

BETTER  
TOGETHER  
CHALLENGE  
ANNUAL PROGRAM STATEMENT (APS)



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## BETTERTOGETHER CHALLENGE/JUNTOSESMEJOR CHALLENGE ANNUAL PROGRAM STATEMENT (APS)

<b>ANNOUNCEMENT TYPE:</b>	Annual Program Statement (APS001)
<b>ISSUANCE DATE:</b>	October 21, 2019
<b>CLOSING DATE:</b>	September 30, 2020
<b>QUESTIONS DATE:</b>	15th of every month this solicitation is open
<b>ANSWERS DATE:</b>	30th of every month this solicitation is open, published here: <a href="https://juntosesmejorve.org/">https://juntosesmejorve.org/</a>

Dear Prospective Applicant:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the United States Agency for International Development (USAID), the Inter-American Development Bank (IDB), through the USAID Catalyst Project, implemented by SSG Advisors d/b/a Resonance, invites applications to respond to the Better Together Challenge/Juntos Es Mejor Challenge (the Challenge). Funding for this activity comes from the United States Agency for International Development (USAID), the Inter-American Development Bank (IDB), and potentially others (the Challenge partners), with support from the Catalyst project.

This Annual Program Statement (APS) supports the competition component of the Challenge, a global initiative to identify and mobilize the best forward-thinking solutions from anyone to provide immediate and long-term support to Venezuelans and host communities affected by this man-made regional crisis. The purpose of this APS is to share information about the Challenge, including: the types of activities the Challenge partners will consider; the funding available; the process and requirements for submitting applications; the criteria for evaluating applications; and additional relevant resources for prospective applicants.

Through this competition, the Challenge anticipates disbursing award funding from various Challenge partners. The competition intends to provide technical support to and finance innovative and context-aware solutions to problems in four focus areas - People, Productivity, Services, and Finance, and encourages solutions that cut across these areas, as described in Section 1 below, and that align with the principles described in Section 1. We are seeking applications from eligible solvers including; entrepreneurs, faith-based organizations, non-governmental organizations, universities, and community organizations who provide all information requested in Section III of the APS.

This APS and any future addendums can be downloaded from <https://juntosesmejorve.org/>. Issuance of this APS does not constitute a binding commitment on the part of the Challenge partners to issue an award, nor will the Challenge partners pay for costs incurred in the preparation and submission of any concept papers, engagement, collaboration, co-design, or full applications. The Better Together Challenge /Juntos Es Mejor Challenge reserves the right to fund any, or none, of the applications submitted under this APS.

Sincerely,



Stephen Rahaim  
Chief of Party, USAID Catalyst Project

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## ACRONYMS

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ADS	Automated Directives System
APS	Annual Program Statement
DUNS	Data Universal Numbering System
E3	USAID's Bureau for Economic Growth, Education, and Environment
ET	Eastern Time
FAA	Fixed amount awards
IDB	The Inter-American Development Bank
NGO	Non-governmental organization
OU	Operating unit (an office within USAID)
REC	Review and Evaluation Committee
SAM	System for Award Management
SIDA	Swedish International Development Cooperation Agency
SME	Small and Medium Enterprises
UN	United Nations
USAID	The United States Agency for International Development
USD	United States Dollars
WASH	Water, Sanitation and Hygiene

## GLOSSARY

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**Awardee Support:** Awardees are eligible for non-financial support to help accelerate their solution toward their intended impact and effective and compliant management. This will include orientation on compliant management and reporting in accordance with the terms of the relevant award.

**Award:** Any form of the agreement through which a Challenge partner transfers funds to a solver, generally selected through a competitive process. This may be a grant, contract or other agreement.

**Catalyst Project:** USAID funded project, implemented by Resonance; a five-year, buy-in mechanism that provides institutional support and technical assistance to USAID's Missions for the design and implementation of innovation and challenge programs. As an implementing partner to the Challenge, Catalyst will issue and manage USAID funded awards, and provide support to awardees.

**Co-Creation:** Co-creation is the term USAID normally uses that encompasses co-design as defined below. For a fuller USAID definition of "co-creation" see this link.

**Co-design:** Participatory process that brings people to work together to produce a mutually agreed upon outcome.

**Cost-Share:** The resources a recipient contributes to the total cost of an award. This can be in the form of cash or in-kind contributions.

**Cost match:** Used by the IDB to describe what USAID calls a "cost-share".

**Equity investment:** Money invested in a company or start-up with a high-potential project or solution by purchasing shares of that company (Of the current Challenge Partners, only IDB may make such an award.).

**Fixed Amount Awards (FAA):** A type of grant agreement under which the U.S. Federal awarding Department or Agency, or pass-through entity provides a specific level of financial support without regard to actual costs incurred under the Federal award (Of the current Challenge partners, only USAID may make such an award).

**Grant:** A financial instrument used when the principal purpose is the transfer of money, property, services or anything of value to the recipient to accomplish a public purpose of support or stimulation authorized by U.S. Federal statute and in which substantial involvement by USAID is not anticipated.

**Grant-under-Contract:** Grant awards made by a USAID funded contractor to non-governmental organizations, nonprofits and for-profit.



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**Loan:** Money given to a partner to implement a project or a solution in exchange for future repayment of the loan value or principal amount, along with interest or finance charges (Of the current Challenge partners, only IDB may make such an award).

**Monitoring:** The process of training, measuring, and reporting on progress and taking corrective action to ensure a recipient of funding meets the objectives of a project.

**Program:** Better Together Challenge/Juntos Es Mejor Challenge.

**Projects:** Activities funded by the Better Together Challenge/Juntos Es Mejor Challenge.

# I. OVERVIEW OF FUNDING OPPORTUNITY

## A. BACKGROUND

### I. Summary of Challenge:

**THE PROBLEM.** Venezuela is experiencing a man-made political, social, and economic crisis with devastating hyperinflation that has led to severe shortage of food and health care and driven over four million people to flee the country. This outflow of vulnerable Venezuelans is straining the delivery of basic services, infrastructure, and labor markets as well as community relations in neighboring countries, including Argentina, Brazil, Chile, Colombia, Ecuador, Guyana, Panamá, Perú, and Trinidad and Tobago.

**THE SOLUTION.** The Better Together Challenge/Juntos Es Mejor Challenge (“the Challenge”) is a global initiative to crowdsource, fund, and scale forward-thinking solutions from Venezuelans, both inside their country and among the diaspora, host communities, and others to provide immediate support to alleviate the effects of this regional crisis. It aims to help rebuild and strengthen communities as well as enable and empower Venezuelan voices, providing them with tools to create better lives for themselves.

**THE CHALLENGE.** The Challenge will launch an online platform with a global open call for solutions in the areas of People, Productivity, Services and Finance. The Challenge also will convene co-design events; consult with key stakeholders from governments, the private sector, and non-governmental, and faith-based organizations to identify immediate, critical gaps in humanitarian and development assistance; and engage Venezuelan and host communities to refine and implement proposed solutions.

The Challenge aims to accomplish the following:

- Elevate Venezuelan voices and ingenuity to answer needs in Venezuela and across the region;
- Connect Venezuelans and host communities, and the world’s collective genius to develop innovative solutions;
- Expand networks across communities and countries to promote relationships and collaboration;
- Fund, test, and scale ideas; and
- Build a marketplace of tested, market-ready solutions.

