information Protection and Open Data

USAID's goal is to facilitate research and development that will lead to innovative, and potentially commercially viable, solutions. Understanding the sensitive nature of Applicant(s)' information, USAID will work with organizations to protect intellectual property.

Concept papers should be free of any intellectual property that Applicant(s) wishes to protect, as the expressions of interest will be shared with USAID partners as part of the selection process. However, once Applicant(s) have been invited to advance beyond co-creation, they can work with USAID to identify proprietary information that requires protection.

Therefore, organizations making submissions under this APS grant to USAID a royalty-free, nonexclusive, and irrevocable right to use, disclose, reproduce, and prepare derivative works, and to have or permit others to do so to any information contained in the Concept papers submitted under the APS. If

USAID further engages with the organization regarding its submission, the parties can negotiate further intellectual property protection for the organization's intellectual property.

Organizations must ensure that any submissions under this APS are free of any third party proprietary data rights that would impact the license granted to USAID herein.

While designing and co-creating a program with USAID, Applicants should consider how a program will comply with USAID's open data policy. Data, and the information derived from data, are assets for USAID, its partners, the academic and scientific communities, and the public at large. The value of data used in strategic planning, design, implementation, monitoring, and evaluation of USAID's programs is enhanced when those data are made available throughout the Agency and to all other interested stakeholders, in accordance with proper protection and redaction allowable by law. More information on USAID's Open Data Policy can be found [here](#).

XIV. Cost Sharing or Matching

There is no mandatory level of cost-sharing (matching) for this program but USAID nevertheless encourages cost sharing to the maximum practicable extent. Cost-sharing funds or in-kind contributions 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. For guidance on cost sharing in grants and cooperative agreements, please see ADS 303.3.10, Cost Share

XV. Past Experience

Past experience of selected applicants will be reviewed as part of applicant's risk assessment and will be reviewed at the merit review stage. Therefore, the applicant's past performance information must demonstrate how well the applicant performed in the past in the implementation of similar/ relevant projects/programs and feedback received from references.

XVI. Other

There is no limit on the number of concept papers an Applicant – whether submitting organization, individual investigator/program director, or both – may submit under this APS.

SECTION C: APS TECHNICAL APPLICATION AND PROCESS

I. Funding Opportunity and Information

This APS is intended to describe the overarching scope of the GFSS and research strategy that pertain to animal health programming, outline the technical request for concept papers in the area of animal health, and set forth the process by which USAID will develop and award for an Animal Health Innovation Lab with activities that fall within the technical scope. Interested applicants should research the priorities, objectives, and strategies of BFS listed in Section A. Concept papers must conform to the requirements outlined and be submitted via email to mmaximilien@usaid.gov in accordance with procedures outlined below. **DO NOT SUBMIT CONCEPT PAPERS VIA GRANTS.GOV AS THEY WILL NOT BE**

ACCEPTED.

Applicants of the concept paper will be responsible for following Section C.II- Technical Objectives and Program Management Structure, Section C. IV- Concept Paper Submission and Format, Section C.V- Criteria for Concept Paper and Full Application Review. Information regarding the Full Application process and review are included; however, the Full Application process will be outlined in further details to Applicants invited to submit a full technical and cost/budget application.

II. Technical Objectives and Program Management Structure

The goal of a new Animal Health Innovation Lab will be to build capacity of local university(s) in Feed the Future or Resilience countries to do laboratory and laboratory-supported based animal health research as well as to support research for the development and testing of new or improved animal health interventions such as vaccines, preventive or curative veterinary pharmaceuticals, or pen-side diagnostic tests for one of the following livestock diseases:

- African Animal Trypanosomiasis
- East Coast Fever
- Contagious Bovine Pleuropneumonia (CBPP)
- Contagious Caprine Pleuropneumonia (CCPP)

