Issue Date:	December 20, 2020
Questions Deadline before Submission of Concept Papers:	January 8, 2021
Closing Date for Submission of Concept Papers:	January 27, 2021 4:00 pm Cairo local time
Co-Creation Event:	TBD
Closing Date for Submission of Full Written Applications	TBD

Subject: **Notice of Funding Opportunity Number: 72026321RFA00001**
Program Title: **Women's Economic and Social Empowerment Activity**
CFDA Number: **98.001**

Ladies/Gentlemen:

The United States Agency for International Development's (USAID) Mission in Egypt (USAID/Egypt) is seeking applications for a Cooperative Agreement from qualified entities to implement the Women's Economic and Social Empowerment Activity. Eligibility for this award is not restricted.

USAID/Egypt intends to make an award to the applicant(s) who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process.

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety.

USAID/Egypt bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

USAID/Egypt may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6.b.ii.G. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Please send any questions to the points of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID/Egypt programs.

Sincerely,

MARTIN RICHARD FISCHER (affiliate)
Digitally signed by MARTIN RICHARD FISCHER (affiliate)
Date: 2020.12.20 19:48:42 +02'00'

Martin R. Fischer
Agreement Officer

TABLE OF CONTENTS

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.[1] Set forth below is a description of the proposed program, covering:

1. Activity Title;
2. Goal;
3. Background;
4. Operating Priorities and Policy Guidance; and
5. Program Activities.

1. ACTIVITY TITLE

Women's Economic and Social Empowerment Activity

2. GOAL

The goal of this activity is to promote women's access to economic opportunities in Egypt through three integrated and mutually reinforcing objectives:

Goal 1: Improve the work environment for women in the private sector economy
Goal 2: Expand women's financial inclusion
Goal 3: Reduce the socioeconomic impacts of violence against women

3. BACKGROUND

The following provides relevant background information, including the socio-economic context for women in Egypt, other relevant USAID activities and relevant ongoing GOE, donor, and private sector programming.

A. General Background

USAID/Egypt is committed to deepening its investment in women's economic and social empowerment. This activity aligns with both the Government of Egypt's and U.S. Government's shared policy priorities of empowering women towards achieving Egypt's 2030 National Agenda and meeting the Sustainable Development Goals. This activity recognizes that Egypt's broader economic and social development requires the removal of barriers to women's participation in the economy, as women currently comprise 50 percent of the population but only 23 percent of the total labor force.

[1] If award is made to a non-U.S. organizations then different provisions will apply as discussed below.

B. Economic Context for Women in Egypt

Egypt's constitution provides for equal rights for men and women. The Government of Egypt has undertaken political, legal, and social efforts to address gender equality. However, women continue to face challenges due to discrimination faced in both law and practice, threats to their physical security, and workplace bias in favor of men that hinder their economic advancement. Additionally, labor laws provide for equal rates of pay for equal work for men and women in the public but not the private sector, and biases persist in men being paid more than women. Educated women continue to have employment opportunities, but social pressures against women pursuing a career remain strong. Thirty-six percent of women leave jobs due to marriage and sixteen percent for children and home responsibilities. The burden of unpaid care work, estimated at EGP 458 billion annually, along with strong cultural biases heavily impact female labor force participation. Despite high numbers of female graduates, their skills are not being employed in the labor force, particularly in the private sector.

Overall, female labor force participation is low nationwide, with 23 percent female labor force participation compared to 79 percent for their male counterparts. Not only is women's overall labor force participation low, but women are concentrated in only a few sectors of the economy, whereas men are distributed more evenly across sectors and occupations. Most women work in the service sector (57%), as professionals in education, in public administration, and in health and social work, 36% of women are employed in the agriculture sector, and only 7% in industry.

Egypt has made achievements towards building an inclusive financial system through introducing a number of initiatives to provide financially underserved households and female micro, small, and medium enterprise (MSME) owners with an opportunity to be part of the formal financial system. Women from low socio-economic income levels do not have access to financial products and services that meet their needs, such as savings, credit and insurance at a reasonable cost. They also face legal and socio-cultural barriers such as negative perceptions in dealing with banks, which limit women's financial inclusion. Although cashless payments are on the rise, cash transactions are still dominant.

Moreover, workplace harassment and sexual harassment in public contribute to women's decisions to remain out of the workforce, while violence against women and girls at home results in lost employment and productivity. The roots of pervasive violence against women include household poverty, cultural factors, and a weak enforcement of laws intended to protect women. The social impact of this violence includes reduced ability to contribute to economic life. The proposed activity posits that by reducing violence against women and girls, women will feel safe and empowered to seek employment and confident to use financial services, which then positions them to become entrepreneurs, and join the formal economy.

C. Other Relevant USAID Activities

The U.S. Government has made women's economic inclusion and empowerment a global priority through the launch of the Women's Global Development and Prosperity Initiative (WGDP). USAID/Egypt's portfolio aligns with all three pillars of the WGDP Initiative: 1) Women prospering in the workforce; 2) Women Succeeding as Entrepreneurs; and 3) Women Enabled in the Economy. USAID/Egypt is working in partnership with the Egyptian people to promote women's economic empowerment, support the efficiency of public institutions, and prevent violence against women. The proposed activity aligns with USAID/Egypt's strategy to increase inclusive economic growth by removing barriers to women's socio-economic participation with specific focus on economically marginalized and/or unbanked women.