### II. Overview of the Operating Environment

**COMPLEX.** The regional Venezuela crisis is complex in scale and scope--political, social, economic--and geographic breadth. This complexity means that problems are multi-layered, experienced differently in different communities, and intertwined with inter-communal and/or international tensions. The Venezuela crisis is further complicated by strains on resources, stresses on government functions, and the goodwill of host communities. This type of crisis often disempowers those affected and can negatively affect their education and training and, ultimately, the capacity for the country(ies) to recover.

**OPPORTUNITIES.** Complex crises also can generate innovative solutions from the affected communities; expose social, political, and economic resiliencies to leverage; reveal novel approaches to complex problems; and present pathways for social and economic progress and new partnerships. The Challenge will seek to embrace these opportunities.



**RISKS.** Operating in a complex man-made crisis like the regional Venezuela crisis presents risks. While the Challenge will take calculated risks to test new or adapted solutions, operating in a complex crisis necessitates us to consider a broader range of risk exposure, especially related to programmatic integrity and the security of awardees, beneficiaries and other stakeholders. For instance, the unpredictable political and economic situation can pose a substantial risk to the success of projects, or the security situation can pose a risk to the awardee, customer, end-user, or beneficiary.

**OPERATING APPROACH.** Given this operating environment, the Challenge will apply the best practices of operating in complex crises to do the following:

- Tackle problems as they present themselves, including across sectors and borders;
- Seek solutions tailored to the local context and dynamics;
- Empower and directly collaborate with local partners;
- Be context-aware and amplify positive dynamics and minimizing negative effects;
- Mitigate operational, personal, and, as possible, political risk;
- Prioritize personnel, operational, and information security for those implementing, benefiting from, or engaging in the Challenge;
- Learn from, and build upon, past efforts;
- Monitor and evaluate to prove measurable impact; and
- Stay agile and ready to adapt to changing needs.

## B. PURPOSE OF THIS ANNUAL PROGRAM STATEMENT

The purpose of this APS is to solicit concept papers, and upon invitation, applications, for solutions to fund under the Challenge by USAID, IDB, and, potentially, others (Challenge Partners), with the support of the Catalyst Project.

The goal of the Challenge is to crowdsource, fund, and scale forward-thinking solutions from anyone in the world to provide immediate and long-term support to Venezuelans in their home country and among the diaspora and host communities affected by this regional crisis. Successful solutions will demonstrate a strong understanding of the needs and priorities of Venezuelans and communities that are hosting them so generously; present innovative solutions that are appropriate to the operating environment; and ultimately contribute to economic, social, and political stability in the region.

The APS will be open for 12 months (September 2019 - September 2020). Concept papers should present solutions that align with the focus areas presented below.

In addition, the Challenge will release Targeted Application Windows as Addenda to the APS, which will be made available here (<https://juntosesmejorve.org/>). The purpose of the Targeted Application Windows is to ensure the Challenge is addressing critical areas that could benefit from more structured attention. Each Addendum will articulate any restrictions specific to that opportunity.

Eligible organizations (See Section III) are encouraged to submit **up to two concept papers to this APS at anytime during the 12-month period**, and two to each Targeted Application Window, unless specified otherwise in the Targeted Application Window.

## I. Geographic Coverage

The Challenge will source innovative solutions globally for implementation in one or more of the following countries: Argentina, Brazil, Chile, Colombia, Ecuador, Guyana, Panama, Peru, Trinidad and Tobago, and Venezuela. USAID will fund the implementation of solutions within Venezuela. This list could change based on the crisis. All changes will be available on the Challenge website (<https://juntosmejorve.org/>).

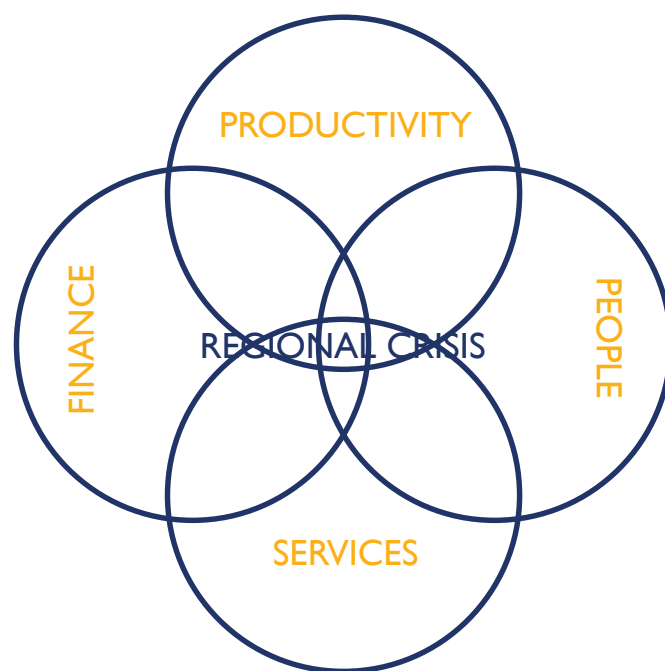
## II. Focus Areas

The Challenge is seeking solutions in the following focus areas: People, Productivity, Services, and Finance. Solutions to address the needs of Venezuelans and host countries could fit within one focus area or across multiple:

- **PEOPLE.** People are at the heart of the regional Venezuela crisis. Under this focus area, we seek solutions that can expand the personal and institutional capacities that help Venezuelans and the communities affected by the crisis develop needed skills and networks as well as that promote social cohesion and peaceful community relationships.

The People focus area can include, but is not limited to, the example activities listed below. Applicants are encouraged to propose other creative and imaginative solutions.

- Development of *workforce and talent*. Venezuelans, whether displaced or not, could require training to contribute to the local economy. Migrant populations, for instance, require country-specific knowledge of regulations or certifications, or to update, realign, or improve their skills to engage in the local job market.
- *Supporting civil society and community engagements*: As Venezuelans and those who host them manage this crisis, communities and groups could need support organizing and effectively communicating with local government, private sector, donors, and other stakeholders in order to participate in decisions about resources, policies, elections and other issues affecting their lives.
- *Peacebuilding, mitigating tensions*. Solutions may be needed to help build relationships within and between communities that reduce tensions and promote collaboration and social cohesion. Outside Venezuela, the strain on resources caused by the crisis, for instance, could generate tensions between migrants and host communities that through novel solutions could resolve—such as cross-cultural training on managing disputes.



- **PRODUCTIVITY.** Economic activity, supply-chains, and access to goods and products are being disrupted, strained or require adaptation. Under this focus area, we seek solutions that can help build livelihoods and improve access to products essential to daily life. Solutions, for example, could relate to creating alternative value and supply-chains for products, like pharmaceuticals or transport, needed on an interim basis or as a bridge until governments and/or the private sector can recover or adjust. Proposed solutions should leverage or build upon (but not undermine) existing systems, authorities, or businesses.