All proposed research must follow the biosafety, biosecurity procedures, and good laboratory practices and the appropriate biosafety level criteria for research facilities in the CDC Biosafety in Microbiological and Biomedical Laboratories ([BMBL 5th edition](#)), or show a letter of exemption from the CDC or USDA for work at a BSL level if different from or not mentioned in the BMBL 5th edition, as well as following all appropriate in country laws and regulations. All research outside of the United States must be able to occur in a research facility of a BSL-2 or ABSL-2 or below. USAID will not support research outside of the United States that requires a BSL-3, ABSL-3, BSL-4, ABSL-4 level facilities. All research with human and/or animal pathogens must occur in the appropriate BSL or ABSL facilities as defined in BMBL 5th edition.

The concept paper should describe the management structure and staffing which the applicant will establish for implementation of the program to ensure strong and effective management, administration, technical implementation/performance, and clerical support, and efficient use of resources. The Project Leader should be able to dedicate no less than 50% Level of Effort (LOE) to the Animal Health Innovation Lab. Additionally, there should be a full-time, on-site project manager for either each FTF or Resilience country proposed or each collaborating local University.

Appropriate Partnerships with Private Sector and Public Sector Entities and Appropriate Linkages to Mission(s) Bilateral Programming

USAID/BFS seeks concept papers that include a consortium of at a minimum 1) An eligible US university as defined in Section B.XI, and 2) at least one local University in a Feed the Future or Resilience country. Additional consortium partners are encouraged and may include private sector, public sector, CGIAR, NARS, and NGOs. In order to ensure relevance, widespread adoption and application of

technologies and recommendations, and subsequent development impact, the applicants should engage with policy-makers, Mission implementing partners, private sector representatives, and other stakeholders as appropriate, even in the early stages of research design and implementation, to ensure that program activities will contribute to a pathway of significant development impact.

Human and Institutional Capacity Development (HICD) Approach and Plan for Incorporating Gender and Youth

While the primary goal of this program is to develop new animal health interventions, all concept papers for the Feed the Future Innovation Lab for Animal Health should propose a local capacity development plan specific to the local collaborating Universities and research organizations in the proposed research program. All capacity development plans should be developed with the intent of facilitating the proposed research. Local capacity development activities can include but are not limited to:

- Support the training and education of Master's, Ph.D., and Veterinary Students at collaborating Universities in Feed the Future or Resilience countries who are supporting research for the Animal Health Innovation Lab
- Support collaborating Universities and research organizations to develop the institutional capacity to support laboratory based livestock disease research programs which can include but are not limited to 1.) support for developing biosafety programs; 2.) support for developing and institutionalizing biosafety trainings; 3.) support for developing standards for ethical treatment of research animals; 4.) support and training for maintaining livestock in appropriate laboratory containment facilities; and 5.) support for procuring and maintaining basic laboratory equipment

USAID's Gender Equality and Female Empowerment policy requires that gender equality be addressed as appropriate in all USAID-funded activities. The GFSS aims to promote women's large-scale, active participation in activities throughout all components of food and agriculture systems. All concept papers should describe how the proposed activities will be implemented in a gender sensitive manner.

All concept papers should show consideration on how youth (aged 15-29 years old) are integrated into proposed activities. The [USAID Feed the Future Project Design Guide for Youth-Inclusive Agriculture & Food Systems](#) and the [USAID Youth in Development Policy](#) provide further resources for supporting youth integration throughout the proposed activities.

Plan for Sustainability Beyond the Life of Project and Potential for Impact

All concept papers should describe plans for sustainability through the transfer of research outputs and technical know-how to local private or public sector entities capable of continuing the research or further developing and disseminating the research products. Impact from the Animal Health Innovation Lab will most likely come from the adoption and application of technology and knowledge outputs that the research activities generate. Concept papers should adequately describe how the proposed project will increase impact, reach and efficiency by mobilizing significant new resources, ideas, technologies and/or partners to address critical food security challenges.

