



USAID
FROM THE AMERICAN PEOPLE

Issue Date: August 5, 2022
Deadline for Questions: August 12, 2022, 5:00 PM EDT
Closing Date: September 6, 2022
Closing Time: 1:00 p.m. EDT

Subject: Notice of Funding Opportunity Number (NOFO): 7200AA22RFA00022

Program Title: Global Fund for Women - Localization Activity

Federal Assistance Listing Number: 98.001

Dear Ms. Latanya Mapp Frett:

The United States Agency for International Development (USAID) as represented by the Bureau for Development, Democracy, and Innovation, Office of Gender Equality and Women's Empowerment (DDI/GenDev), is seeking your application for a proposed Fixed Amount Award (FAA) for funding a two-year program, followed by a possible three-year Cooperative Agreement with activities related to **“Global Fund for Women - Localization Activity”**. USAID anticipates having up to \$10 million to support activities under the Fixed Amount Award and up to \$15 million to support activities under the Cooperative Agreement related to this program. The authority for the RFA is found in the Foreign Assistance Act of 1961, as amended.

A post-award survey will need to be conducted by USAID on the Global Fund for Women prior to the end of two-year Fixed Amount Award. If it is determined that the Global Fund for Women is capable of managing a cost reimbursement award, the award will transition to a Cooperative Agreement.

The Fixed Amount Award mechanism has several advantages for both USAID and the Recipient. It focuses on outputs and results, limits risk for both parties, and requires only limited financial and management capacity. The Fixed Amount Award will require setting objective and verifiable milestones, as well as structuring appropriate payments for each successfully completed milestone. Please note that each milestone must be completed in full and accepted by USAID so as to receive milestone payments and that payments cannot be pro-rated for incomplete milestones. As such, we recommend that you flesh out your milestone budget and activities as much as possible to a reasonable degree of certainty for smooth implementation post-award. For more information, please click on the following hyperlink:

<https://www.usaid.gov/sites/default/files/documents/303saj.pdf>

Pursuant to 2 CFR 200.330, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the Fixed Amount Award as well as the Cooperative Agreement and are in accordance with applicable cost standards (2 CFR 200 and 2 CFR 700, and the Federal Acquisition Regulation (FAR) Part 31 for-profit organizations), may be paid under the Fixed Amount Award and Cooperative Agreement. For the purposes of this RFA, the term "Grant" is synonymous with "Fixed Amount Award;" "Grantee" is synonymous with "Recipient;" and "Grant Officer" is synonymous with "Agreement Officer." The Mandatory and Optional Standard Provisions which will be selected for inclusion in the award based on the applicability of each

provision can be accessed by clicking on the following hyperlinks:

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

Cooperative Agreement: <https://www.usaid.gov/sites/default/files/documents/303maa.pdf>

Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an application. In addition, final award of any resultant Fixed Amount Award or Cooperative Agreement cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for an award. Applications are submitted at the risk of the applicant; should circumstances prevent award, all preparation and submission costs are at the applicant's expense.

Sincerely,

Shannon White-Benson

Digitally signed by Shannon White-Benson

Date: 2022.08.05 14:16:06 -04'00'

Shannon White-Benson, M/OAA/DDI 1
Senior Agreement Officer

TABLE OF CONTENTS

Section A – Program Description

Section B – Federal Award Information

Section C – Eligibility Information

Section D – Application and Submission Information

Section E – Application Review Information

Section F – Federal Award Administration Information

Section G – Federal Awarding Agency Contacts

Section H – Other Information

ANNEX 1 - STANDARD PROVISIONS

ANNEX 2 – BUDGET TEMPLATE

ANNEX 3 – MILESTONE BUDGET EXAMPLE

SECTION A: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID’s supplement, 2 CFR 700, as well as the additional requirements found in Section F. USAID is planning to award one fixed amount award up to \$10 million.

The award may transition to a Cooperative Agreement pending performance and capability of the organization with a ceiling of \$15,000,000 for a new award of up to three years. The potential cooperative agreement should allow for flexibility to respond to emerging USAID priorities and for USAID Missions and other Operating Units to buy into the award to address targeted geographic and thematic challenges.

1. INTRODUCTION

The **Global Fund for Women - Localization Activity** will enable a greater share of USAID resources to be programmed directly with frontline women’s organizations globally, simultaneously advancing USAID priorities on gender equality and locally led development.

The activity will provide an efficient way to provide subawards to local organizations, enabling a rapid response to emerging challenges and opportunities in development and humanitarian assistance while centering feminist and women-led organizations at the heart of any response.

2. BACKGROUND

Despite decades of evidence on the effectiveness of gender mainstreaming in delivering on a wide range of development objectives, bilateral and private philanthropic investments in gender equality and gender mainstreaming have remained stagnant. Direct investments in gender equality as a primary objective remain consistently low, at approximately four percent of overseas development assistance (ODA).¹ Not surprisingly, the share of development projects demonstrating effective gender mainstreaming also remains well below 50 percent. Attempts to advance gender equality as its own objective, and to integrate gender equity considerations across development programming, are hindered by these three-layered factors: 1) lack of dedicated resources for feminist and women-led organizations that are positioned to galvanize further action toward gender equity; 2) insufficient investment in women’s empowerment and gender equality as a target outcome of assistance; and 3) insufficient investment in gender mainstreaming.

The latter two issues are strongly affected by the first. In the absence of dedicated resources for feminist and women-led organizations, that by their very existence transform the nature of assistance, all other efforts will have limited ability to alter gendered power dynamics for permanent and transformative change. As noted by OECD GenderNet, even when some support is channeled to gender mainstreaming, where the majority of funding remains dedicated to ‘gender-blind’ investments, there is a risk that assistance may in fact continue to reinforce negative gender dynamics, undermining that share of funding for the goals of gender equality and women’s empowerment.