“Productivity” can include, but is not limited to, the examples below. Applicants are encouraged to propose other creative and imaginative solutions:

- Entrepreneurship. Resilient people often make opportunity out of crisis. New start-ups and existing small and medium-sized enterprises need support to learn and adapt their ideas and models, build their businesses, and grow and thrive in an uncertain environment. This could cut across other focal areas.
  - Food security and agricultural production. Regular cycles and systems for the production and distribution of food and related markets can face severe disruptions in a migration and economic crisis. Solutions to improve the ability of host communities, the private sector, donors, governments and development partners to ensure the food security of migrant and host communities are important.
  - Value and supply chain strengthening. In man-made crises, value- and supply-chains can be impacted in ways that affect livelihoods, as well as the access to, and the quality of, products essential to daily living. Solutions could include creative approaches to the community-based distribution of products, to partnerships, or to models that improve logistics and operations related to products. They also could include strengthening value-chain that ensures the quality and cost-effectiveness of the production and distribution of products.
- **SERVICES.** Affected governments, the private sector, non-governmental organizations (NGOs), and other service providers are often overstretched or limited in what they can provide in a crisis. The substantial flow of vulnerable Venezuelans, for example, is straining health care, education, and other basic social services in hosting countries. Under this focus area, we seek solutions that respond to problems in the delivery of such services by improving and complementing, but not undermining, existing public and private providers. Ideally, these solutions can be scaled and continued (whether through partnership or integration) as conditions change. Solutions that focus on promoting inclusion in the delivery of basic social services across underserved, neglected, or marginalized communities are encouraged.

The Services focus area can include, but is not limited to, the types of activities listed below. Applicants are encouraged to propose other creative and imaginative solutions.

- Administrative services. Demand for administrative services in a crisis could be high, or the capacity to deliver them compromised. Solutions could be needed to verify, issue, confirm, transfer, and store many kinds of government-issued documents, such as personal status or identity documents and social registries. Securing other administrative services, such as building permits, work permits, and business registration, could may benefit from an innovative solution.

- Basic social services, including education, health, water, sanitation, hygiene (WASH) and energy. Solutions to improve the access to, and the quality of basic social services for Venezuelans and affected communities could be appropriate. Problems tackled could include off-grid energy solutions; the delivery of health care, access to products medical supplies; and new approaches to delivering basic education for displaced people.
- Connectivity and mobility. Connecting to information, people, and resources is essential to daily living in a crisis. Solutions that improve access to information, communication between communities and families, and facilitate business and the delivery of services to affected communities could be needed.
- **FINANCE.** Accessing and transferring capital and opening and maintaining bank accounts are all significant challenges being experienced by Venezuelans as the crisis unfolds.

This focus area can include, but is not limited to, issues listed below. Applicants are encouraged to propose other creative and imaginative solutions:

- Remittances and Cash Transfer. The ability to move money in and out of the hands of migrants and their families quickly, reliably and cost-effectively wherever they may be.
- Access to finance. Capital is essential to operating a business, NGO or any endeavor. The Challenge is interested in helping people and organizations access capital through financial products and services aligned to the unique circumstances of migrant populations and their host communities while maintaining business viability for the service provider(s).
- Fintech. The Challenge is interested in appropriate technology that supports transactions related to daily living, to delivery of basic and administrative services, and the ability of migrants and host communities to manage and use their money.

### III. Core Principles

We are seeking solutions that apply the following principles explicitly in their rationale and design:

#### INNOVATIVE SOLUTIONS

“Innovation” is defined as the development and application of unconventional, new and/or modification of, technologies, tools, products, services or processes to address the problem areas identified above.

For this call, we will consider funding innovation that has the potential to fundamentally transform the daily lives of Venezuelans and communities hosting them either by (1) approaching a problem in a substantially new and different way or, (2) adapting existing ideas for use in a new context. Solutions could include:

- New technologies;
- New ways of delivering or financing goods and services;
- More cost-effective or context-specific adaptations to existing solutions;
- New ways of increasing uptake of existing proven solutions;
- Policy changes, shifts or nudges based on behavioral economics;
- Social or behavioral innovations.



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## **USER-CENTERED**

Innovations should address the problem stated, the users that administer the solution, and those that are the end customers or beneficiaries of it. Innovations need to reflect the deep understanding of the problem a solution is addressing, relevant factors that influence the uptake and acceptance of the solution, and the long-term sustainability of the proposed solution. In short, innovations must be “context-aware.”

## **SCALABILITY**

Through this Challenge, we are seeking solutions across the range of maturity: from early stage through transition to scale. Our aim is to test, validate, and scale a range of solutions that can demonstrate scalability to succeed in the region, and in Venezuela.

Scalability refers to the ability for successful innovations to reach the highest number of people who will benefit as possible. There are a variety of pathways to consider when scaling, including:

- a. market-based/commercial pathway;
- b. a public strategy via incorporation into the practices of developing-country governments, the private sector, NGOs, donors, or philanthropists; or
- c. through a combination of commercial and public or philanthropic support.

## **SUSTAINABILITY**

Solutions should be built with sustainability in mind. “Sustainability” refers to the ability for successful solutions to continue beyond donor funding by financing activities locally and improving institutional or individual capacity to continue activities.

## **CONTEXT-AWARE**

Solutions must be tailored to the operating context to mitigate any potential negative effects and, when possible, amplify positive dynamics. The solutions must demonstrate how they incorporate the operating practices in Section I(A)(ii) throughout including risk mitigation. Solutions must demonstrate an understanding of the local activities, places, people, and dynamics that can divide and connect people, provoke or alleviate tensions or conflict, and present political dynamics and risks, as well as legal, regulatory, resource or institutional constraints.

*Risk-mitigation:* Political, personal, operational, and financial risk profiles for proposed projects or activities inside and outside Venezuela will vary, but are necessary to identify and mitigate risk. Risk-mitigation requirements should be calibrated and tailored to the level and type of the risks presented. For instance, work proposed inside Venezuela could require more extraordinary risk-mitigation measures, than for work proposed outside of the country. If a risk proves too great to be mitigated or the mitigation proposed insufficient, the Challenge could decline to fund or stop program funding.

## **MEASURABLE IMPACT**

The Challenge focuses on identifying, testing, and scaling lifesaving and life-improving innovation that make measurable progress against the critical problem areas outlined above. All funded solutions must improve the lives of those affected by the regional Venezuela crisis in a measurable way, or, for early stage ideas, have a reasonable potential to do so.

## **BUILDING SELF-RELIANCE**

The Challenge is seeking solutions that build self-reliance among Venezuelans inside their country and the Venezuelan diaspora community and those who are hosting them. Solutions need to build capacity or skills in communities to enable them to solve their own problems or expand networks independent of the Challenge to do so. The solution’s approach, or local partnerships in implementing the solution could do so.

## **INCLUSION**

Solutions submitted to the Challenge must promote inclusion and diversity, including in its operational structure and approach, in multiple dimensions:

- Within and across communities, including host and migrant ones;
- The interests and needs of women and girls, and people who are marginalized because of their gender, sex, sexuality, religion, ethnicity, age or income, as well as people with disabilities, and under-represented groups; and
- Expanding the reach of the Challenge to new, non-traditional solvers, or working substantively with a local or non-traditional solver or entity.

## **TRANSPARENCY AND ACCOUNTABILITY**

The Challenge is seeking solutions that increase the capacity of public and private entities to monitor the provision and consumption of goods and services in an equitable and transparent manner. Additionally, awardees should operate in a manner that ensures financial information and operating processes and protocols are transparent to the Challenge and all relevant stakeholders the solution is engaging.