Subawardee Engagement Plan

Concept papers and subsequent applications will include a plan for identifying, managing, and partnering with sub-awardees that provides sufficient detail for USAID to review alternative approaches among applicants as well as sufficient detail to guide the prime awardee in its interaction with, support to, and management of subawards and sub-awardees. In addition, this section provides the opportunity for Applications to address the Title XII legislative mandate that implementing Title XII institutions partner with non-traditional partners, including Minority Serving Institutions (MSIs), civil society, the private sector and local partners. This section also provides an opportunity for Applications to address USAID’s [New Partnerships Initiative](#) by partnering with New and Underutilized Partners⁶. The sub-awardee engagement plan will specify a plan and process for engaging with identified partners, and include letters of support and commitment for those partners already identified as well as the process they intend to undertake following award to continue to seek out these types of partners.”

Integrity of the Concept Paper

All concept papers should be clearly and professionally written, with appropriate logical linkages throughout. The information provided in the concept paper must be specific, complete, and presented concisely. The applicant should ensure that any proposed highly technical approaches are clearly explained with appropriate background information.

III. Process for Concept Papers, Co-creation, Full Application and Award

Step 1: Interested Applicants should read the specific request for concept papers call carefully and draft a concept paper to the animal health development challenges outlined in Section B.III. Applicants are encouraged to identify and collaborate with other stakeholders when developing a concept note.

Step 2: The Applicant submits a concept paper, no longer than the length outlined in Section C.IV. Concept papers must be in English. All concept papers are reviewed based upon the criteria outlined in Section C.V of this APS.

Step 3: BFS will review all concept papers and decide to invite selected Applicants to enter a period of co-creation, in which they will collaborate on and refine approach(es) with one another.

Step 4: If selected to participate in the full application process after the co-creation event, the Applicant is contacted by an Agreement Officer (AO) from BFS and given a due date and template/instructions for the full application. Applicants will also be notified if not selected.

Step 5: The Applicant collaborates with BFS and drafts the full application.

Step 6: The Applicant submits the full application via email by the due date specified in Step 4.

⁶ New Partners are “an individual or organization that has not received any funding from USAID as a prime partner over the last five years” and Underutilized Partners are “an organization that has received less than \$25 million in direct or indirect awards from USAID over the past five years.”
<https://www.usaid.gov/npi/npi-key-definitions>

Step 7: The full application is reviewed by a Selection Committee.

Step 8: The Applicant is informed by the AO of the Selection Committee's determination, which may include an "apparently successful" designation. The AO will also convey all other pre-award requirements. Additional negotiations regarding any technical and cost applications may be necessary. All first-time Applicants for USAID funding that are deemed apparently successful are subject to a pre-award survey to verify that the Applicant has proper procedures in place to receive USAID funding. Please see ADS 303.3.8 and ADS 303.3.9. 7

Step 9: The AO sends an email to the Applicant containing the award document.

Step 10: The awardee's representative signs the award and returns it to the AO for their signature.

IV. Concept Paper Submission and Format

Concept papers must be no more than five (5) pages, excluding cover page, table of contents, pages for supporting information and appendices, summary budget, theory of change, and page for list of acronyms if any. The Concept Paper should be in English, using 11-point Calibri or Times New Roman font, line spacing of 1.15, and standard margins, and no limit on the number of appendices or attachments.

Concept Paper format:

A. Cover page, which must include:

- i. APS No. 7200AA20APS00001;
- ii. The program title;
- iii. Applicant organization name;
- iv. Prime complete business mailing address;
- v. Prime DUNS Number
- vi. Prime Tax Identification Number
- vii. Prime Active Sam.gov registry
- viii. Prime contact email address
- ix.. Prime contact telephone and fax number
- x.. Type of organization and collaborating partners and their geographic locations (e.g., US land grant university, for-profit, nonprofit, foreign universities);
- xi. Organization point of contact (i.e., lead contact name, title, telephone number, email);
- xii. Total budget estimate (i.e., direct and indirect costs).