In June 2021 at the Generation Equality Forum, governments and global stakeholders gathered to re-commit to advancing gender equality. This culminated in the [announcement](#) of an unprecedented \$40 billion in commitments from governments, multilateral organizations, philanthropy, private sector and civil society stakeholders. Action Coalitions were created to accomplish these commitments, including one to

¹ Source: OECD GenderNet

support [Feminist Movements and Leadership](#), which committed “by 2026, feminist leaders, movements, and organizations, including those led by trans, intersex and nonbinary people, indigenous women, young feminists, and other historically excluded people, are supported to become sustainable, can carry out their work without fear of reprisal, and advance gender equality, peace, and human rights for all.”

To achieve this vision there is an immediate and critical need to channel a greater share of resources intended for the full spectrum of development challenges to local, women-led and feminist organizations. Yet appropriate organizations may be difficult to locate, particularly when there may be a need for geographic or sector-specific expertise on issues such as climate change, democratic backsliding, pandemic recovery, or humanitarian emergencies. There is a critical need to engage reliable global networks that are part of social movements, can act as trusted interlocutors, and can efficiently and effectively assist in directing resources to frontline organizations in a variety of contexts.

3. APPROACH

3.1 INTERSECTIONAL

In line with the [National Strategy for Gender Equity and Equality](#)², this activity aims to address intersecting forms of discrimination and advance intersectional gender equity and equality. It will apply an intersectional framework that identifies those who experience inequality and exclusion, based on interconnected and layered systems of oppression (e.g. sexism, racism, homophobia, transphobia, ableism, ageism, xenophobia, classism, etc.) and power differentials (e.g. based on gender, race, and other factors, including but not limited to sexual orientation, ethnicity, religion, disability status, age, socioeconomic status, gender identity, gender expression, sex characteristics, caste, indigeneity).

3.2 EQUITABLE AND INCLUSIVE

The activity will implement an inclusive development approach that takes into consideration historic, structural, and systemic exclusions based on gender and other social identities. This approach includes implementing gender-transformative approaches that seeks to fundamentally transform relations, structures, and systems that sustain and perpetuate gender inequality by: (1) critically examining gender roles, norms, power dynamics, and inequalities; (2) recognizing and strengthening positive norms that support gender equality and an enabling environment; and (3) transforming underlying power dynamics, social structures, policies, and broadly held social norms that impact women and girls, men and boys, and individuals of all other gender identities and perpetuate gender inequalities.

3.3 CONFLICT-SENSITIVE

When applicable, the Recipient will be expected to integrate a proactive conflict sensitive approach in the design and implementation of this activity. Conflict sensitivity refers to the discipline and capacity of an organization to: (1) understand the conflict context in which activities are being implemented; (2) understand how the context might affect the activity and how the activity might affect the context; (3) act on this understanding to minimize risk of negative impacts on interventions and resources (i.e., staff, beneficiaries, communities, results) and the conflict dynamics; and (4) identify options for positively impacting the conflict context.

² <https://www.whitehouse.gov/wp-content/uploads/2021/10/National-Strategy-on-Gender-Equity-and-Equality.pdf>

3.4 LOCALLY LED DEVELOPMENT

USAID intends to provide the maximum flexibility to the Recipient to engage local actors and networks and propose innovative approaches. The approach considers the capacity and resilience of local systems and helps to build the capacity of local stakeholders.

USAID defines locally led development as the process in which local actors – encompassing individuals, communities, networks, organizations, private entities, and governments – set their own agendas, develop solutions, and bring the capacity, leadership, and resources to make those solutions a reality.

4. COORDINATION WITH REGIONAL & GLOBAL COUNTERPARTS, USAID IMPLEMENTERS, & OTHER FUNDER INSTITUTIONAL SUPPORT

Effective funder coordination has the potential to increase program impact while making efficient use of development resources, especially where many funder and implementing partners have recently become active. The Recipient will facilitate coordination with other bilateral and private philanthropic donors to leverage and therefore maximize impact of investments in feminist, frontline organizations worldwide.

5. DEVELOPMENT HYPOTHESIS

This activity's Theory of Change is: IF there is greater investment in local, women-led and feminist organizations as development partners, AND these organizations are enabled to advance more effective gender mainstreaming in the programs that engage them, THEN they will have a positive impact on development outcomes in these programs AND will build support for advancing gender equality.

6. GEOGRAPHIC FOCUS

This activity is to be global in scope, with the implementation of regional and/or country-specific interventions that are agreed upon by USAID and the Recipient.

7. OBJECTIVES & DESIRED OUTCOMES

This activity specifically addresses priorities identified in the [National Strategy on Gender Equity and Equality](#).³ The objectives to be achieved under this activity are as follows:

Objective 1 - Strengthen local and regional feminist and women-led organizations as development partners of USAID, including their ability to continue to become stronger organizations after funding from USAID has ended.

USAID is prioritizing locally led development in recognition of the precept that development work is better, smarter, more relevant, and more sustainable when we center our partnerships, planning, and decision making around the voices of local and diverse communities, particularly those who have been underrepresented. However, local organizations may lack the resources and support to engage as full and equal partners with USAID. To strengthen the organizational capacity of local and regional women-led and feminist organizations to effectively engage across development programming, the Recipient should include a set of activities that target particular local and regional organizations and invest in building organizational capacity. USAID promotes Diversity, Equity, Inclusion and Accessibility (DEIA) in organizations, and especially gender equality and women being recruited, retained, and promoted into

³<https://www.whitehouse.gov/wp-content/uploads/2021/10/National-Strategy-on-Gender-Equity-and-Equality.pdf>

leadership in all organizations at all levels from entry-level to CEO. Please see this article from the Harvard Business Review on [Achieving Gender Balance at All Levels of Your Company](#).

Illustrative activities might include:

- Advisory services, training, mentoring or other investments to build stronger financial, human resources, communications, or program management systems;
- Enabling access to networks, training, or tools to strengthen expertise in specific development sectors or approaches; and
- Enabling access to leadership development programs and support.

Objective 2 - Create and deploy rapid-response mechanisms to enable women-led and feminist organizations to play a more prominent role in responding to humanitarian crises and development priorities.

