



**Determined Resilient Empowered AIDS-Free Mentored Safe**

**DREAMS  
INNOVATION  
CHALLENGE**

**OPPORTUNITY  
ANNOUNCEMENT**



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## 1 Overview

Building on its long-standing efforts to battle HIV and as part of its commitment to global public health, Johnson & Johnson issues this call for innovative ideas as part of the DREAMS Innovation Challenge, which is supported by the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), Janssen Pharmaceutica, NV, one of the Janssen Pharmaceutical Companies of Johnson & Johnson, and Viiv Healthcare.

This Challenge provides an open call for the public to submit innovative solutions to reduce new HIV infections among adolescent girls and young women in 10 countries in sub-Saharan Africa.

DREAMS is an ambitious \$385 million partnership committed to help girls develop into **Determined, Resilient, Empowered, AIDS-Free, Mentored,** and **Safe** women. DREAMS is delivering a Core Package of evidence-informed approaches that go beyond the health sector, addressing the structural drivers that directly or indirectly increase girls' HIV risk, including poverty, gender inequality, sexual violence, and lack of education.

The DREAMS Innovation Challenge seeks to award and implement solutions that further DREAMS' commitment to reduce HIV infections by infusing new thinking and approaches to meet the urgent, complex needs of adolescent girls and young women in the DREAMS countries. PEPFAR, Janssen Pharmaceutica NV (Janssen), one of the Janssen pharmaceutical companies of Johnson & Johnson, and Viiv Healthcare have committed \$85 million in awards for solutions that:

- Address unmet needs not covered by the DREAMS Core Package
- Introduce innovative solutions that have yet to be applied to the Challenge focus areas or implemented in the DREAMS countries
- Offer sustainable solutions that may be scaled or replicated in one or more of the 10 DREAMS countries to lead to long-lasting change
- Demonstrate readiness for rapid implementation and can show impact within two years

While the majority of this funding will be used for issuing awards to Challenge awardees, some of this funding will also be used towards award administration and management, as well as organizational capacity-building, and technical assistance to awardees.

The DREAMS Innovation Challenge greatly encourages applications from organizations that have not previously received U.S. government funding, either directly or indirectly, and/or are based in one or more of the 10 DREAMS countries. Existing partners are eligible to apply; however, a portion of the funding will be reserved for new partners. Announcement details about the opportunity, the application and awards process, and Challenge terms and conditions are outlined below.

## 2 Opportunity Information

### 2.1 Background

Despite considerable progress in the global response to the epidemic, AIDS is the leading cause of death for adolescents in sub-Saharan Africa. Girls and young women account for 71 percent of all new HIV infections among adolescents in the region, and more than 7,000 new infections a week globally. This must change.

To address this urgent and complex issue, PEPFAR launched DREAMS with the Bill & Melinda Gates Foundation, Girl Effect, Johnson & Johnson, Gilead Sciences, and ViiV Healthcare.<sup>1</sup> DREAMS is committed to reduce new HIV infections in adolescent girls and young women, ages 15 to 24. DREAMS is already delivering a Core Package of evidence-informed interventions in 10 countries, which account for nearly half of all new HIV infections: Kenya, Lesotho, Malawi, Mozambique, South Africa, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe. This Core Package of interventions goes beyond the health sector, addressing the structural drivers that directly and indirectly increase girls' HIV risk, including poverty, gender inequality, sexual violence, and lack of education, with the goal of reducing HIV incidence in females ages 15 to 24 by 40 percent by the end of 2017. To reach this goal, innovative approaches from new and existing players are needed. The image below represents the Core Package of interventions offered through DREAMS:

- 1 Empower Girls and Young Women**  
 Interventions for this population aim to empower girls and to reduce their risk for HIV and violence.
- 2 Reduce Risk of Sex Partners**  
 This activity aims to characterize "typical" sexual partners of adolescent girls and young women in order to target highly effective HIV interventions.
- 3 Strengthen Families**  
 Interventions for this population aim to strengthen the family economically, as well as in their ability to parent positively.
- 4 Mobilize Communities for Change**  
 These interventions aim to educate girls, young women, and young men, as well as mobilize communities.

## 2.2 Challenge Focus Areas

The DREAMS Innovation Challenge invites creative ideas in each of the following six focus areas, which are not covered by the evidence-informed, traditional interventions of the DREAMS Core Package. These ideas must demonstrate readiness for rapid implementation and be able to show impact within two years in one or more of the 10 DREAMS countries. Solutions must have a strong potential to help reduce new HIV infections among adolescent girls and young women.