B. Concept Paper body, which should follow the format below:

- i. Background
- ii. Technical Approach including local capacity development component:
 - a. Goals and objectives; clearly articulate the problem
 - b. Proposed methods and approach for research, capacity development, and gender integration and plans
 - c. Benefits and rationale of proposed approach

- d. Development results, outputs and deliverables; including a description about how activity outputs and deliverables could be sustainably scaled (i.e, what are the proposed delivery pathways to reach end users and what enabling environment factors may need to be addressed)
- iii. Implementation timeline
- iv. Staffing plan, personnel, collaborating partners: roles and responsibilities including why the applicants and partners are best placed to carry out this approach
- v. Theory of Change

C. Appendices

Appendices may be attached to the technical application; these should be germane to the content of the application, and may include components like staff CVs, technical references, letters of commitment, etc.

Applicants should disclose any known patents or intellectual property rights

Applicants are advised not to include cost estimates within the body of the concept paper. The cost estimate must be submitted separately as described below. Only the concept paper and the supporting documents will be reviewed.

Concept Paper must also include a one (1) page proposed estimated cost breakdown organized by fiscal year, in excel. This summary budget does not fall within the 5-page limitation. USAID is requesting a high-level budget at this stage, as we understand full detailed budgets will not be known by the applicant until a full application is requested.

Concept Papers are due to USAID/BFS by no later than 1:00 p.m. EST on March 09, 2020. They should be sent to mmaximilien@usaid.gov. Concept Papers submitted after the deadline will not be considered.

Note: USAID may freely share concept papers between co-creation participants under this APS, to support interaction between respondents during initial co-creation discussions and facilitate identification of potential partners. Respondents should therefore ensure that their concept paper does not include proprietary information.

Electronic Application Submission Procedures

Electronic submission is required by USAID. It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time. USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

Applicants must submit electronically via email. For an application sent by multiple emails, please indicate in the subject line of the email the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g. "No. 1 of 4", etc.). For example, if your Concept Paper is being sent in two emails, the first email should have a subject line which says: "[organization name], Concept Paper, Part 1 of 2".

Our preference is that the Concept Paper and all attachments be submitted as a single email, i.e., that you consolidate the various parts 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. All applications received by the submission deadline will be reviewed for responsiveness to the APS and the application format. No additions or modifications will be accepted after the submission date.

V. Criteria for Concept Paper and Full Application Review

OVERVIEW

The criteria presented below have been tailored to the requirements of this particular APS. Applicants should note that these criteria serve to (a) identify the significant matters which Applicants should address in their concept papers and full applications (technical, cost/budget), and (b) set the standard against which all applications will be evaluated.

Concept papers will be evaluated in accordance with the Merit Review Criteria set forth in Section IV and below. Thereafter, the cost application requested in conjunction with a full application will be evaluated for reasonableness, allowability, and allocability. While technical criteria are paramount, cost considerations may also be a factor for award.

The concept paper must be directly responsive to the terms, conditions, guidelines, and provisions of this APS to be assured for consideration. Concept papers not conforming to this APS may be categorized as not meeting the minimum requirements of the Government, thereby eliminating them from further consideration.

Applicants are reminded that the U.S. Government is not obligated to make an award on the basis of lowest proposed cost or to the applicant with the highest technical evaluation score. The Agreement Officer will make an award to the applicant(s) whose application is judged to be the most advantageous in accomplishing USAID's foreign assistance objectives. Programmatic diversity as well as other USG strategic and policy priorities will also be taken under consideration in making final award decisions.