USAID has many priorities and recognizes that the Recipient should not try to address all of them but rather should focus on priorities that also align with the Recipient's vision and strengths. Illustrative development [sectors](#) of interest to USAID include: (1) Agriculture and Food Security, (2) Anti-corruption, (3) Democracy, Human Rights, and Governance, (4) Economic Growth and Trade, (5) Education, (6) Environment, Energy, and Infrastructure, including climate change (7) Global Health, (8) Humanitarian Assistance, and (9) Conflict Prevention. Important issues related to these broad rubrics include but are not limited to nutrition, water and sanitation, safe migration, and sustainable urban development.

The Recipient should select three broad development sectors where partners will work to advance a more effective gender-transformative response and gender mainstreaming with a justification for the selection of each sector. USAID encourages the Recipient to avoid sectors that already have a greater share of gender mainstreaming in ODA.

Objective 3 - Strengthen the evidence base regarding the impact of increased investment in local, feminist, and women-led organizations to deliver on overall development objectives.

The Recipient should describe a plan and set of interventions to capture learning from frontline organizations, which will include collecting data from a very diverse set of local organizations in different contexts. This activity may include creating new methodologies, tools, and resources to capture evidence of outcomes for funders, host-country governments, and other stakeholders to design, implement, and evaluate effective strategies, expanding the global base of knowledge and evidence on strategies that work to advance localization across development contexts.

The Recipient should refer to the [Agency Learning Agenda FY 2022-2026](#). This Learning Agenda communicates how USAID builds and uses evidence to address its highest policy priorities, as articulated in the Department of State and [USAID Joint Strategic Plan](#), as well as in the forthcoming USAID Policy Framework. Through consultation with the USAID workforce, U.S. Government agencies, international donors, researchers, think tanks, and other partners, USAID identified nine Agency learning questions for 2022-2026. In particular, the Recipient is encouraged to address Learning Question number eight, which focuses on Locally Led Development - How can USAID more equitably engage local knowledge, assets, and practices and align programming with local priorities and metrics for success?

The Recipient should think creatively about designing questions to derive to what extent local knowledge, assets, and resources impacted programming.

Illustrative examples include but are not limited to:

1. To what extent did frontline feminist women-led organizations use investments to strengthen or catalyze other inputs.

2. To what extent did local knowledge play a role in the activities' success?

Desired Outcomes

Together, completion of activities supporting the three objectives should result in a strengthened set of local, national, and regional actors capable of partnering with USAID and other donors on a range of development objectives, while simultaneously advancing gender equity and equality.

Objective one interventions will strengthen global, regional, and national networks of feminist and women-led organizations and build their capacity to respond to emerging development priorities mentioned in objective two. Objective three will harness learnings and allow for adaptive management of the networks. It is anticipated that activities will result in the development of an ongoing, permanently strengthened, and rapid response capability that will enable Global Fund for Women to enter into a second phase of relationship with USAID. The Recipient should propose development sector areas where they see opportunities for catalytic investment in the first year.

8. RESPONSE TO AGENCY-WIDE INITIATIVES

8.1 NEW PARTNERSHIPS INITIATIVE

This activity is aligned with USAID's [New Partnerships Initiative](#), or NPI, in the goal of equipping and empowering new and underutilized development partners such as youth and women-led organizations. Often, local and community-based organizations have innovative ideas, capabilities, and networks to solve problems not adequately addressed by other traditional implementing partners. USAID is committed to directly supporting new and underutilized partners that would not historically have had the scale to undertake a partnership with USAID. This support has multiple potential benefits by taking advantage of the full marketplace of ideas and providing capacity building for the overall ecosystem of youth and women service providers.

To-date, NPI, has expanded USAID's focus on awards to new and nontraditional partners, supporting 34 awards around the world, representing more than \$400 million, to approximately 60 partners. In addition, 77 Missions developed action plans, committing \$3.1 billion in obligations for 1,069 activities aimed at new and local partners.

[USAID Local Works](#) is the Agency's flagship locally led development program that provides Missions more time to pursue innovative ways of working. There are 32 Missions with Local Works programs.

8.2 GENDER EQUALITY AND WOMEN'S EMPOWERMENT

[Executive Order on Establishment of the White House Gender Policy Council](#) states that the Council shall coordinate U.S. Federal Government efforts to advance gender equity and equality, including policies and programs. The first-ever [National Strategy on Gender Equity and Equality](#) was released on October 22, 2021 and the first priority in the Strategy is to Improve Economic Security and Accelerate Economic Growth. Under this National Strategy, twelve Departments and Agencies are currently developing the first-ever U.S. Global Women's Economic Security Strategy. Also under this National Strategy, the U.S. Strategy to Prevent and Respond to Gender-Based Violence Strategy is being revised.

The [Women's Economic Empowerment and Entrepreneurship Act of 2018](#) integrates gender equality across all [USAID programming](#). At USAID, we believe that when we increase incomes and opportunities for women, entire communities, economies, and countries benefit. The USAID Policy, Integrating Gender

Equality and Female Empowerment in USAID's Program Cycle - [ADS Chapter 205](#), provides direction to staff on how to integrate gender equality and women's empowerment into all USAID programming.

USAID's 2020 [Gender Equality and Women's Empowerment Policy](#)⁴ affirms USAID's vision of a prosperous and peaceful world in which everyone enjoys equal economic, social, cultural, civil, and political rights and are equally empowered to secure better lives for themselves, their families, their communities, and their countries.

Principles of gender equality and women's empowerment will be incorporated throughout each intervention to achieve USAID objectives. Partners should conduct activity-specific gender analyses at the beginning of activity implementation and develop a clear approach to address any issues.

The Recipient will also seek to recruit female and other diverse staff and have a gender-balanced and inclusive team under this activity.

8.3 YOUTH IN DEVELOPMENT

USAID's Youth [Policy](#) outlines a conceptual approach to youth in development and provides guiding principles and operational practices in support of USAID's efforts to mainstream youth in development, carry out more effective programs, and elevate youth participation.

8.4 PERSONS WITH DISABILITIES

This activity should align with [USAID's Disability Policy](#)⁵ and integrate the specific needs of citizens with disabilities--such as barriers to engaging in community dialogue, access to information, civic education and community development activities, and access to information and communication technologies--in activity design at all levels, and should consider the integration of people with disabilities into broader efforts.