## **IV. What We Are Not Looking For**

The following types of projects are not a good fit for the Challenge's objectives:

- Solutions routinely employed (therefore not innovative) and funded in complex crises environments, such as the distribution of food, general elections administration or, labor-market surveys;
- Solutions unlikely to lead to significant development or humanitarian impact for affected Venezuelans and host communities;
- Solutions with minimal demonstration of effectiveness and impact;
- Support to ongoing programs or related costs, including organizational overhead, training, or capacity-building initiatives not linked to the solution;
- Planning or diagnostic tools that do not directly link to measurable development and humanitarian outcomes;
- Discovery science or basic scientific research (e.g., laboratory research of a prototype with no field testing);
- Large-scale infrastructure and heavy machinery or equipment;
- Solutions that support police, military, militias, or other security forces, including any military, police, or surveillance equipment or tactics;
- Solutions that procure restricted or ineligible commodities (see Chapter 312 of USAID's Automated Directives System);
- Solutions that involve intellectual property rights are owned by a third-party institution, unless the third-party institution has granted the applicant sufficient license rights to the innovation to permit eventual scaling in relevant countries; and
- Solutions exclusively focused on publications and studies, video productions, and other media, not related to a practical solution.

## II. AWARD INFORMATION

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### A. OVERVIEW

The Challenge intends to deliver a wide variety of awards to eligible applicants under this APS. Through this call, we are seeking solutions that address the focus areas described above. Based on the availability of funds, we anticipate a minimum of \$9 million to be available for awards, potentially complemented by technical support to grow the success of innovations at all stages of maturity. The Challenge partners reserve the right to adjust criteria, process, or requirements in the interest of the Challenge's objectives.

### B. TARGETED APPLICATION WINDOWS

To respond more effectively to the regional Venezuela crisis, the Challenge may open Targeted Application Windows that seek solutions to problem areas identified by key stakeholders. The content for the Targeted Application Windows will be drawn from consultation with key stakeholders through co-creation events, community and online engagement, technical experts, and other research and activities. Each Targeted Application Window will focus on a discrete challenge statement and will have unique requirements for concept papers and evaluation criteria. The Challenge Partners will issue Targeted Application Windows as an addendum to the APS, and make them available on (<https://juntosesmejorve.org/>).

### C. FUNDING TYPES

The Challenge Partners will issue awards through each organization's respective mechanisms and processes. This could include grants (including fixed amount awards), cooperative agreements, loans, equity investments, and other types of financing. Any potential Challenge funding is contingent on approval according to the funding organization's policies, institutional priorities, and procedures.

Awards by USAID will generally be grants under contract, and will be subject to USAID's mandatory standard provisions. Mandatory standard provisions for U.S. NGOs appear here: <https://www.usaid.gov/ads/policy/300/303maa>. Please note that U.S. NGO's can receive funding up to \$500,000 in response to this solicitation. Mandatory standard provisions for non-U.S. NGOs appear here: <https://www.usaid.gov/ads/policy/300/303mab>.

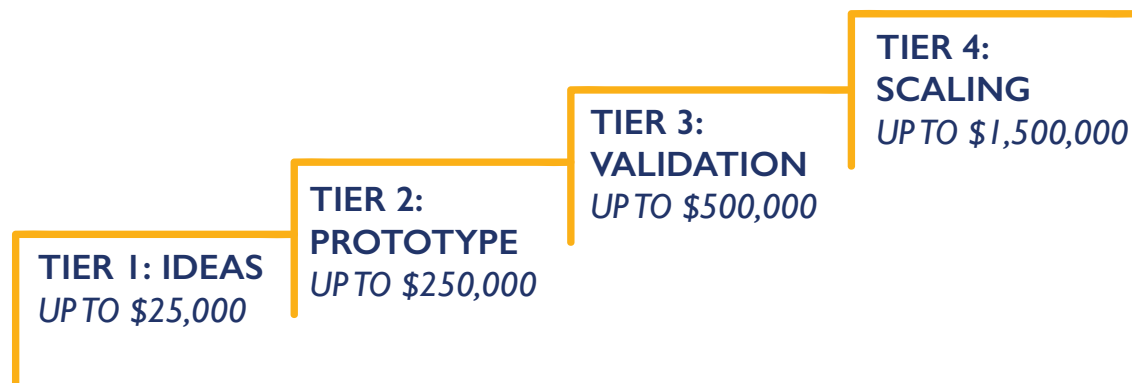
Awards by the IDB Lab funding are contingent upon approval by the IDB according to its own policies, institutional priorities and procedures. Award decisions are on a case by case basis and there is no intention of making financing accessible to every Challenge awardee. Among other criteria, IDB Lab's funding is limited to organizations legally incorporated in IDB Member countries.

### D. PERIOD OF PERFORMANCE

Awards start upon signature. The period of performance for each award will depend on its scope of work.

## E. FUNDING TIERS

The Challenge will fund a range of innovative solutions at four stages of maturity: Ideas, Prototype, Validation, and Scaling. Each funding tier is described below in further detail. Applicants should submit concept papers for the funding tier that most appropriately fits the solutions stage of maturity. The Challenge partners reserve the right to fund solutions in the tier, and for the amounts, determined most appropriate.



### Tier 1: Ideas (up to \$25,000):

Tier 1 helps solvers develop, refine, and/or test an early-stage idea that will result in an innovative prototype (service, product, process, or business model) that addresses a focus area. Solutions at the “Ideas Tier” should reflect the local context to ensure the concept is feasible and meets the needs of target beneficiaries.

### Tier 2: Prototype (up to \$250,000):

Tier 2 solutions have a prototype (service, product, process, or business model) and are starting to pilot within the Challenge context. These awards should help solvers better understand end-users and align the solution to their needs and the context of the regional crisis, assess the potential for positive impact, and assess the operational feasibility of the solution.

### Tier 3: Validation (up to \$500,000):

Tier 3 solutions have completed a successful prototype, and are now ready to test market- or target-readiness within the Challenge context prior to scaling. Tier 3 solvers have some information on operational, social, and financial viability, but need to further test their business or delivery model before scaling. Tier 3 awards should have collected data and be able to use them to learn, adapt, and/or demonstrate demand for their solution. Solutions successfully piloted in other contexts that are being replicated and/or adapted to the Challenge context are eligible for Tier 3 awards.

### Tier 4: Scaling (up to \$1,500,000):

Tier 4 solutions have demonstrated market- or target-readiness within the geographic focus area of the Challenge. Tier 4 provides catalytic funding to scale a solution to reach more people or expand to new geographies. Solutions that are scaling through market-driven approaches should demonstrate commercial viability in their existing location, and the ability to attract commercial and/or impact capital to support expansion. For public-sector-focused solutions, organizations should have established partnerships that will support the solution to scale. Tier 4 solutions must collect data on the number of end-users or people reached and the measurable outcomes of the solution, and they are required to *leverage additional external funding*. *Section III C, Cost-Share and Matching provides further information.*



## **F. ABILITY TO RECEIVE FOLLOW-ON AWARDS**

Applicants may enter the Challenge at any of the four funding tiers described above. Awardees that successfully implement solutions under the Ideas, Prototype, or Validation tiers may apply for funds in the next tier by submitting a new Concept Paper. Receipt of funding at any stage does not guarantee future funding at another tier. Additionally, organizations are encouraged to review and submit applications for Targeted Funding Windows.