COST/BUDGET EVALUATION CRITERIA

The cost/budget application must be in English and monetary figures in U.S. Dollars. Spreadsheets must be submitted in 2010 or earlier versions of Microsoft Excel. Cost/budget applications (which an applicant must be invited by BFS to submit) must include a budget and budget narrative that details the total costs for full implementation of the proposed program and explains all contemplated costs. The budget should clearly show how funds will be used to support the activities proposed in the application's Technical Narrative. The budget should display unit costs (if applicable) and costs by year and include sub-budgets for each component. Suggested line items include but are not limited to: personnel; fringe benefits; travel; equipment; supplies; contractual; construction; other direct costs; total direct costs; and indirect costs.

The cost/budget application and budget narrative will not be scored; however, they will be evaluated for cost effectiveness and realism. This will consist of a review of the cost portion of an application for the

work to be performed to determine whether the costs reflect that the Applicant understands the requirements of the APS, and whether the costs are consistent with the technical application.

MERIT REVIEW CRITERIA

The merit review criteria below will be used to review and evaluate the technical applications submitted under this APS. To facilitate the review of the applications, applicants must organize their narrative sections of the technical application in the same order as the selection criteria. For purposes of weighting, the below factors are by order of importance:

- **Technical Objectives and Program Management Structure** - the extent to which the Applicant's technical approach demonstrates a clear understanding of the objectives of the APS and a convincing approach to achieve them. Clearly describes the project organizational and management structure. Demonstrates sufficient management capacity to comply with USAID policies, regulations, and requirements. Program describes approaches to monitoring, evaluation, learning, knowledge management, and stakeholder communications. Proposes project leaders who possess outstanding knowledge, skills, and experience relevant to the proposed activity.
- **Appropriate Partnerships with Private Sector and Public Sector Entities and Appropriate Linkages to Mission(s) Bilateral Programming** - the extent to which the application includes partnerships with the private sector (vaccine manufacturers, local public sector research institutions, and international research organizations). For any proposed country where activities are proposed to take place, the concept paper should demonstrate evidence of having researched the respective bilateral Mission's programming to make appropriate linkages.
- **Human and Institutional Capacity Development (HICD) Approach and Plan for Incorporating Gender and Youth**- the extent to which the Applicant's local capacity development plan clearly articulates a HICD approach as well as incorporates gender and youth issues. The proposed plan should ideally utilize a gender analysis, seek to promote gender balance among their staff and trainees, and ensure that volunteers have sufficient gender expertise to identify and address gender issues. The extent to which the proposal demonstrates an evidence-based plan and partner capacity for ensuring gender and youth integration in programming and fostering female and youth empowerment.
- **Plan for Sustainability Beyond the Life of Project and Potential for Impact** - the extent to which the proposed program has plans for sustainability and handing over research outputs and technical know-how to local private or public sector entities capable of continuing the research or further developing and disseminating the research product. Increases the impact, reach, efficiency and effectiveness of USAID's development assistance investments by mobilizing significant new resources, ideas, technologies and/or partners to address critical food security challenges.
- **Subawardee Engagement Plan**: Extent to which the Subawardee Engagement Plan demonstrates sufficient steps, procedures, and approaches to successfully identify and partner

with a diverse range of institutions across the life of the project. These diverse partners should include Minority Serving Institutions (MSIs), civil society, the private sector, local partners, New and Underutilized Partners as defined by the [New Partnerships Initiative](#), and more. Successful plans will already have these types of partners identified and indicate meaningful outreach to the non-traditional partner community.”

- **Integrity of the Concept Paper** - the extent to which the concept paper is clearly and professionally written, with appropriate logical linkages throughout. The applicant should ensure that any proposed highly technical approaches are clearly explained with appropriate background information.

Concept papers and subsequent full applications will be scored according to the adjectival rating system for Notice to Funding Opportunities (NFO) detailed below.