### Focus 1: Strengthening Capacity of Communities for Service Delivery

The Challenge seeks innovative investment opportunities that strengthen the leadership and capacity of community-based organizations, such as non-profits, indigenous, and/or grassroots organizations, to support the expansion of interventions included in the DREAMS Core Package. Strengthening the leadership and capacity of community-based organizations is key to improving delivery of health-related services. Capacity building is

<sup>1</sup> Collectively referred to herein as "the DREAMS Partnership" or "DREAMS Partners"



an integral piece of the U.S. government's efforts to strengthen organizations and systems to perform core functions to address various facets of the HIV/AIDS epidemic sustainably over time. Applications are welcome in two mutually exclusive areas, each with a specific set of eligibility criteria:

**Focus 1A: Service Delivery** - This category is reserved for community-based organizations, with an annual revenue/income of less than \$1 million, who are delivering interventions included in the DREAMS Core Package in an innovative way. Awards are intended to support these organizations to deliver health-related services, link beneficiaries to health-related services, and/or create demand for health-related services. Capacity building is also permitted, where appropriate.

**Focus 1B: Capacity Building** - This category is reserved for larger civil society organizations (e.g., international, regional, and national), with an annual revenue of more than \$1 million, who are building the capacity of community-based organizations to deliver interventions included in the DREAMS Core Package in an innovative way. Awards are intended to focus exclusively on capacity building of or transfer of resources to community-based organizations to deliver health-related services, link beneficiaries to health-related services, and/or create demand for health-related services, not for the lead applicant to deliver health-related services.

Solutions for both 1A and 1B should focus on increasing community-based organizations' technical capacity for health-related service delivery. However, where necessary, managerial and financial capacity will be considered to a lesser degree. Consortiums, networks, alliances, and partnerships are encouraged to apply. Applications must indicate who is providing and receiving the capacity building.

Examples of eligible solutions include supporting community-based organizations to: increase their capacity to advocate for positive policy changes (e.g., age of consent for HIV testing); build the capacity community-based organizations run by women living with HIV/AIDS or organizations with strong representation of adolescent girls and young women to support/deliver DREAMS interventions; strengthening community-based organizations to create demand for DREAMS interventions; or, directly participate in service delivery to reduce the risk of HIV infection in adolescent girls and young women.



## Focus 2: Keeping Girls in Secondary School

The Challenge seeks innovative investment ideas to ensure girls' transition and access to enrollment in secondary school and address underlying retention issues. Girls' education is often called the social vaccine against HIV because of the significant reduction in HIV incidence among better-educated girls and young women. Increasing girls' access to and retention in education reduces their risk of contracting HIV. Better educated adolescent girls and young women tend to have more knowledge about how HIV is contracted and are better prepared to prevent transmission. This focus area complements the U.S. government's broader [Let Girls Learn](#) initiative that was launched to address the range of challenges preventing adolescent girls from attending and completing school, and from realizing their potential as adults.

Examples of eligible solutions include addressing costs related to school attendance, uniforms, and books; safety from violence; focusing on social norms that hinder secondary school completion or discriminatory gender norms including attitudes and beliefs about the value of school completion for girls; building social ties and interacting with mentors; addressing transportation barriers to and from school; eliminating long commutes and promoting safety during commutes; assisting girls with menstrual hygiene; preventing violence against girls; creating safe and hygienic bathrooms for girls; training teachers on gender sensitivity; and, supporting girls to return to school, including after pregnancy.



### Focus 3: Linking Men to Services

The Challenge seeks innovative investment opportunities that pioneer solutions to engage young and adult men and inform and link them to HIV counseling and testing, treatment, and voluntary medical male circumcision services, as appropriate. Recent studies have shown that working with males to promote gender equality can be an effective way to improve health and fight disease among both men and women. Engaging men in discussions about sexual and reproductive health can result in behavior change in both men and women, and result in increased condom use, less transactional sex, less substance abuse, and increased couple communication. Other studies showed a strong correlation between circumcised men and dramatic reductions in HIV incidence and prevalence.

Examples of eligible solutions include approaches to identify and engage men; testing uptake strategies; linkage incentives; or, shifting male gender norms.