9. COLLABORATING, LEARNING AND ADAPTING

This activity should employ a highly adaptive and collaborative management style. As explained in USAID's Discussion Note on Adaptive Management, such an approach "is not about changing goals during implementation, it is about changing the path being used to achieve the goals in response to changes." To that end, this activity should employ a broad range of tools and approaches for ensuring that it responds to the evolving context.

Partners should apply USAID's approach to Collaborating, Learning, and Adapting (CLA) to this activity. In alignment with ADS 201.3.7, partners should integrate approaches to CLA that include:

- Collaborating, where relevant. Collaboration activities may include joint work planning, regular partner meetings that facilitate knowledge sharing, and working groups organized along geographic or technical lines.
- Involving other stakeholders in learning activities, such as portfolio reviews or stocktaking efforts, as appropriate.
- Using the knowledge and learning gained from implementation, opportunities to reflect on performance, monitoring data, evaluations, knowledge about the context, and other sources to adjust interventions and approaches as needed. These practices will drive decision-making and

⁴ <https://www.usaid.gov/GenderEqualityandWomensEmpowermentPolicy>

⁵ <https://www.usaid.gov/inclusivedevelopment/disability-rights>

activity adjustments in an intentional way that responds to new information and changes in context.

10. CLIMATE RISK

A climate risk assessment was deferred for this activity. The activity will consider climate mitigation and adaptation strategies as part of the design process where relevant and appropriate.

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one Fixed Amount Award pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide up to \$10 million in total USAID funding over a two-year period. Pending Satisfactory progress towards meeting award objectives and a pre-award survey that demonstrates Global Fund for Women's ability to manage a cost reimbursement award, USAID intends to renew the award for up to an additional \$15 million in total USAID funding over a three-year period.

2. Expected Performance Indicators, Targets, Baseline Data, and Data Collection

The Applicant should submit a draft MEL Plan for the Global Fund for Women - Localization Activity that provides a detailed, concise, systematic and comprehensive method(s) of adaptive approaches designed to achieve the programmatic objectives and identify key learning questions and indicators. The proposed MEL Plan should be linked to the Theory of Change.

3. Start Date and Period of Performance for Federal Awards

The anticipated period of performance for the Fixed Amount Award is two years. The estimated start date will be October 1, 2022. The anticipated period of performance for the Cooperative Agreement is three years. The estimated state date will be October 1, 2024.

4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is 937: (the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source) is the authorized USAID Principal Geographic Code for the procurement of commodities and services.

6. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Localization Activity, which is authorized by Federal statute. The Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

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SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicant

Eligibility for this NOFO is restricted. In accordance with ADS 303.3.6.5.d, USAID's reasons for restricting eligibility are to increase the Agency's partner base by restricting eligibility to organizations that have not previously received a direct award from USAID, and to access specialized skills or experience through an award to an entity with exclusive or predominant capability based on proprietary resources, specialized facilities, or unique relationship with the national government or other institutions in the cooperating country or intended beneficiaries.

Eligibility is restricted to the Global Fund for Women. The Global Fund for Women is a uniquely-positioned network with unparalleled ability to reach frontline, grassroots women's organizations. Over its 30-year history, Global Fund for Women has made grants to over 5,000 frontline women's organizations in 176 countries, and has demonstrated unique ability to work with organizations that larger donors might not be able to reach, or that might not be eligible for funding, and to develop their capacity to manage and utilize resources. Global Fund for Women was created to serve as an international hub capable of mobilizing direct support for local women's rights organizations, regional and national women's funds. As such, it has predominant capability via its unique global network capable of reaching women's funds and grassroots organizations in all regions and most countries where USAID works. The organization enjoys a unique relationship with intended beneficiaries, namely frontline women's rights organizations, in USAID countries of interest. Further, Global Fund for Women has not previously received a USAID award.

2. Cost Sharing or Matching

USAID has established a required minimum recipient cost share of 5 percent, and a preferred amount of 10 percent, of the total amount for the award. Such funds may be provided directly by the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level. This may include contribution of staff level of effort, office space or other facilities or equipment which may be used for the program, provided by the recipient. For guidance on cost sharing in grants and cooperative agreements, see 2 CFR 200.306.

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Points of Contact

Name: Shannon White-Benson
Title: Senior Agreement Officer
Email: shwhite@usaid.gov

Name: Elizabeth Surette
Title: Agreement Specialist
Email: esurette@usaid.gov

2. Questions and Answers

Questions regarding this NOFO should be submitted via email to Shannon White-Benson at shwhite@usaid.gov and Elizabeth Surette esurette@usaid.gov no later than the date and time indicated on the cover letter.

3. General Content and Form of Application

Preparation of the Application:

The applicant must furnish the information required by this NOFO. The Application must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections 5 and 6, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical Application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

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

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

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

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

The application must comply with the following:

- The Technical Application must not exceed fifteen (15) 8.5x11 sized pages. USAID will not review any pages in excess of the page limit. Please ensure that applications comply with the page limitations.
- Written in English
- Use standard 8 ½" x 11", single sided, single-spaced, 12-point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- 10-point font can be used for graphs and charts. Tables, however, must comply with the 12 point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

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

4. Application Submission Procedures

The application in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter. A late application will not be reviewed nor considered. The applicant must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time/confirmation from the receiving office/certified mail receipt.

The application must be submitted by email to Shannon White-Benson at shwhite@usaid.gov and Elizabeth Surette at esurette@usaid.gov. Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "7200AA22RFA00022, Global Fund for Women, Cost Application, Part 1 of 2". Each email and its accompanying attachments must be under 25MB in file size to ensure delivery to USAID servers.

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

After submitting an application electronically, the applicant should immediately check their own email to confirm that the attachments were indeed sent. If the applicant discovers an error in transmission, please send the material again and note in the subject line of the email or indicate in the file name if submitted via grants.gov that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

The Applicant is reminded that email is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, the Applicant is requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, the Applicant is discouraged from sending files in this format as USAID cannot guarantee their acceptance by the internet server.