Adjective	Merit Review Criterion
Exceptional	<p>An Exceptional application has the following characteristics:</p> <ul style="list-style-type: none"> ● A comprehensive and thorough application of exceptional merit. ● Application meets and fully exceeds the Government expectations or exceeds NFO objectives and presents very low risk or no overall degree of risk of unsuccessful performance. ● Strengths significantly outweigh any weaknesses that may exist.
Very Good	<p>A Very Good application has the following characteristics:</p> <ul style="list-style-type: none"> ● An application demonstrating a strong grasp of the objectives. ● Application meets NFO objectives and presents a low overall degree of risk of unsuccessful project performance. ● Strengths significantly outweigh any weaknesses that exist.
Satisfactory	<p>A Satisfactory application has the following characteristics:</p> <ul style="list-style-type: none"> ● An application demonstrating a reasonably sound response and a good grasp of the objectives. ● Application meets NFO objectives and presents a moderate overall degree of risk of unsuccessful project performance. ● Strengths outweigh weaknesses.

Marginal	<p>A Marginal application has the following characteristics:</p> <ul style="list-style-type: none"> ● The application shows a limited understanding of the objectives. ● Application meets some or most of the NFO objectives, but presents a significant overall degree of risk of unsuccessful project performance. ● Weaknesses equal or outweigh any strength that exists.
Unsatisfactory	<p>An Unsatisfactory application has the following characteristics:</p> <ul style="list-style-type: none"> ● The Application does not meet the NFO objectives or requires a major rewrite of the application. ● Presents an unacceptable degree of risk of unsuccessful project performance. ● Weaknesses demonstrate a lack of understanding of the Government's needs. ● Weaknesses significantly outweigh any strength that exists.

After evaluation of Concept Papers, responsive and select Applicants will be invited to a co-creation event.

VI. Co-Creation, Collaboration, and Communication

A critical component of this Animal Health APS will be the co-creation process. Past experience demonstrates that the most successful partnerships are grounded in mutually reinforcing relationships among implementing partners, local constituents and stakeholders, USAID/Washington, USAID Missions, and Inter-Agency partners. In order to most effectively facilitate these relationships under the Animal Health APS, USAID seeks extensive communication with prospective partners so we can jointly explore and define key challenges and problems, and then jointly develop promising solutions to those issues.

The co-creation process is characterized by potentially extensive engagement and communication between USAID and any key project partner(s). Key project partners as well as organizations (public or private) who are interested in providing material, financial, or intellectual support to the proposed project may be invited to interact during the process.

When using co-creation, USAID teams work alongside partners and potential implementers collaboratively to define the problem, identify new and existing solutions, build consensus around areas for action, and/or refine plans to move forward with programs and projects. As its name implies, co-creation relies on collaboration with a diverse set of actors, allowing for a more equitable distribution of both the responsibility and ownership of outputs across all partners.

After concept paper selection, a select set of responsive Applicants will be invited to participate in a co-creation event through a conference call and an online platform or webinar. Each invited Applicant will present a PowerPoint presentation of their technical application, proposed consortium, and overall program including both the technical program and human and institutional capacity

development. USAID and other invited technical experts will provide feedback on each presented technical area.

After the co-creation event, Applicants may be asked to identify additional partners if USAID identifies a perceived gap in proposed program.

The submission of a concept paper does not guarantee an invitation to the co-creation event. Moreover, an invitation to the co-creation event is not a guarantee for the request of a full application.

Note: None of USAID’s communication during the co-creation process/workshop provided by this APS should be interpreted as a commitment to making an award of USAID funding, nor is it a commitment that USAID will request a Full Application. Applicants are advised that participation in the co-creation process under this APS is entirely at their own risk; the Government is not responsible for any costs incurred by the Applicant if the Applicant decides to accept the invitation to co-create with USAID. A commitment to an award of USAID funding is only made when an award agreement is signed.

VII. Full Application

After the co-creation event, if USAID decides that an Applicant(s)’ approach warrants a Full Application, the Applicant(s) may be invited to submit a full application. USAID will only accept Full Applications from applicants invited to move forward in the application process. Full Applications will extend upon the Concept Paper and include more details about activities proposed in the Concept Paper; incorporating any feedback and addressing changes discussed during the co-creation phase. Additional information regarding the Full Application will be provided by USAID at the time of its request. Any request by USAID for a Full Application should not be interpreted as a commitment to funding.