### Focus 4: Supporting Pre-Exposure Prophylaxis (PrEP)

The Challenge seeks innovative investment opportunities to provide PrEP. PrEP is a way for people who do not have HIV, but who are at substantial risk of contracting it, to prevent HIV infection by taking a pill every day. This oral antiretroviral medication provides another effective option for prevention for people at high risk of HIV exposure, including pregnant adolescent girls in DREAMS districts.

Examples of eligible solutions include methods to better identify adolescent girls and young women appropriate for PrEP initiation based on their increased risk of HIV acquisition but who fall outside of traditional risk groups such as sex workers; demand creation for PrEP interventions; innovative packaging to increase desirability and adherence; and, adherence support services.



### Focus 5: Providing a Bridge to Employment

The Challenge seeks innovative investment opportunities to provide a post-secondary school bridge to employment for young women (ages 19 to 24) to decrease their risk for transactional sex and HIV. The availability and accessibility of employment opportunities can be critical factors in deterring young women from transactional sex work and significantly decreasing their exposure risk to HIV.



Examples of eligible solutions include training and skills-building interventions that are directly linked to employment opportunities such as apprentice or internship approaches; vocational or technical programs; providing pathways for young women into profitable industries for possible career opportunities; critical skills training; or, financial literacy programs.



### Focus 6: Applying Data to Increase Impact

The Challenge, with support from the Millennium Challenge Corporation, seeks innovative investment opportunities to increase the availability and use of data for DREAMS to inform policy, and increase program impact. This challenge window – Data4DREAMS<sup>2</sup> – will identify and support innovative solutions to unlock datasets, fill data gaps, and improve data accessibility and use at the local and subnational levels. The collection, use, and release of actionable data will help target populations at the greatest risk in geographic areas with the highest HIV/AIDS burden. Innovative products should be responsive to local priorities in DREAMS districts and accessible to key audiences, including policy makers, community health workers, educators, and civil society including women and girls in the communities DREAMS serves.

Examples of eligible solutions include innovative products, data visualizations, apps, and platforms that enhance the capacity of institutions and civil society to use data in DREAMS districts. A Data4DREAMS project might aggregate, layer, and visualize data from multiple sources and sectors to guide program implementation; utilize geospatial data (e.g., maps) in innovative ways to inform and advance program goals; or, promote community-owned citizen engagement data collection mechanisms (citizen-generated data) through various platforms (e.g., SMS, phone calls, sensors, or social media) to fill data gaps relevant to DREAMS at the local and sub-national levels.

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<sup>2</sup> If applicants submit Data4DREAMS proposals as the primary core area at the level \$100,000 - \$250,000 in Tanzania and/or Kenya, these Expression(s) of Interest will be considered for funding by the Data Collaboratives for Local Impact program supported by the PEPFAR – Millennium Challenge Corporation (MCC) Partnership. This partnership combines PEPFAR funding with PEPFAR's and MCC's operational experience related to data, local empowerment, and country ownership to improve the availability and use of data on HIV/AIDS, global health, gender and economic growth to promote data-driven programs and policies at the local level in Tanzania and Kenya.

Applicants wishing to submit an Expression of Interest at the \$100,000 - \$250,000 level for Data4DREAMS in Tanzania and Kenya, note that full application and selection criteria may differ from other countries. However, all eligibility criteria and application instructions below apply, and applicants interested in small awards for Data4DREAMS in Tanzania and Kenya should submit an Expression of Interest per the instructions below.

Additionally, in Tanzania and Kenya the Data Collaboratives for Local Impact program will include opportunities for smaller-scale funding (\$5,000 - \$100,000) targeting smaller collaborations of Tanzanian and/or Kenyan innovators and entrepreneurs who can promote greater use of data at the subnational level to achieve local impact. If you would like to be included in separate communications regarding this opportunity please send an email to [datcollaboratives@mcc.gov](mailto:datcollaboratives@mcc.gov).

## 2.3 Focus Countries and Districts

Innovation Challenge awardees are required to implement their project(s) in one or more of the following DREAMS districts:

- **Kenya:** Homa Bay, Kisumu, Siaya, Nairobi
- **Lesotho:** Maseru, Berea
- **Malawi:** Machinga, Zomba
- **Mozambique:** Xai-Xai District, Xai-Xai City, Chokwe, Quelimane City, Beira City
- **South Africa:** eThekweni, uMgungundlovu, Johannesburg, Ekurhuleni, uMkhanyakude
- **Swaziland:** Kwaluseni, Sitobela, Ludzeldudze, Ngwempisi, Lobamba, Siphofaneni, Motjane, Dvokodvweni, Maseyisini, Mkhweni, Manzini North, Mbabane East, Mbabane West, Manzini South, Pigg's Peak, Lombamba Lomdzala, Mbangweni, Mpolonjeni, Ntfontjeni
- **Tanzania:** Kahama, Mbeya City, Temeke, Kyela, Shinyanga City
- **Uganda:** Ssembabule, Mubende, Oyam, Mukono, Gomba, Bukomansimbi, Lira, Rakai, Mityana, Gulu
- **Zambia:** Lusaka, Ndola, Chingola
- **Zimbabwe:** Makoni, Mutare, Bulawayo, Gweru, Mazowe, Chipinge

## 2.4 Definition of Innovation

The DREAMS Innovation Challenge defines innovative solutions as including one or more of the following approaches:

- Offering new ways of applying, adapting, delivering, or developing an existing solution
- Developing ideas that come from adolescent girls and young women and involving them in implementation
- Using different partnership models to work with local organizations and across sectors
- Finding sustainable solutions that lead to long-lasting change
- Utilizing new and appropriate science or technology
- Demonstrating a cost-effective way to expand, deepen, and accelerate impact for adolescent girls and young women

In addition to the innovative approaches described above, attracting ideas from new partners is a priority for the DREAMS Partnership through the Challenge. The preferred types of organizations include, but are not limited to:

- Women-owned organizations
- Organizations who are not past or current recipients of U.S. government or PEPFAR funding, including as a sub-awardee
- Organizations incorporated in one of the 10 DREAMS countries
- Local community-based organizations
- Consortia/networks of local community-based organizations

## 2.5 What We Are NOT Looking For

Solutions which rely solely on standard practice, are less effective than current technologies or approaches, or involve basic research or laboratory-intensive research will not be considered. The DREAMS Innovation Challenge is not intended to support evidence-informed, traditional interventions that are already being implemented as part of the DREAMS Core Package. Applicants for Focus 1A are permitted to deliver health-related services included in the DREAMS Core Package as long as it is



done so in an innovative way. Focus 1B applicants, who intend to build the capacity of community-based organizations, should focus on strengthening the ability of partners to directly deliver the DREAMS Core Package in an innovative way. Furthermore, solutions in Focus 1B should have a greater focus on increasing the organization's technical capacity for service delivery, and a smaller focus on managerial and financial capacity.

### 3 Application Process and Guidelines

#### 3.1 Application Timeline

The Challenge application process has two stages:

1. Expression of Interest (EOI)
2. Application, if invited to submit based on EOI

The expected timetable for the Challenge, from initial EOI to award, is below.

Application Activity	Estimated Timing
Call for Expressions of Interest (EOI)	February 17, 2016
EOIs due	March 28, 2016 by 11:59 PM EDT
Call for Applications	May 2016
Application deadline	June 2016
Notification to Challenge awardees	July 2016
Negotiation and Terms of Agreement	July 2016 onward
Implementation start	By October 2016

#### 3.2 Expression of Interest (EOI)

Unless explicitly approved by DREAMS, all EOIs and Applications must be submitted through the Challenge [website](#) **by March 28, 2016 at 11:59 PM EDT**. It is the sole responsibility of the applicant to update or correct information provided through the application portal on the Challenge website. EOIs and Applications submitted via post, facsimile, e-mail, or other form will not be accepted. Any exception requests must be sent to the DREAMS Partnership via [DREAMSIInnovation@state.gov](mailto:DREAMSIInnovation@state.gov) at least one week before the submission deadline (i.e., before March 21, 2016 at 11:59 PM EDT for EOIs). The DREAMS Partnership is not responsible for human error, theft, destruction, or damage to EOIs or Applications, or other factors beyond its control.

Key information required in the EOI includes:

- Organization name, address, and point of contact
- Primary and secondary, if applicable, Challenge focus area (see Section 2.2 above)

- DREAMS focus countries and districts (see Section 2.3 above)
- Project description, including implementation approach, intended impacts, and sustainability plan
- Description of key monitoring and evaluation indicators
- Description of the innovative nature of the approach
- Description of delivery team, including partner organizations, if applicable
- Annual revenue/income for the last three years (in US dollars)
- Estimated budget with supporting narrative

Interested applicants must pick **one primary Challenge focus area** for their EOI and will be given the opportunity to note any secondary areas to which their project is applicable.