5. Technical Application Format

The technical application should be specific, complete, and presented concisely. The application must demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and merit review criteria found in this NOFO.

(a) Cover Page (See Section D.3 above for requirements)

(b) List of Acronyms (*does not count towards page limitation*)

(c) Table of Contents (*does not count towards page limitation*)

(d) Executive Summary (*not to exceed one page, does not count towards page limitation*)

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

(e) Technical Approach (*included in the 15-page limitation*)

The Applicant's technical approach should demonstrate a clear understanding of all three Program Objectives and demonstrate a feasible and credible approach to achieve them. The Technical Approach must demonstrate the Applicant's expertise with respect to achieving each Objective and should address the following.

Objective 1

- Identification of criteria and systems that will be used to identify relevant partners and to disperse capacity building grants to local feminist and women-led organizations.
- Identification of proposed resources and methods to strengthen the organizational capacity of local and regional organizations.
- Identification of approach to identifying and addressing inherent power dynamics in relationships with local and regional organizations

Objective 2

- Selection of target development sectors, including mapping of potential stakeholders and partners.
- Describe the criteria and systems that will be used to deploy rapid response mechanisms.
- Describe the gender-transformative systems to ensure accountability for resources and results, while rebalancing power dynamics.

Objective 3

- Describe the methods and systems for capturing results for organizational capacity building activities.
- Describe the methods and systems for capturing results from rapid response mechanisms.

(f) Management and Staffing Approach (*included in the 15-page limitation*)

1. Management Approach

The Management Approach Section must describe its plan to achieve the proposed technical approach, including its organizational structure, team composition (including proposed key personnel positions, roles, responsibilities, and qualifications) and consortium roles to demonstrate how it will successfully manage activities and achieve objectives. This section must include, but is not limited to, a discussion of the following issues:

- A clear management plan for the proposed activity including key personnel, subaward structure, technical and administrative management oversight;
- For sub-awards with other organizations, to the extent possible, explicitly define the technical roles, management relationships, and levels of effort (LOE) of the organizations and individuals involved in the sub-award.

As an annex to the technical application, the applicant should submit an Organizational Chart that illustrates the management structure to be used to achieve the objectives of the Activity.

2. Key Personnel and Staffing Approach

The Key Personnel and Staffing Section must propose an appropriate mix of key personnel and additional staff to successfully achieve the objectives of the program. The Applicant should propose two to three Key Personnel positions, which are considered essential for implementation of the activity. Key personnel must reflect the appropriate breadth and depth of expertise to manage and implement the proposed technical approach to achieve the Agreement's objectives and expected results. The Applicant should provide position descriptions for each proposed Key Personnel position that include the proposed position title, minimum qualifications, roles, and responsibilities. The Applicant should provide a discussion of the skills, experience, and education for each of the proposed individuals. It is preferred that key personnel demonstrate gender, ethnic and geographic diversity, with expertise in the proposed pilot countries.

The Applicant should describe the composition of both full-time and non-full-time staff for the Recipient and all sub-recipients. The narrative should describe the roles, responsibilities, and lines of authority of key personnel/staff, partners and subcontractors. the staffing plan, team composition, and proposed personnel that will provide the technical, analytical, management, and interpersonal skills and experience to convincingly demonstrate the Applicant's ability to effectively and efficiently achieve, oversee, coordinate, and report.

The Applicant should describe its approach to hiring, retaining, and replacing personnel, including information about internal processes and procedures to ensure diversity, equity, inclusion and accessibility (DEIA). Also, a description of how DEIA will be ensured within

sub-recipient organizations.

As an annex to the technical application, the applicant should submit Resumes, not to exceed two (2) pages, for each of the key personnel. Qualifications, experience, and skills will be listed in reverse chronological order starting with the most recent information. For key personnel, three (3) references with valid telephone and e-mail contact information must also be included.

(g) Articles of Incorporation

The Applicant must submit its articles of incorporation or other documentation which substantiates the legal character/registration of the entity in the United States.

6. Business (Cost) Application Format

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

Prior to award, the Applicant may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.206. The Applicant should not submit any additional information with their initial application.

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

a) Cover Page (See Section D.3 above for requirements)

b) SF 424 Form(s)

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

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

c) Required Certifications and Assurances

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

- (1) “Certifications, Assurances, Representations, and Other Statements of the Recipient”
ADS 303mav document found at
<http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>
- (2) Assurances for Non-Construction Programs (SF-424B)
- (3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

d) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization's policy, payroll document, and vendor quotes, etc.). The applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable. As this is a Fixed Amount Award, the budget and budget narrative must describe the sufficient cost, historical, or unit pricing data necessary to establish realistic milestones.

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

Two Year Fixed Amount Award:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. Standard Form 424 and 424A, which can be downloaded from www.grants.gov, must be used.
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E. Previous instructions provided for the detailed budget are still applicable.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.
- Milestone Budget: Because Fixed Amount Awards must be based upon milestones, which outline a verifiable product, task, deliverable, or goal, a milestone budget must also be provided. This should be presented in a new worksheet as part of the overall Excel budget. Milestones generally include four components: (1) a description of the product, task, deliverable, or goal to be accomplished; (2) a description of how the recipient will provide objectively verifiable evidence/documentation of completion of the product, task, deliverable, or goal (e.g., survey submission, submitting training materials, toolkits or reports); and (3) the costs associated with achieving the milestone (4) target date for achievement of each milestone. A milestone budget will organize all costs included in the detailed, line-item budget according to milestones and deliverables identified in the project. An illustrative example has been provided as Annex 3.

*Note: the total amount for milestones in Year 1 cannot exceed \$5 million.