A full application will have the following sections, which expand on the information provided in the concept paper and must conform to the following page limits:

- Cover Pages;
- Program Description;
- Management Plan;
- Gender Analysis;
- Résumés of key personnel;
- Implementation, Monitoring, and Evaluation Plan;
- Branding and Marketing Plan;
- Past Performance Information;
- Letter(s) of Commitment from partners.

TECHNICAL APPLICATION COVER PAGE

The technical application cover page must conform to requirements stated in Section C.III of this APS.

PROGRAM DESCRIPTION

This section must address the requested information specified in the concept paper but should include more detailed information about program participants, specific geographic location, time frames of

program implementation, and a more comprehensive description of program activities, updated theory of change, as well as addressing any gaps or changes requested by USAID during the co-creation event.

In addition, applications should address USAID's policies related to youth and gender equality and female empowerment.

MANAGEMENT PLAN

In addition to the information requested for the Concept Paper, the Management Plan for the Full Application should clearly present the Applicant's management and administrative plans to oversee execution of the proposed activities; organizational structure; logistical support; gender balance and integration plans, functions, and responsibilities of the personnel and other staff, including any sub-awards; and management and evaluation of USAID award compliance. The Management Plan should also include a brief description of the organizational history and experience of the Applicant and proposed sub-partner organization(s) (if applicable).

KEY PERSONNEL

In addition to the information requested for the concept paper, the Key Personnel for the Full Application should clearly identify the persons (those whose participation in the proposed activities is considered essential) by name and position, and quantified according to the level of effort planned under each activity area presented in the application. Résumés for each person must not exceed two pages in length, and must be in chronological order starting with most recent experience. Each résumé must be accompanied by a SIGNED letter of a commitment from each individual indicating his/her (a) availability to serve in the stated position and for the stated term of service; and (b) agreement to the compensation levels as set forth in the Cost application.

MONITORING, EVALUATION & LEARNING PLAN

As part of the Full Application, the Applicant must provide a Monitoring, Evaluation, and Learning plan that outlines proposed activities and timelines for the program, with increased detail provided for the first year. The plan must explain how activities will be sequenced, monitored, and subsequently evaluated, and how they will address youth and gender gaps. The plan should identify activity outputs (with indicators and targets) and outcomes (with indicators and targets) that correspond to the overall program level impact. Outputs and outcomes should include gender targets and indicators; all person-level indicators should be disaggregated by sex, as applicable. For each indicator, Applicants must describe data collection methods, data quality assurances (if applicable), and indicator reporting timelines. Applicant must also incorporate in the MEL plan how learning over the course of the program will be used to support adaptation, and dissemination of new knowledge and practices. If USAID identifies opportunities to strengthen or fund a Full Application by connecting with other USAID mechanisms, other potential funders, and/or external partners, USAID may make the Full Application available internally or externally for appropriate consideration, with the consent of the applicant and partners.

BRANDING STRATEGY AND MARKING PLAN

Applicants are requested to note that in accordance with 2CFR700.16, USAID requires the submission of a Branding Strategy and a Marking Plan by the “apparently successful applicant.” The apparently successful Applicant’s proposed Marketing Plan may include a request for approval of one or more exceptions to the marketing requirements 2CFR700.16. The AO evaluates the apparently successful applicant’s Branding Strategy and Marketing Plan (including any requests for exceptions) for approval consistent with the regulations contained in 2CFR700.16, and ADS320.

COST APPLICATION DETAILS AND LINKS

The cost/budget application should detail all direct costs associated with the implementation and completion of activities, as well as any indirect costs and program costs such as those related to any sub- agreements and/or contracts as detailed below. Successful applicants may be asked to scale back portions of their programs to accommodate funding constraints.