Applicants with more than one project idea may apply for more than one focus area. However, for each idea, an organization must submit a separate EOI and may submit **no more than three total EOIs**. Diversity of solutions and awardees is a top priority for the DREAMS Partnership; as such, it is highly unlikely that any one applicant will receive more than two awards.

### 3.3 Application

Applicants whose EOIs are selected to move forward to the Application stage will be notified by the DREAMS Partnership and will be requested to submit an Application with further details on their solution. Selection of your EOI does not obligate you to submit an Application.

Successful EOI applicants will be invited to submit an Application. As with the EOI, all Applications will be submitted through the Challenge website. The DREAMS Partnership may provide information back to applicants to help further hone their Applications. The Application will require information such as more description about the proposed solution, innovative approach, monitoring & evaluation (M&E) framework, and proposed implementing partners that will receive funding under this award. A detailed budget will also be required.

### 3.4 Eligibility Criteria

All EOIs and Applications will be reviewed for eligibility before they are assessed against the evaluation criteria. The eligibility review is a pass/fail test, and covers both non-financial and financial considerations. EOI and Application selection will be based on a combination of technical strength, cost, and pioneering innovation. The DREAMS Innovation Challenge eligibility criteria are summarized in the table below, with accompanying explanations.



Eligibility criteria	Explanation
<b>Type of Applicant</b>	<p>We encourage applications from for-profit, non-profit, academic organizations, and multilateral institutions. Ineligible entities include individuals, foreign governments, and U.S. government institutions. Individuals refer to anyone classified as an ‘individual’ for U.S. tax purposes (including sole proprietorships and some single member limited liability companies). Colleges, universities, and research facilities that are funded by and/or affiliated with a government are not considered a government.</p> <p>The Department of State prohibits profit under its assistance awards to for-profit or commercial organizations. No funds will be paid as profit to any recipient. Profit is defined as any amount in excess of allowable direct and indirect costs. The allowability of costs incurred by commercial organizations is determined in accordance with the provisions of the Federal Acquisition Regulation (FAR) at 48 CFR Part 31, Cost Accounting Standards, and Part 31 Contract Cost Principles and Procedures. Program income earned by the recipient must be deducted from the total project or program allowable cost in determining the net allowable costs on which the federal share of costs is based.</p> <p>Cost share and/or leverage is not required under this Announcement, but is <b>strongly</b> encouraged for for-profit applicants, particularly large and multinational businesses. Proposers are encouraged to suggest creative approaches to resourcing projects. Co-funding from partners is encouraged as this demonstrates a key stake in the project success by project partners, as well as demand for the solution.</p>
<b>Countries</b>	<p>Please reference Section 2.3: Focus Countries and Districts</p> <p>More than one district and/or country may be covered by a single award.</p>
<b>Extent of Financial Support</b>	<p>The total financial support approved for any one award is between \$100,000 and \$10 million, with the exception of Focus Area 2: Keeping Girls in Secondary School, for which the upper limit is increased to \$40 million. Applicants are eligible to receive more than one award; however, unless awarded over \$10 million for Focus Area 2: Keeping Girls in Secondary School, no single organization is permitted to receive more than \$20 million.</p>
<b>Applicant Revenue/Income</b>	<p>The applicant’s average annual revenue/income (over the last 3 years) should exceed the size of the annual funding request by at least 50 percent. For example, if an applicant’s average annual income is \$1 million, the applicant may propose for an award of no more than \$1 million total or \$500,000 per year as the award has a two year period of performance.</p>
<b>Registration and Bank Account</b>	<p>The applicant organization must be a legally registered entity and must have an active organizational bank account.</p>
<b>Project Timetable</b>	<p>The proposed award must be implemented and all funds disbursed within two years from the date the award agreement is signed with the applicant or by September 30, 2018, whichever is earlier.</p>
<b>Completeness and Language</b>	<p>All EOI and Application information and supporting documentation must be submitted in English; any other language will be considered ineligible. Written</p>

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submissions must be completed in full to be considered eligible for review; incomplete submissions will be considered ineligible.

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**Country Presence**

Applicants must have presence in the country of implementation or partner with a local organization with in-country presence.

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**3.5 Selection Criteria**

After eligibility review, the DREAMS Partnership will score each application, using a set of selection criteria. These criteria are shown in the table below, with accompanying explanations. While the EOI and Application will be scored using the same selection criteria, the level of detail requested from the applicant at the Application stage will be greater. Applicants should reflect on the following questions when considering their solution's competitiveness and crafting their submission. While these selection criteria will be used to objectively assess each application, the DREAMS Partnership reserves the right to make final award decisions to ensure an optimal portfolio of awardees and solutions.