For a basic outline, please see the below example:

Milestone	Milestone Description	Required Deliverable/ Verifiable Document(s)	Completion Date	Amount
1	[Example: Acceptance of a detailed work plan and monitoring and evaluation plan]	[Example: AOR approved work plan and M&E plan, showing concurrence by Ministry of Agriculture]		\$
2				\$
3				\$
4				\$
5	[Example: Acceptance of Final Report]	[Example: AOR approved Final Report, as described]		\$
TOTAL				\$

Three-Year Cooperative Agreement:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. Standard Form 424 and 424A, which can be downloaded from www.grants.gov, must be used.
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E. Previous instructions provided for the detailed budget are still applicable.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

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

- 1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. The Applicant must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the Applicant. The Applicant must provide their established written policies on personnel compensation. If the Applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.
- 2) Fringe Benefits – (if applicable) If the Applicant has a fringe benefit rate approved by an agency of the U.S. Government, it must use such rate and provide evidence of its approval. If the Applicant does not have a fringe benefit rate approved, it must propose a rate and explain how the rate was determined. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
- 3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the Applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

- 4) Equipment & Supplies – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
- 5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs.
- 6) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the Applicant. The Applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.
- 7) Indirect Costs – The Applicant must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA

Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See [USAID's Indirect Cost Rate Guide for Non Profit Organizations](#) for further guidance.

Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)

Eligibility: Any applicant that does not have a current NICRA. Costs must be consistently charged as either indirect or direct costs but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200 for further information.

Method 4 - Indirect Costs Charged As A Fixed Amount

Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO

Initial Application Requirements: Provide the proposed fixed amount and a worksheet that includes the following:

- Total costs incurred by the organization for the previous fiscal year and estimates for the current year.

- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year
- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

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

e) Prior Approvals in accordance with 2 CFR 200.407

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

e) Approval of Subawards

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

- Name of organization
- SAM UEI Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.332(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

f) SAM Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (UEI number) and System for Award Management (SAM) requirements. Each applicant (unless

the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

1. Provide a valid UEI number for the applicant and all proposed sub-recipients.
2. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.sam.gov).
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

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

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

g) History of Performance

The applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed three years as follows:

- Name of the Awarding Organization;
- Award Number;
- Activity Title;
- A brief description of the activity;
- Period of Performance;
- Award Amount;
- Reports and findings from any audits performed in the last three years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

If the applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an applicant's history of performance from any sources and may consider such information in its review of the applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

h) Branding Strategy & Marking Plan

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

1. Branding Strategy – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
 - (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
 - (2) The intended name of the program, project, or activity.
 - (i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brandmark, with the tagline "from the American people" as found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
 - (ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous support of the American People" next to the USAID Identity when acknowledging contributions.
 - (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
 - (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
 - (3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.

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

(i) Describe the main program message.

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

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

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

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

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

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

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

(END OF PRE-AWARD TERM)

2. Marking Plan – Assistance (June 2012)

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

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

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

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be

incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Marking Plan must include all of the following:

(1) A description of the public communications, commodities, and program materials that the applicant plans to produce, and which will bear the USAID Identity as part of the award, including:

(i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;

(ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;

(iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and

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

(v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

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

(i) The program deliverables that the applicant plans to mark with the USAID Identity;

(ii) The type of marking and what materials the applicant will use to mark the program deliverables;

(iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;

(iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and

(v) The rationale for not marking program deliverables.

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

(i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is

presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.

(ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.

(iii) Undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.

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

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

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

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

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

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

(END OF PRE-AWARD TERM)

i) Funding Restrictions

Profit is not allowable for the recipient or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

j) Conflict of Interest Pre-Award Term (August 2018)

a. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

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

b. Organizational Conflict of Interest

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

(END OF PRE-AWARD TERM)

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SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. The Applicant should note that these criteria serve to: (a) identify the significant matters which the Applicant should address in its application, and (b) set the standard against which the application will be evaluated.

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be scored by a Selection Committee (SC) using the criteria described in this section. To facilitate the review of the application, the Applicant should organize their narrative sections of the application in the same order as the selection criteria.

2. Review and Selection Process

a) Merit Review

USAID will conduct a merit review of the application as long as it complies with the instructions in this NOFO. The Application will be reviewed and evaluated in accordance with the following criteria shown in descending order of importance. Sub-criteria as also shown in descending order of importance.

1. Technical Approach

The extent to which the applicant's Technical Approach is clear, logical and directly addresses all three Objectives described in the Program Description, and responsive to Agency-wide initiatives and other considerations described, including intersectionality, equity and inclusion, locally led development, and conflict-sensitivity.

2. Management and Staffing Approach

Sub-Criterion 1: Management Approach: The extent to which the proposed Management Approach including organizational chart, grant process, partnerships and management structure, is clear and effective. The extent to which the overall management approach builds local capacity and demonstrates adequate expertise, technical and administrative capability, and relevant experience to implement the proposed Program Description.

Sub-Criterion 2: Key Personnel & Staffing Approach: Extent to which the proposed key personnel positions are appropriate to support successful implementation of the activity, and the strength and relevance of the key personnel's professional qualifications, expertise and experience relative to this activity, and the extent to which proposed staffing is adequate to achieve the desired outcomes under the Program Description.

b) Business Review

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

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the

applicant's plans will achieve the program objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

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

The Agreement Officer will perform a risk assessment (2 CFR 200.206). The Agreement Officer may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” (2 CFR 200.208).

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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

Award of the fixed amount award contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, the Applicant is hereby notified of these requirements and conditions for the award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds.

2. Administrative & National Policy Requirements

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

For US organizations: [ADS 303](#), [2 CFR 700](#), [2 CFR 200](#), and [Standard Provisions for U.S. Non-governmental organizations](#).

In case of any disagreements or discrepancies between the terms and conditions of this RFA and 2 CFR 200, 2 CFR 700, or ADS 303, the latter shall prevail unless any such conflicting terms and conditions of this NFO are expressly and specifically stated to be an approved deviation from and 2 CFR 200, 2 CFR 700, or ADS 303.

See Annex 1 for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

3. Reporting Requirements

- **Financial Reporting:**

The Recipient shall submit all reports via email. Financial Reports shall be in keeping with 2 CFR 200 and 2 CFR 700.

The Recipient must submit by email a copy of the Standard Form 425 (SF-425) on a quarterly basis to the Agreement Officer and the Agreement Officer's Representative within 30 calendar days after quarter-end.