## **G. CONSIDERATION FOR OTHER FUNDING OPPORTUNITIES**

The Challenge may identify opportunities to strengthen or fund a concept paper or application by connecting the applicant with other potential financiers and/or external partners. The Challenge Partners may make all applications submitted to the Challenge available to other Challenge partners and other non-Challenge funding opportunities. If your organization would prefer that the Challenge Partners not share your concept paper or application outside of the Challenge, please clearly mark your submission accordingly.

## **H. SUPPORT TO AWARDEE**

Awardees are eligible for non-financial support to help accelerate their solution toward their intended impact and effective and compliant management.

Each Challenge partner that is providing funding will offer basic level of technical support to ensure awardees understand and comply with the terms of the award.

The Challenge will provide additional levels of technical support linked to the needs of awardees and the funding tier of their award. The Challenge will work with selected awardees to analyze barriers to the growth and impact of their solutions, and develop support that provides a clear, actionable path for the awardee to reach technical, financial, and impact milestones. Key performance indicators established at the time of award will describe this plan.

## III. ELIGIBILITY CRITERIA

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### A. ELIGIBLE APPLICANTS

Applicants must meet the following requirements to participate in the Challenge:

- **Type.** Eligible organizations for the Challenge include the following:
  - National, regional, and local organizations;
  - NGOs (U.S. and non-U.S.);
  - Indigenous organizations and community-based entities;
  - Foundations;
  - Private enterprises or firms, including start-ups;
  - Business associations;
  - Faith-based organizations;
  - Women-owned/women-led enterprises; and
  - Universities, academia and think tanks.
- **Size.** The Challenge is open to all eligible organizations, regardless of size. We encourage applications from small and medium-sized enterprises (SMEs).
- **Organizational Capacity.** Applicants must successfully complete all pre-award requirements and have the capacity to manage and spend funds compliantly. Additionally, the organization must be legally registered (possess government certification of registration).
- **Location.**
  - Applicants may be located anywhere in the world, including from inside Venezuela.
  - Applicants must implement proposed solutions in one or more of the target geographies listed in Section I(B)(II).
  - Applicants must either already have a presence in the proposed country of implementation or must have a local partner and provide supporting documentation of that partnership.
- **Language.** Applicants may submit concept papers in English or Spanish.
- **Impact.** Solutions must be directly related to the regional Venezuela crisis, the focal areas outlined in Section I, and benefit those affected by the regional crisis.

### B. INELIGIBLE APPLICANTS

The following organizations are **not** eligible for funding under the Challenge:

- Political parties, groupings, or institutions, or their subsidiaries or affiliates;
- Organizations or persons that appear on the List of Parties Excluded from Federal Procurement and Non-Procurement Programs, the United Nations Security Council Consolidated List, or have an active restriction or exclusion on the System for Award Management (SAM) list;
- Organizations or persons that advocate, promote, or engage in illegal activities or anti-democratic activities;
- Any entity found to have materially misused Challenge partners' funds in the past;

- Any entity affiliated with any of the Challenge partners or Resonance, its officers, directors, or employees;
- Any governmental organization;
- Public International Organizations as defined by USAID; and
- Individuals.

If submitted under a Targeted Application Window, a solution must comply with any additional requirements of that call.

## C. PROFIT OR FEE

If profit-making organizations apply for funding under this APS and receive a USAID award, the applicant is not authorized to receive any profit or fee. This restriction does not necessarily apply to funds received from other Challenge Partners.

## D. COST-SHARING OR MATCHING

Cost-sharing or matching refers to the resources a recipient contributes to the total cost of an award. The Challenge encourages cost-sharing or matching, that is, using in-kind resources or funding from a different source, from all applicants. However, cost-share or match is a requirement for all IDB funded applicants and USAID Tier 4 applicants. The Challenge Partner that is funding the award will provide the details of required cost-sharing or matching arrangements at the application stage.

Cost-sharing or matching becomes a condition of an award when it is part of the approved award budget. The Challenge Partner will negotiate cost-sharing or matching with the applicant based on the award amount and the Challenge Partner requirements. Addenda issued under the APS may require cost-sharing or matching.

## E. PARTNERSHIPS

The Challenge encourages applicants to develop solutions with partners, including joint partnerships and sub-recipients. Applicants are encouraged to work with organizations based in the affected community or communities to help build self-reliance and to join up with eligible organizations that have complementary skill sets and/or capabilities.

If an applicant includes sub-recipients for the implementation of an award, applicants should demonstrate how these sub-recipients complement the organizational capabilities of the applicant and how the partnerships strengthen the overall project plan. While each member of the partnership should have a defined role under the agreement, the prime recipients of an award are responsible for all administrative, management, and reporting requirements to the Challenge funding Partner.

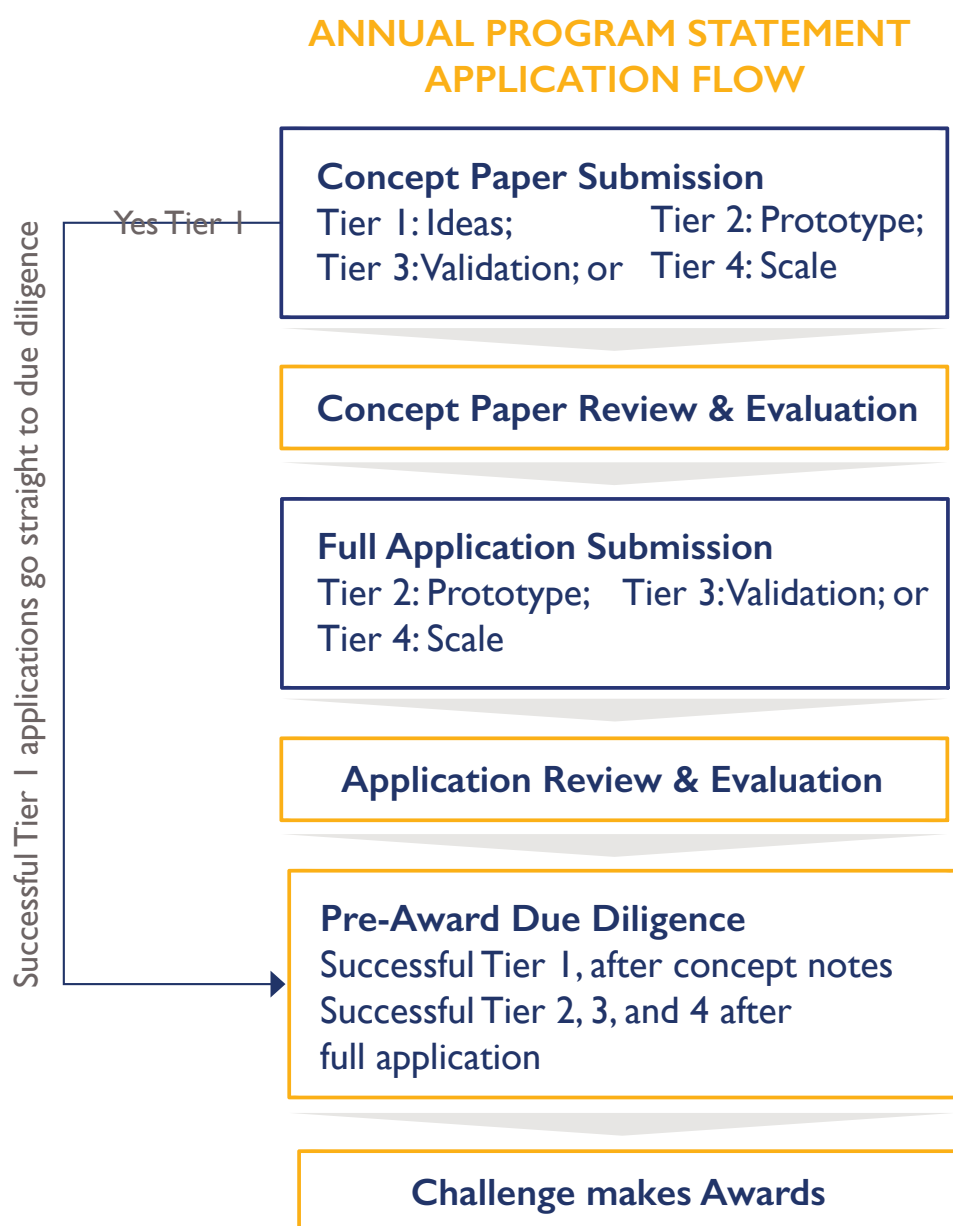
## IV. APPLICATION PROCESS AND EVALUATION CRITERIA