Selection Criteria	Explanation
<b>Strategic Alignment and impact</b>	<ul style="list-style-type: none"> <li>• How well does the solution address one or more of the DREAMS Innovation Challenge focus areas? How well does the solution align and advance the goals and objectives of the DREAMS Partnership?</li> <li>• What is the likelihood that the solution achieves what it intends to achieve, through the means it proposes to do so, in two years?</li> <li>• How significant are the potential impacts of the solution on reducing HIV infections among adolescent girls and young women in the target geography?</li> <li>• What is the likelihood that the solution could be replicated and scaled to more DREAMS districts and countries?</li> <li>• Is it necessary/possible that the solution is sustained in the target geography after the two years? If so, is there a reasonable sustainability plan?</li> <li>• Are the activities proposed sufficient to test the innovation in a way that could provide sufficient evidence of efficacy? Are the proposed outcomes measurable with clear indicators, milestones, and timelines?</li> <li>• Is the solution feasible to implement in the DREAMS country context?</li> </ul>
<b>Innovative Approach</b>	<ul style="list-style-type: none"> <li>• Is the solution markedly different than existing solutions currently being implemented to solve similar problems among adolescent girls and young women in the target geography?</li> <li>• Will the solution achieve the intended impacts more effectively, more cheaply, more sustainably, for more adolescent girls and young women, and/or in a shorter period of time than existing approaches in the target geography?</li> <li>• Is the solution informed by a strong understanding of current practices, behaviors, and culture of the population in the target geographies? Is the solution appropriate for the given context?</li> <li>• What is the level of engagement of new partners such as local organisations and others who do not typically receive U.S. government funding?</li> </ul>
<b>Organizational Capacity and Track Record</b>	<ul style="list-style-type: none"> <li>• Has the lead applicant implemented programs of similar nature and size? Does the lead applicant have adequate management and financial systems in place to absorb the funds requested?</li> <li>• How capable is the applicant and its partners of implementing the solution? Are the experiences and track record of the applicant and its partners applicable and well-suited to deliver the solution?</li> <li>• Does the applicant, either directly or through partners, have sufficient knowledge of and presence in the target district(s) to rapidly begin mobilization of personnel and implementation of activities upon award? Can the applicant complete a baseline evaluation within the first three months of implementation?</li> </ul>
<b>Cost-Effectiveness</b>	<ul style="list-style-type: none"> <li>• How do the solution's costs compare with other initiatives with similar expected results? Are the unit costs reasonable and properly substantiated?</li> <li>• Are the costs sustainable and are there potential economies of scale should the proposed solution be replicated or scaled across other DREAMS districts and countries?</li> <li>• For private sector applicants, is any cost share (in cash or in kind), leverage, or other exchange of resources proposed?</li> </ul>

## 3.6 Reviewers

A review panel will be created to review all EOIs and Applications. In addition to subject matter experts, submissions may be reviewed by a panel with broad expertise and a track record in identifying innovations. Such reviewers may include representatives from PEPFAR Country Teams as well as an umbrella award-making organization (Funds Manager) who will disburse and manage awards on behalf of PEPFAR. Some of these reviewers may not be deep domain experts in an applicant's particular field; as such, applicants should describe their solution in clear language without the use of jargon.

## 4 Award Process and Guidelines

### 4.1 Award Types

Multiple awards are anticipated within each Challenge focus area identified (Section 2.2). The amount of resources made available under this Announcement will depend on the applications received and availability of funds. All award types will include funding. This Announcement reserves specific rights for the DREAMS Partnership, including the right to select for negotiation and award all, some, one, or none of the proposals received in response to this solicitation.

The standard clauses for provisions for awards are generally prescribed by law and regulation, and will vary considerably by award type. Information regarding clauses and provisions will be offered to the applicant when the award type is identified. PEPFAR intends to award assistance instruments (e.g., awards, cooperative agreements), not acquisition or procurement instruments (i.e., contracts). The instrument type for each award will be determined by the DREAMS partner funding a particular award based on the type that is deemed most appropriate.

### 4.2 Funding Amount

The DREAMS Innovation Challenge is offering a wide range of funding support – from \$100,000 to \$40 million. Applicants are expected to apply for funding commensurate to need and ability to manage and deploy funds. As a reminder, the applicant's average annual revenue/income (over the last 3 years) should exceed the size of the annual funding request by at least 50%. To help applicants, better determine the appropriate level of funding, award range guidelines are outlined below.