Electronic copies of the SF-425 and line item instructions for completing the SF-425 can be found at <https://www.grants.gov/forms/post-award-reporting-forms.html>

- **Performance Reporting**

Reports and Deliverables	Due Dates
1. Co-design workshop	Within 40 calendar days after award to inform activity theory of change, milestone plan, implementation plan and MEL plan
2. Annual Implementation Plan	A draft First Year Implementation Plan for the Award– 60 calendar days after award (note: First

	<p>Year Implementation Plan should go from activity start date through the end of the next fiscal year so may be longer or shorter than 12 months depending on time of the award.)</p> <p>A fully developed First Year Implementation Plan for the Award– 90 calendar days after award.</p> <p>Subsequent Annual Implementation Plan – October 10th of each calendar year</p>
3. Activity Monitoring, Evaluation and Learning (MEL) Plan	Within 90 calendar days after award
4. Quarterly Progress Report	Within 30 days following the end of each quarter
5. Annual Performance Report	No later than October 15 each year
6. Final Report	Within 90 calendar days after the end of the Award
7. Bi-annual Pause and Reflect Sessions	In coordination with the AOR
8. Activity Branding and Marking Plan	Within 90 calendar days after award

Co-design Workshop - Within forty days post-award the Recipient will hold a workshop that includes USAID staff and relevant partners to guide development of the First Year Implementation Plan, activity theory of change and MEL plan. The workshop will also serve to define format and requirements for deliverables and reporting. The objective of the workshop is to provide a dedicated forum for the activity consortium, USAID staff and other relevant partners to collaborate to refine the submitted technical approach, theory of change and MEL Plan.

Annual Implementation Plan - The annual implementation plan details how the Recipient will use the implementation plan year effectively to achieve the Activity objectives. The implementation plan serves as a guide to program implementation and, once approved, represents an agreement as to the objectives and timing of specific tasks and interventions. The implementation plan is intended to be an annual roadmap for USAID and the Recipient. It should be closely aligned to the theory of change agreed upon during the co-design workshop, and clearly explain how the actions and outputs will lead to the expected outcomes identified in the theory of change. Upon consultation with the Agreement Officer Representative (AOR), reasonable and justifiable modifications can be made to improve the chances of achieving the medium and long-term results of the program. More details on the format of the implementation plan will be provided after award.

Activity Monitoring and Evaluation Plan (MEL) - The Recipient is required to have an Activity Monitoring, Evaluation and Learning Plan (MEL) capable of tracking and documenting progress against the Activity objectives and results. The MEL plan should be framed by, and closely aligned with, the agreed-upon activity theory of change. The MEL reflects the award progress over the life of the Activity and is a critical tool for planning, managing, documenting, evaluating performance and learning. Findings from the MEL should be reviewed and validated in annual pause-and-reflect-sessions with USAID staff, and revised when appropriate in consultation with the AOR. More details on the format of the MEL plan will be provided after award.

Quarterly Progress Reports

The Recipient will submit Quarterly Progress to USAID within 30 days after the end of each quarter of the fiscal year during the performance period. The Quarterly Progress reports shall include the following information: i) a summary of activities and key achievements; ii) describe progress made during the reporting period actual achievements of the quarter; and iii) assess overall progress to date against: performance indicators agreed upon, and the planned outputs for the quarter in the annual implementation plan. The progress report should also highlight key accomplishments and any issues that are affecting the timing of interventions, steps being taken, or proposals being made to resolve issues, plans and intended outputs for the following quarter.

Annual Performance Report - Annual performance reports will summarize actions, progress and results during the year in relation to the approved implementation plan and the activity theory of change it supports. The report should include lessons learned, proposed adaptive management shifts, and proposed updates to the theory of change. The annual performance report will be used by USAID to assess the status of the Activity implementation. Each annual performance report will include an assessment as to whether the activity, strategic approaches and actions are leading to the objectives and required results of the Activity; and if the objectives will be accomplished within the remaining time and available resources. The annual performance report will cover all of the items included in the bi-annual performance report, with a focus on the Activity results over the entire contract year. More details on the format of the annual performance report will be provided after award.

Final Report - The Final Report must discuss all strategic approaches and achievements of the objectives and results from the start of the award through its completion. More details on the format of the final report will be provided after award.

Bi-annual Pause-and-Reflect Sessions - Bi-annual pause and reflect sessions (BPR) should precede and inform the development of the annual implementation plan and annual performance report and will form the basis for a management review conducted by USAID and program staff to assess program directions, priorities, achievements, and prior year implementation results, as well as management and implementation impediments, and to make recommendations for revisions. The format, participation and final output of the BPR will be defined through consultation with the AOR and can entail a series of internal meetings, a multi-day workshop, or a brief report to summarize learning and major conclusions about the effectiveness of the actions and strategic approaches to achieve the activity objectives and overall purpose. The BPR may be used to suggest refinements or updates to the activity theory of change, MEL plan, and subsequent annual implementation plan.

Branding and Marking Plan

The Recipient shall submit a branding and marking plan consistent with USAID branding and marking provisions within 30 days of award. The final version of Branding and Marking Plan will be included as an attachment to the Fixed Amount Award.

Aligned with performance reporting requirements in [2 CFR 200.329](#), the Gender Equity and Equality Action (GEEA) Fund Performance Reporting includes:

1. Report GEEA funded activity progress through the annual Performance Plan and Reporting (PPR) and Development Information Solution (DIS) process using applicable standard indicators recommended by the USAID GEEA Fund. Reporting is required for the duration of the activity.
2. Report on applicable standard and custom indicators developed by the USAID GEEA Fund. These indicators are required if applicable and reported for the duration of the activity.

3. Complete the activity profile and performance survey(s) administered by the USAID GEEA Fund. Currently these surveys gather activity information on partnerships, characteristics of partnerships, interventions, and updates on successes and challenges. The survey tools and the reporting systems may change in alignment with systemic changes made by USAID.
4. Assist the USAID GEEA Fund to respond to requests for information, for example, from Congress, senior Agency managers, or Agency partners. Activity information is also needed for GEEA Fund communication purposes; and
5. GEEA Fund implementing partners are encouraged to join the USAID Women's Economic Empowerment Community of Practice, and other events, to advance collaboration, adaptation, and learning. Here are the USAID Women's Economic Empowerment Community of Practice's First Tier members. Pending an Award, the Global Fund for Women would be a First Tier member.