### A. QUESTION AND ANSWERS

Applicants should submit all questions regarding this solicitation to the email address: [info@juntosmejorve.org](mailto:info@juntosmejorve.org). The Challenge Partners will answer questions on a monthly basis and post the responses publicly on <https://juntosmejorve.org/>.

### B. THE APPLICATION PROCESS

The Challenge has outlined the process through which potential applicants must apply for the APS.



## C. CONCEPT PAPER

Interested applicants can submit a concept paper via the online <https://juntosesamejorve.org/apply> by using the Concept Paper Form in Annex I. Applicants may submit **concept papers in either English or Spanish**. Each organization may submit **up to two (2) concept papers to the APS**. If an applicant submits more than one concept paper, they should describe distinct ideas. Applicants should not submit the same idea to two different funding tiers.

The objective of a concept paper is to give a clear understanding of the solution proposed. Concept papers concisely describe the following:

- The problem the solution is addressing;
- The proposed solution;
- Activities the applicant will implement;
- Expected results and how the applicant will measure them;
- Project team, including partners;
- Funding tier and anticipated budget; and
- Focus area(s) the solution is addressing

Applicants must read and understand the evaluation criteria to complete the Concept Paper Form appropriately.

## D. ELIGIBILITY REVIEW

The Challenge will conduct an initial eligibility review to ensure the concept papers are complete and comply with all of the eligibility criteria listed in Section III. The Challenge will notify in writing applicants who do not meet the minimum eligibility criteria.

## E. EVALUATION OF CONCEPT PAPERS

After an eligibility review, the Challenge Partners will assess and judge each eligible submission for inclusion in the Challenge. Judges could be external experts or staff of Challenge Partners (currently IDB and USAID) and affiliated partners. The judges will assess eligible concept papers against the evaluation criteria and will review budgets for cost-reasonableness. However, cost will not factor into the evaluation criteria. The Challenge Partners may undertake additional due diligence at this stage based on location, topic, or other factors.

The Challenge will score concept papers against the evaluation criteria by using a point system, as outlined below. The Challenge will mark concept papers that receive 69 points or less as “Declined to Fund,” and the process will end for that concept paper.

The Challenge will only consider funding those concepts papers receiving 70 points or higher. For Tier 1, the Challenge will move these concept papers to the pre-award due-diligence process. For Tier 2-4, the Challenge may invite the submitter of the concept papers to submit a full application and, potentially, to participate in a co-design workshop.

All decisions are final and not subject to review.

EVALUATION CRITERIA	MAXIMUM SCORE
<p><b>I. Innovative and Context-Aware Solution</b></p> <p><i>The extent to which the applicant:</i> Demonstrates a strong, evidence-driven understanding of the problem; provides clear rationale for why the proposed solution is best-suited to address the problem, why the solution is innovative and user-centered, and how the solution is different from existing approaches; demonstrates an understanding of the context in which the applicant will implement the solution; and describes potential risks or challenges and how the applicant will address them.</p>	35 points
<p><b>II. Pathways to Sustainability and Scalability</b></p> <p><i>The extent to which the applicant:</i> Describes if the solution could be scaled, and, if so, how (Note: If the solution is not scalable, the Challenge will award points on the justification of why not); and explains how the applicant will sustain the activity beyond the donor funding.</p>	20 points
<p><b>III. Impact and Measurement</b></p> <p><i>The extent to which the applicant:</i> Describes the intended impact of the solution; explains how the solution builds self-reliance; and details how the applicant will monitor and measure the intended impact of the solution and its inclusivity.</p>	20 points
<p><b>IV. Organizational Capacity</b></p> <p><i>The extent to which the applicant:</i> Describes the implementation team’s experience, roles, and responsibilities; how the applicant models an inclusive approach in its team structure; demonstrates transparent and accountable operating practices, and that the solution is plausible given the timeframe and funding tier.</p> <p><u>For Tier 2, 3, and 4 only</u>, the organization has previous experience in implementing projects of similar size, scope, and complexity.</p>	25 points
<p><b>Total Maximum Score</b></p>	100 points

## F. PARTICIPATE IN CO-DESIGN (OPTIONAL AND BY INVITATION ONLY)

The Challenge may invite applicants that pass the concept note evaluation to a co-design to further develop and strengthen their solutions prior to submitting a full application. Participation in co-design events will depend on the timing of the events and available resources. The Challenge may invite applicants to submit a full application without participation in a co-design event.



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## G. FULL APPLICATION (BY INVITATION ONLY)

The Challenge may invite applicants with successful concept papers to submit a full application. The Challenge will provide detailed application instructions to those applicants invited to submit full applications. The Challenge will publish the application form(s) on the website (<https://juntosesmejorve.org/>). The Challenge will apply different application processes depending on which Challenge partner could fund the proposed solution.

For IDB to invite applicants with successful concept papers to be considered for its funding, applicants must be entities from the 48 member countries of the Inter-American Development Bank Group (IDBG). USAID does not have a similar geographical restriction for such applicants to be considered for its funding. Other Challenge partners may have their own geographical restrictions.

The objective of the application is to give the applicant an opportunity to provide additional details and supporting documentation about their solution. Full applications may include information, such as that listed below. Note this list is illustrative.

- Clear, data driven problem statement;
- Description of the proposed solution;
- The focus area(s) the solution is addressing;
- Description of target beneficiaries;
- Activities that will be implemented;
- Description of how the proposed solution exemplify the Challenge's Core Principles;
- Expected results;
- Financial return and profitability in the case of for-profit solutions;
- Mechanisms for monitoring and measuring program performance and expected results;
- Project team, including CVs;
- Project partners, including letters of commitment/partnering agreements;
- Funding tier;
- Detailed description of prior related work;
- Activity plan; and
- Detailed budget.

All full applications will be submitted via the online platform (<https://juntosesmejorve.org/>). Applicants will be required to submit applications in accordance with the guidance provided to them by the Challenge.

Note: Request for a full application does not obligate any of the Challenge partners to issue an award to the applicant.

## H. EVALUATION OF APPLICATIONS

A selection committee will review the full application in accordance with the merit-review criteria provided to applicants and published on the platform (<https://juntosesmejorve.org/>).