- **\$100,000 - \$2 million**  
Awards in this range are reserved for applicants with annual revenue/income of at least \$100,000. If an organization wishes to apply but does not meet this threshold, the DREAMS Partners encourages partnering with a larger organization that would serve as the lead applicant to the DREAMS Innovation Challenge. Solutions proposed need not be previously tested or piloted but should build on related evidence. Awards in this range will likely be delivered in one or more districts.
- **\$2 million to \$10 million**  
Awards in this range are reserved for applicants with annual revenue/income of at least \$2 million. Solutions proposed may include pilots; however, the solution design must be well informed by related evidence and have a well-founded theory of change. Additionally, solutions proposed may include innovations which improve on previous successes to expand service, reduce delivery time, reduce cost, etc. While not required, solutions in this funding range will likely be multi-district and potentially multi-country.
- **\$10 million to \$40 million**  
The award in this range is reserved for Focus Area 2: Keeping Girls in Secondary School only. Applicants proposing for this level of funding must have robust management and financial systems



and have experience implementing programs of similar size and nature. Solutions proposed should be supported by evidence while also including innovative elements.

Regardless of funding amount, the DREAMS Innovation Challenge plans to commit the majority of funding to directly addressing the focus areas through service delivery. If applicants propose to use funds for other purposes such as procurement of goods and products or capacity building, a description of how these funds will lead to impact must be included in the submission.

### 4.3 Transfer of Funds

It is expected that an umbrella grant-making mechanism (Funds Manager) will be chosen on the basis of competition to disburse and manage all awards funded by PEPFAR through the DREAMS Innovation Challenge. U.S. Department of State terms and conditions apply to any awards made by or on behalf of PEPFAR (visit <https://www.statebuy.state.gov/fa/Pages/TermsandConditions.aspx>). Some awardees will receive funding from DREAMS private sector partners (e.g., Janssen and ViiV Healthcare) through separate funding mechanisms. All funding to Challenge awardees is expected to be disbursed either through PEPFAR's Funds Manager or through a DREAMS private sector partner mechanism.

### 4.4 Reporting Requirements

All Challenge awardees will be responsible for reporting requirements as determined by the collective DREAMS Partners. Quarterly technical and financial reports are required during the term of the project, as well as a final assessment at the end of the project. Given potential variance in source of funding, there may be additional reporting requirements based on the source of the award – either PEPFAR funds or private sector partner (Janssen and ViiV Healthcare) funds. Each Challenge awardee will be responsible for complying with any additional reporting requirements according to the source of their award agreement – either PEPFAR or private sector (Janssen and ViiV Healthcare).

### 4.5 Monitoring & Evaluation Requirements

All Challenge awardees will be required to put in place a M&E framework for their intervention. The M&E indicators included in each organization's Application will form the basis for the M&E framework. Upon award, awardees must complete a baseline M&E report as soon as possible but within three months at the latest. Additionally, awardees must complete an endline M&E report prior to the end of the award's period of performance.

## 5 Additional Terms & Conditions

### 5.1 Applicability

DREAMS Innovation Challenge applicants are subject to the terms set forth in this Announcement. Unless otherwise noted, the terms and conditions included in this document are applicable during both the EOI and Application stages of the competition. Additional terms and conditions may apply as warranted.

### 5.2 Intellectual Property

Applicants are not required to transfer exclusive intellectual property rights to DREAMS partners during the EOI or Application stage.

At the EOI stage, EOIs should be free of intellectual property that the applicant wishes to protect. Therefore, organizations submitting EOIs under the Announcement hereby grant the DREAMS Partnership 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 therein.

Once applicants have been invited to engage in further discussions and submit Applications, applicants may work with the DREAMS Partnership to identify proprietary information that they wish to protect. If the DREAMS Partnership selects an Application for award, recipients of awards will be subject to the terms and conditions of the award mechanism. However, relevant parties may be able to negotiate protection for the organization's intellectual property at that time.

Applicants should ensure that any submissions under the Announcement are free of any third party proprietary data.

### 5.3 Due Diligence

Organizations may undergo preliminary due diligence review during the selection process and before an award is officially made. Preliminary due diligence is a vetting process that may be conducted on the organization to confirm it meets all eligibility criteria. The DREAMS Partnership reserves the right to deny making an award to the organizations of selected proposals if they are unable to pass this preliminary due diligence/vetting.