4. Environmental Compliance

a) The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered, and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ADS/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Applicant environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFA.

b) In addition, the Recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

c) No activity funded under this Award will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as "approved Regulation 216 environmental documentation.").

d) As part of its initial Work Plan, and all Annual Work Plans thereafter, the Recipient, in collaboration with the USAID Cognizant Technical Officer and the Environmental Officer, as appropriate, shall review all ongoing and planned activities under this grant/CA to determine if they are within the scope of the approved Regulation 216 environmental documentation.

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

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

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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

Name: Shannon White-Benson
Title: Senior Agreement Officer
Email: shwhite@usaid.gov

Name: Elizabeth Surette
Title: Agreement Specialist
Email: esurette@usaid.gov

2. Acquisition and Assistance Ombudsman

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

<https://www.usaid.gov/work-usaid/acquisition-assistance-ombudsman>

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

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SECTION H: OTHER INFORMATION

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

Application with Proprietary Data

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

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

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

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

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ANNEX 1 – STANDARD PROVISIONS

(Note: the full text of these provisions may be found at:
<https://www.usaid.gov/sites/default/files/documents/303mak.pdf> and
<https://www.usaid.gov/ads/policy/300/303maa>.

The award will include the latest Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations, and the latest Mandatory Provisions for U.S. Nongovernmental organizations for cooperative agreements. The award will also contain the following “required as applicable” Standard Provisions:

Please note that the resulting award will include all standard provisions (both mandatory and required as applicable) in full text.

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR FIXED AMOUNT AWARDS TO NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
	x	RAA1. FIXED AMOUNT AWARD ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)
x		RAA2. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
x		RAA3. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
	x	RAA4. USAID ELIGIBILITY RULES FOR PROCUREMENT OF COMMODITIES AND SERVICES (MAY 2020)
x		RAA5. FLY AMERICA ACT RESTRICTIONS (AUGUST 2013)
	x	RAA6. OCEAN SHIPMENT OF GOODS (JUNE 2012)
	x	RAA7. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
	x	RAA8. PATENT RIGHTS (JUNE 2012)
	x	RAA9: EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	x	RAA10. INVESTMENT PROMOTION (NOVEMBER 2003)
	x	RAA11. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
	x	RAA12. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	x	RAA13. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	x	RAA14. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	x	RAA15. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	x	RAA16. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	x	RAA17. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)

	x	RAA18. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
	x	RAA 19. METRIC SYSTEM OF MEASUREMENT (AUGUST 1992)
	x	RAA20. ACCESS TO USAID FACILITIES AND USAID's INFORMATION SYSTEMS (AUGUST 2013)
	x	RAA21. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
x		RAA22: AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (APRIL 2016)
	x	RAA23. RESERVED
	x	RAA24. PROHIBITION ON CERTAIN TELECOMMUNICATION AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT (JULY 2022)
	x	RAA25. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES – PREDETERMINED (NOVEMBER 2020)
		RAA2. NEGOTIATED INDIRECT COST RATES – PROVISIONAL (Nonprofit) (NOVEMBER 2020)
		RAA3. NEGOTIATED INDIRECT COST RATE – PROVISIONAL (Profit) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
	x	RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	x	RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	x	RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
	x	RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
	x	RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
x		RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
	x	RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
	x	RAA12. INVESTMENT PROMOTION (NOVEMBER 2003)
x		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
	x	RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	x	RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)

	x	RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	x	RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
x		RAA18. USAID DISABILITY POLICY – ASSISTANCE (DECEMBER 2004)
	x	RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	x	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	x	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	x	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
x		RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
x		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
	x	RAA25. PATENT REPORTING PROCEDURES (NOVEMBER 2020)
	x	RAA26. ACCESS TO USAID FACILITIES AND USAID’S INFORMATION SYSTEMS (AUGUST 2013)
	x	RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
x		RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	x	RAA29. RESERVED
	x	RAA30. PROGRAM INCOME (AUGUST 2020)
	x	RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

ANNEX 3 – MILESTONE BUDGET EXAMPLE

	Payment Milestone*	Description	Completion Date	Amount
1	Requirements Blueprint	Framework for system incorporating requirements gathered from internal and external stakeholders.	Award date + 60 days	\$
2	Training Materials	Copies of training materials for use with both buyers and sellers including any recorded trainings/webinars and materials for in-person project specific trainings	Award date + 6 months	\$
3	Summary of Technical and User Testing Results	Reports on finding from technical testing to be conducted by Gravity Pro and user testing including user testimonials.	Award date + 8 months	\$
4	New Platform/Launch	Rollout of new platform including provision of full functionality to users. View only access provided to U.S. Government, including to online dashboard for access to data and analytics. Presentation to USAID and invitees on the capabilities of the new platform, including live demonstration of user interface and description of data which will be collected and tracked.	Award date+12 months	\$
5	Annual Report – First	Annual reports for each project year. The document should summarize activities for the period covered, highlight accomplishments, report on project performance against the results framework, and include any updates to the project workplan, results framework, M&E plan, or Branding and Marking plan.	First annual report due Award date + 14 months	\$
6	Annual Report - Second	Annual reports for each project year. The document should summarize activities for the period covered, highlight accomplishments, report on project performance against the results framework, and include any updates to the project workplan, results framework, M&E plan, or Branding and Marking plan.	Second annual report due 12 months after the first	\$
7	Final Report	The annual report for the third-year report serving as the final report and including information for the entire project term. The document should summarize activities for the period covered, highlight accomplishments, report on project performance against the results framework, and include any updates to the project workplan, results framework, M&E plan, or Branding and Marking plan.	Final report due prior to award end	\$
8				\$
9				\$
10				\$
TOTAL				\$

Note: Payment Milestones do not constitute the full list of deliverables under this agreement.

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