The U.S. Government requires the following detailed information from the applicant organization:

1. SF-424 forms which can be found online at <http://www.grants.gov/web/grants/forms/sf-424-family.html>. If the Applicant proposes to charge any training costs to the USG as part of any proposed cooperative agreement, it must clearly identify them.
2. Parts 2-5 of the Certifications, Assurances, Other Statements which can be found at <http://www.usaid.gov/ads/policy/300/303inav>
3. An electronic copy of a budget (in Microsoft Excel), with calculations shown in the spreadsheet, and an electronic version of the narrative that discusses the costs for each budget line item (preferably in Microsoft Word). The Applicant’s proposed budget should provide estimates of the program based upon the total estimated costs for the Agreement. Applicants should minimize their administrative and support costs for managing the project to maximize the funds available for project activities.
4. If the Applicant is a consortium, the cost application must include documents that reflect the legal relationship among the parties. The documents should include a full discussion of the relationship among the applicants, including the identity of the applicant that the USG will treat for purposes of administration of any cooperative agreement, identity of the applicant that will have accounting responsibility, how the applicant proposes to allocate effort under any cooperative agreement, and the express agreement of the principals of the Applicant organization to be held jointly and several liable for the acts of omissions of the other.
5. The cost application should describe headquarters and field procedures for financial reporting and the management information procedure(s) to ensure accountability for the use of U.S. Government funds. Applicants must describe fully program budgeting, financial and related program reporting procedures.
6. Applicants must provide detailed budget notes or narrative for all costs, and explain how they derived costs, consistent with the following guidance on required information:

- a. The breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional, and/or country offices;
- b. The breakdown of all costs according to each partner organization involved in the program;
- c. The costs, if any, associated with external, expatriate technical assistance, and those associated with local in-country technical assistance;
- d. The breakdown of any financial and in-kind contributions of all organizations involved in implementing the award

VIII. Questions and Further Assistance

Questions regarding the substance and objectives of this APS should be directed to mmaximilien@usaid.gov. Questions should be submitted no later than 1:00 p.m. EST on February 17, 2020 to ensure that they are addressed during a subsequent amendment to this APS.

The Agreement Officer (AO) for this APS is Rachel Baltes at rbaltes@usaid.gov and Assistance Specialist is Michele Maximilien at mmaximilien@usaid.gov, in USAID's Office of Acquisition and Assistance (OAA) in the Bureau for Management.

If a cooperative agreement award is made, the AO will appoint an Agreement Officer's Representative at that time to provide technical and administrative oversight of the specific award.

IX. Additional Information on Award Administration

- Award Solicitation, Award Process and Standard Provisions for U.S. organizations and Non-U.S. Non-governmental Organizations: <http://www.usaid.gov/who-we-are/agency-policy/series-300>
- Grant and Contract Process: <http://www.usaid.gov/work-usaid/get-grant-orcontract/grant-and-contract-process>
- Standard Provisions (Non-U.S. Non-Governmental Organizations): <http://www.usaid.gov/ads/policy/300/303mab>
- Intellectual Property and Other Issues: http://www.ecfr.gov/cgi-bin/textidx?SID=d3769da5cf0d02900f539c8deb2cd59c&mc=true&n ode=se2.1.200_1448&rgn=div8
- USAID's Gender Equality Policy: <http://www.usaid.gov/sites/default/files/documents/1870/GenderEqualityPolicy.pdf>
- Environmental Compliance Background Information: http://www.usaid.gov/our_work/environment/compliance
- USAID Open Data Policy: <https://www.usaid.gov/data/frequently-asked-questions>
- Information on how the Agency will ensure environmental soundness and compliance in design and implementation when required by the 22 CFR 216 determination: <http://www.usaid.gov/who-we-are/agency-policy/series-200>
- Branding and Marking Policy and Resources: <https://www.usaid.gov/branding>
- Feed the Future Branding Guidelines <https://www.feedthefuture.gov/branding-guidelines/>