### 5.4 Representations and Warranties

By submitting an EOI and Application (if requested), the applicant certifies that:

- The entire EOI and Application (if requested) is an original work by the applicant, and the applicant has not included third-party content in or in connection with the EOI and Application (if requested), unless the applicant has either obtained the rights to use such third-party content, or it is in the public domain without any limitations on use.
- An individual submitting the EOI and Application (if requested) is authorized to submit on behalf of the organization.
- All information provided by the applicant is true, accurate, current, and complete information and the applicant will maintain and update all applicant information to keep it true, accurate, current and complete.
- All persons who were engaged by the applicant to work on the proposed solution or who appear in the proposed solution in any manner have provided written permission to include their name, image or pictures in or with the proposed solution (or if an individual is under the age of 18, who is not the applicant's child, the applicant must have the permission of their parent or legal guardian). The DREAMS Partnership may ask the applicant to provide proof of permission(s).

### 5.5 Standard Provisions

PEPFAR awards will be funded from money appropriated under Public Law No: 113-076 Consolidated Appropriations Act, 2014, and Public Law No: 113-235 Consolidated and Further Continuing Appropriations Act, 2015.

U.S. Department of State terms and conditions apply to any awards made by or on behalf of PEPFAR (<https://www.statebuy.state.gov/fa/Pages/TermsandConditions.aspx>). All PEPFAR funds available for awards under this Challenge must be used in a manner fully consistent with restrictions found in U.S. law and regulations. This Announcement does not purport to include an exhaustive list of all such restrictions.



Should PEPFAR become aware that an Application or applicant does not satisfy a requirement in U.S. law and regulations for a particular award, it reserve the right not to select an Application for an award.

Award recipients must comply with Executive Order 13224, Blocking Property and Prohibiting Transactions with Persons who Commit, Threaten to Commit, or Support Terrorism and other U.S. laws that prohibit transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. Information about this Executive Order can be found at <http://www.gpo.gov/fdsys/pkg/FR-2001-09-25/pdf/01-24205.pdf>. Additionally, awardees may be required to sign a certification regarding terrorist financing, and may be required to sign other certifications.

Applicants are reminded that U.S. Executive Order and U.S. laws prohibit transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the applicant to ensure compliance with these Executive Orders and laws.

In order to be receive an award, all applicants, including for-profit and non-profit organizations, must obtain a Data Universal Numbering System (DUNS) number and register with SAM (<http://www.sam.gov>). Applicants will be required to provide a DUNS number and proof of SAM registration prior to award. Note that applicants can still complete an Expression of Interest without a DUNS number; however, it is recommended that applicants that advance to the Application phase obtain a DUNS number and register with SAM as this is a pre-requisite for award.

## 5.6 Additional Rights Reserved

This Announcement reserves specific rights for DREAMS Partnership, in addition to rights described elsewhere in this document or by law or regulation including:

- The right to request further information or additional, necessary documentation upon initial review of any EO or Application, particularly for larger awards. Such additional information may include, but is not limited to, a further detailed proposal, budget, and representations and certifications.
- The right to award more or less funding as deemed in the best interest of the DREAMS Partnership.
- The right to select for negotiation and award all, some, one, or none of the proposals received in response to this solicitation.
- The right to make awards without discussions, or to conduct discussions and/or negotiations, whichever is determined to be in the DREAMS Partnership's interest.
- The right to accept proposals in their entirety or to select only portions of proposals for award or co-investment.
- The right to select for award an instrument type that is appropriate to the specific development context, partner relationship and concept selected for award. Instrument types include but are not limited to contracts, cooperative agreements, Donor to Donor Agreements, and Memorandums of Understanding. In addition the DREAMS Partnership may craft a new instrument type to meet the needs of a specific relationship.
- The right to fund or co-invest in proposals in phases, with options for continued work at the end of one or more of the phases.
- The right to remove applicants from award consideration should the parties fail to reach agreement on award terms, conditions, and cost/price within a reasonable time; the applicant fails to timely provide requested additional information; or the DREAMS Partnership believe it is in their best interest.

## 6 **Inquiries and Support**

For any questions on the DREAMS Innovation Challenge or this Announcement please email [DREAMSInnovation@state.gov](mailto:DREAMSInnovation@state.gov) or visit the Challenge [website](#) for FAQs and additional resources.