The Challenge Partners may undertake additional due diligence at this stage based on location, topic, or other factors. The selection committee will meet to make technical recommendations to help determine which applicants to fund.

The selection committee reserves the right to conduct discussions and negotiations with applicants prior to final selection.

All decisions of the Challenge are final and not subject to further review.

## I. PRE-AWARD ASSESSMENTS

All successful applicants will undergo a pre-award determination process. The Challenge must be fully satisfied that an applicant is capable and qualified to manage the award, including assessing risks and identifying any risk-mitigation measures.

The Challenge Partners may use several methods to evaluate the organizational capacity of the prospective award. The method selected will depend on the type, complexity, and amount of the proposed award agreement, as well as the procedures of the Challenge partner that might fund it. The pre-award process determines whether the applicant is capable and qualified to manage the award. The process could include selecting the award type; a pre-award survey; cost negotiation; review of environmental and other risks; gender analysis; and signing certifications.

If the pre-award survey shows the organization has a history of poor performance, is not financially stable, has insufficient management systems, has not conformed to the terms and conditions of a previous award, or is not otherwise responsible, the Challenge either could decline to fund the application or include special conditions on the award. Please note that a pre-award survey does not commit the Challenge to make any award.

For USAID's awards, applicants must sign the certifications in Annex II, provide a DUNS number, and be registered on the [System for Award Management \(SAM\)](#). Please see Annex III for more information on the DUNS and SAM process.

For IDB Lab awards, applicants will need to follow IDB's policies and procedures as instructed by IDB Lab personnel.

## J. MAKE AWARDS

Applicants who have successfully completed the pre-award process could receive an award from the Challenge, but are not guaranteed to do so. Challenge funding partner will negotiate the type, amount, and duration of the award during the pre-award assessment process or project design.

The Challenge could decide not to fund an application for any reason, or to hold an application for future funding. All decisions are final and not subject to further review.



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## V. ADDITIONAL CONSIDERATIONS

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### A. ENVIRONMENTAL ASSESSMENT

The Challenge funding partner will not make an award until the applicant has completed the Challenge Partner's environmental-compliance requirements. Applicants will have to identify any environmental impacts that funding of their activity could cause. An environmental assessment process will take place prior to an award. If the Challenge partner finds an award to have a significant impact on the environment, the Challenge partner will provide guidance to ensure the project adopts appropriate environmental safeguards for all activities, and the award will be contingent on compliance with such guidance.

### B. GENDER ASSESSMENT

The Challenge encourages applicants to explore opportunities to advance equality between women and men and female empowerment in designing new approaches. This includes pursuing an inclusive approach to foster equality; building partnerships across a wide range of stakeholders; and harnessing innovation to reduce gender gaps and empower women and girls.

### C. PROPRIETARY INFORMATION

Unless otherwise marked as provided below, the Challenge partners may use any data/information included in concept papers or applications for purposes of the Challenge. However, if the application includes sensitive or proprietary data/information, applicant must clearly mark such information as sensitive or proprietary. If properly marked, the Challenge will only use such information for purposes of assessing the submission, as provided in this APS, and any parties provided access will be on a need-to-know basis, and such parties will acknowledge their obligations to protect such information.

### D. INTELLECTUAL PROPERTY

The Challenge aims to facilitate research and development that will lead to innovative, and potentially commercially viable, solutions. Understanding the sensitive nature of submitters' information, Challenge partners will work with organizations to protect intellectual property (IP).

USAID awards provide ownership of any funded IP to successful applicants, with a license to USAID (see 2 CFR Part 200.315 of Title 2 of the Code of Federal Regulations).

Applicants must ensure an adequate license to any third-party IP required for the activity.

### E. TITLE AND RIGHTS TO PROPERTY

Title to property acquired with Challenge funds vests in the Awardee.

## F. AUTHORITY/GOVERNING REGULATIONS

USAID will make its awards are made under the authority of the U.S. Foreign Assistance Act and USAID's Automated Directive System (ADS) Chapter 302.3.5.6, "Grants Under Contract." USAID will administer awards in accordance with Chapter 303 of USAID's ADS, the Standard Provisions in USAID's awards, and applicable U.S. Government regulations.

- The Standard Provisions for U.S. NGOs are available at:
- <https://www.usaid.gov/ads/policy/300/303maa>
- The Standard Provisions for Non-U.S. NGOs are available at: <https://www.usaid.gov/ads/policy/300/303mab>

## G. GEOGRAPHIC CODE

The Authorized Geographic Code for the procurement of goods and services under this APS is 935, which means any area or country including the recipient country but excluding any country that is a prohibited source.

## H. PROHIBITION ON TRANSACTIONS WITH TERRORISTS

U.S. Executive Orders and law prohibit transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. The recipient of an award has the legal responsibility to ensure compliance with these Executive Orders and laws.

## I. BRANDING AND MARKING

The Challenge funding Partners will provide guidance to awardees on the requirements for marking and branding under their awards. Awardees, as directed by the Challenge funding Partners, shall cooperate, facilitate, and support these requirements as needed.

# ANNEX I Concept Paper Form

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## CONCEPT PAPER FORM

*The Concept Paper should total no more than 2,500 words, which is approximately five (5) single spaced pages in length.*

### I. INNOVATIVE AND CONTEXT-AWARE SOLUTION (750 WORDS)

Describe your innovative and context-aware solution. Your description should demonstrate a strong evidence-driven understanding of the problem being addressed; provide a clear rationale for why the proposed solution is best suited to address the problem; why the solution is innovative and how it is differentiated from existing approaches; demonstrate an understanding of the local context; describe potential implementation risks or challenges and how they will be addressed.

### II. PATHWAYS TO SUSTAINABILITY AND SCALABILITY (500 WORDS)

Discuss the extent to which your solution could be scaled and if so how. If your solution is not appropriate for scaling explain why. Describe how the activity will be sustained beyond the donor funding.

### III. IMPACT AND MEASUREMENT (500 WORDS)

Describe the intended impact of your solution. What people, communities, organizations or sectors will be impacted. Discuss how you will monitor and measure that your solution is progressing toward impact as intended.

### IV. ORGANIZATIONAL CAPACITY (750 WORDS)

Describe the implementation team, including individuals and partner and collaborating organizations. Provide details of the roles and responsibilities of the individuals who will implement the solution. Provide a timeframe for the major activities of the solution.

### V. OTHER CONSIDERATIONS

If your organization would prefer that your concept paper or application is not shared outside of the Challenge, please click check here.

## ANNEX II Required Certifications

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### A. CERTIFICATION REGARDING LOBBYING (22CFR 227)

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal Cooperative Agreement, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned must complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.
3. The undersigned must require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients must certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification will be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### B. PROHIBITION ON ASSISTANCE TO DRUG TRAFFICKERS FOR COVERED COUNTRIES AND INDIVIDUALS (ADS 206)

USAID reserves the right to terminate this Agreement, to demand a refund or take other appropriate measures if the Grantee is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140. The undersigned must review USAID ADS 206 to determine if any certifications are required for Key Individuals or Covered Participants.

If there are COVERED PARTICIPANTS: USAID reserves the right to terminate assistance to or take other appropriate measures with respect to, any participant approved by USAID who is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

### C. CERTIFICATION REGARDING TERRORIST FINANCING

By signing and submitting this application, the prospective recipient provides the certification set out below:

- I. The Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph
  
2. The following steps may enable the Recipient to comply with its obligations under paragraph I
  - a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC), or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Recipient.
  
  - b. Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security Council (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al-Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's Web site: <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>.
  
  - c. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.
  
  - d. The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.
  
3. For purposes of this Certification –
  - A. Material support and resources” means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safehouses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials.”
  
  - B. “Terrorist act” means –
    - i. An act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: <http://untreaty.un.org/English/Terrorism.asp>); or
  
    - ii. An act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or

- iii. any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.
- C. “Entity” means a partnership, association, corporation, or other organization, group or subgroup. References in this Certification to the provision of material support and resources must not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the Recipient has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.
- D. The Recipient’s obligations under paragraph I are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Recipient has reason to believe that a vendor of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

This Certification is an express term and condition of any agreement issued as a result of this application, and any violation of it will be grounds for unilateral termination of the agreement by USAID prior to the end of its term.

## D. CERTIFICATION OF ANTI-KICKBACK AND NO CONFLICT OF INTEREST

Offeror hereby acknowledges that Resonance is a USAID contractor and must fully comply with all USAID regulations, including those relating to ethics and integrity in purchasing. Specifically, there may be no transactions entered by Resonance that involve kickbacks and/or present a conflict of interest on the part of either Resonance or those individuals or entities with which Resonance does business.

Kickback, as used above, means any money, fee, commission, credit, gift, gratuity, thing of value, or compensation of any kind which is provided, directly or indirectly, to any employee, subcontractor, or subcontractor employee for the purpose of improperly obtaining or rewarding favorable treatment. No person or entity is to either provide or attempt to provide any kickback, nor to solicit, attempt to solicit, or accept a kickback during any transaction. Nor will Offeror include, either directly or indirectly, the amount of any kickback in the price charged to a USAID contractor.

Offeror will act in a manner consistent with his/her fiduciary responsibilities to Resonance and will exercise particular care that no detriment to Resonance results from conflicts between their interests and those of Resonance and/or any beneficiary. Offeror is considered to have a conflict of interest when Offeror has an existing or potential financial or other interest that impairs or might appear to impair

Offeror's independence of judgment in the discharge of responsibilities to Resonance or that may result in undue benefit to any party to this transaction or beneficiary therefrom.

The Offeror shall have in place and follow reasonable procedures designed to prevent and detect possible violations as described above in its own operations. When Offeror has reasonable grounds to believe that a violation of the above may have occurred, Offeror shall promptly report in writing the possible violation to Resonance in care of the Chief of Party, Catalyst Project.

Therefore, Offeror hereby states that, to the best of his/her knowledge, that no violation of the above has or will take place in relation to the transaction currently under consideration.

## E. CERTIFICATION OF RECIPIENT

By signing below the recipient provides certifications and assurances for:

- (1) Certification Regarding Lobbying (22 CFR 227),
- (2) Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206) and
- (3) Certification Regarding Terrorist Financing, and;
- (4) Certification of Anti-Kickback and No Conflict of Interest.

These certifications and assurances are given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts, or other Federal financial assistance extended after the date hereof to the recipient by the Agency, including installment payments after such date on account of applications for Federal financial assistance which was approved before such date. The recipient recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in these assurances, and that the United States will have the right to seek judicial enforcement of these assurances. These assurances are binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign these assurances on behalf of the recipient.

On behalf of the Offeror:

Organization Name: \_\_\_\_\_

Organization DUNS Number:

Name and Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# ANNEX III DUNS & SAM Instructions

## DATA UNIVERSAL NUMBERING SYSTEM (DUNS)

### What is a **DUNS number**?

The Data Universal Numbering System (DUNS) number is a unique nine-digit identification number provided by Dun & Bradstreet (D&B). The DUNS number is specific to each organization. The DUNS number offers a way for the US federal government to support awardees.

### Who needs a DUNS number?

Any organization that wants to submit a grant application to the US federal government.

### Does this apply to non-US organizations?

Yes, this requirement applies to all types of organizations including foreign, non-profit, for profit as well as for state and federal government agencies.

### How do I get a DUNS number?

To Register for DUNS number go to: <https://www.dnb.com/duns-number/get-a-duns.html>.

- Select “USAID contractor/grantee”
- Choose the “Country or territory” where your organization is located; enter your organization’s address
- A list of organizations will appear. If your organization appears select it; if not, click “request new DUNS number”

### What do I need before I request a DUNS number?

Before you call D&B, you will need the following pieces of information:

- Legal Name
- Headquarters name and address for your organization
- Doing business as (dba) or other name by which your organization is commonly recognized
- Physical address
- Mailing address (if separate from headquarters and/or physical address)
- Telephone number
- Contact name and title
- Number of employees at your physical location

### How much does a DUNS number cost?

There is no charge to obtain a DUNS number.

### What should we do if our organization has more than 1 DUNS number?

Your organization will need to decide which DUNS number to use for grant application purposes and use only that number.

### Who at my organization is responsible for requesting a DUNS number?

This will vary from organization to organization. This should be done by someone knowledgeable about the entire structure of your institution and who has the authority to make such decisions.



### Who do we contact if we have questions?

If you have questions about applying for a DUNS number, go to the DUNS website (<https://www.dnb.com/contact-us.html>). You can call (+1-844-238-4790); email; or start a live chat.

## SYSTEM FOR AWARD MANAGEMENT (SAM)

### What is [System for Award Management \(SAM\)](#)?

SAM is a web-based, government-wide application that collects, validates, stores, and disseminates business information about the federal government's trading partners in support of the contract awards, grants, and electronic payment processes.

### Do I have to register for SAM?

SAM is a required step for your organization to be able to apply for federal grants. The information below describes SAM and explains the free registration process.

### What to check before registering with SAM?

Use the [SAM Status Tracker](#) to check your organization's registration status with SAM. You may also contact your grant administrator, financial department, chief financial officer, or authorizing official to identify whether your organization has already registered with SAM. If your organization is already registered, take note of who is listed as the E-Business Point of Contact (EBiz POC).

### How do I register with SAM?

To register with SAM, go to the [SAM website](#) with the following information:

- [DUNS number](#)
- [Taxpayer Identification Number \(TIN\) or Employment Identification Number \(EIN\). Note if you a non-US organization leave the TIN blank on your application form.](#)

When you register a new entity in SAM to do business with the U.S. government, SAM requires a [notarized letter](#) stating you are the authorized entity administrator before SAM will activate your entity registration in [SAM.gov](#).

When your organization registers with SAM, you must designate an EBiz POC. The EBiz POC is issued a Marketing Personal Identification Number (MPIN) by SAM, which gives you the authority to designate Authorized Organization Representatives (AOR). The AOR is the staff person in your organization who is allowed to submit applications in [Grants.gov](#).

### How long does it take to register with SAM?

Generally, after completing the online registration and sending your notarized letter confirming the entity administrator, it takes [up to two weeks to register with SAM](#), then one (1) business day for updates made in SAM to be reflected in [Grants.gov](#). However, your organization must first have an EIN. If your organization does not have an EIN, you should allow an additional five (5) [weeks to request and obtain an EIN from the IRS](#).

### Need more detailed assistance or instructions using SAM?

- [System for Award Management User Guide](#)
- [Federal Support Desk](#).