The below are relevant prior and/or current USAID/Egypt activities focused on women's socioeconomic empowerment. Reports on all the below mentioned awards are available on the DEC website www.dec.gov and can be obtained by award number and/or project name.

Women's Employment Promotion in the Agriculture Sector Program, AID-263-IO-15-00002: USAID has experience in identifying and addressing barriers to women's employment at the firm level, as in the case of USAID-funded Women's Employment Promotion in the Agriculture Sector: Creating Safe and Women-Friendly Workplaces Program (WEPP), which was implemented by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) between 2015 and 2018.

In this program, ten Egyptian agribusiness companies in Giza, Beni-Suef, and Minya adopted policies to ensure non-discrimination, health, and safety of women in the agribusiness sector. Policies included provision of childcare, safe transportation, equal pay and benefits, and appropriately preventing and responding to sexual harassment in the workplace. This resulted in higher retention rates and reduced absenteeism, higher productivity and performance, and improved corporate reputation in the surrounding communities and compliance with international market expectations.

USAID/Egypt is looking to build on the successes of that activity, which demonstrated that improving working conditions for women and promoting women's decent employment is not only the right thing to do but also helps businesses improve their performance.

Safe Cities Free From Violence Against Women and Girls Activity, AID-263-IO-13-00007: USAID/Egypt through the Safe Cities Free From Violence Against Women and Girls activity, implemented by UN Women, is currently strengthening the capacity of public institutions and community service organizations to provide services to survivors of violence. These include shelters, first-contact service providers, and community-based services for rehabilitation, health, and legal support for survivors and their families. There may be opportunities to build on this activity to create links between the national agenda to community-based activities managed by NGOs and government entities, including building referral pathways from the national-level to the local-level particularly in more remote areas. The Safe Cities project is strengthening the capacity of public institutions and community service organizations to provide victim services nationwide with targeted interventions in Alexandria, Beni Suef, Cairo, Giza and Minya.

Strengthening Entrepreneurship and Enterprise Development (SEED) Activity, AID-263-C-16-00003: This project offered technical support to business service providers, entrepreneurs, and micro, small, and medium enterprises (MSMEs) -- including women and youth -- to help develop new business ideas, strengthen essential business development services, introduce new financial tools, and enhance financial literacy and management. SEED also focused on improving access to essential financing, information, and technology; reducing bureaucratic procedures; addressing policies that impact the ease of doing business; and expanding and improving public one-stop shops responsible for business registration and licensing. Implementing Partner: DT Global; Life of Activity: Nov 2015 – July 2020; Total Estimated Cost: $22.9 million.

Workforce Improvement and Skills Enhancement (WISE) Activity, AID-263-C-16-00002: Through this project, USAID/Egypt improved technical secondary education to meet the needs of the job market, benefiting vocational school students and teachers as well as the private sector. The project established partnerships between businesses and technical schools to help build the skills needed for employment – reducing the current skills mismatch, creating a pool of qualified candidates, and linking students with jobs. Women constitute more than 40 percent of WISE beneficiaries who received training and development interventions. WISE also improved the performance and productivity of the private sector through in-house training and improved human resource strategies that reduce staff turnover. It sought to build the capacity of business associations to advocate for policy and regulatory reforms related to labor market efficiency, with special focus on improving female participation in the labor market. Implementing Partner: MTC International; Life of Activity: November 2015 – February 2021; Total Estimated Cost: $29.1 million.

Egypt Rural Agribusiness Strengthening (ERAS) Activity, 72026318C00004: USAID helps farmers in Upper Egypt and the Delta become more self-reliant and grow marketable crops that meet international standards for export. Under the U.S. Government's global hunger and food security initiative, Feed the Future, Egyptian farmers and food processors are establishing connections to domestic and international markets, gaining access to finance, and increasing their adherence to food and safety practices. Additionally, the activity assists Egyptian agribusinesses in modernizing their food technology and delivery systems by upgrading processing facilities, refrigeration trucks, and water-efficient irrigation systems. ERAS seeks to advance community awareness of gender issues, along with empowering women via offering professional and vocational opportunities in the agricultural sector. This activity builds on USAID's previous investments in Egypt's agricultural sector, including in irrigation infrastructure, the establishment of agricultural associations, and training programs to help farmers transition from traditional staple crops to high-value horticulture. Implementing Partner: ABT Associates; Life of Activity: August 2018 – December 2023; Total Estimated Cost: $36.3 million; Governorates: Alexandria, Assiut, Aswan, Beheira, Beni Suef, Cairo, Dakahlia, Giza, Gharbia, Ismailia, Luxor, Menoufia, Minya, Qalyoubia, Qena, Sharkia, and Sohag.

Creating an Enabling Environment for Adolescent Girls Activity, 72026318IO00001: This activity is empowering girls in Upper Egypt by equipping them with key social and economic skills to eliminate violence against girls, including Female Genital Mutilation and Cutting (FGM/C) and early marriage. The broad objective of this activity is to change public perception to support the rights of Egyptian girls, thus protecting them from FGM/C and child marriage. By focusing on services, systems, and community, the activity aims to empower girls and their families to end violence against girls with the support of Egypt's legal system and protection services. This activity is implemented in partnership with UNICEF and the Government of Egypt in the Governorates of Assiut, Aswan, Qena and Sohag.

Intercommunity Girls' Empowerment Activity, 72026320CA00007: This activity promotes cooperation and dialogue between young women and girls and engages families from different social and cultural backgrounds in Minya and Qena in cross-community dialogue and teamwork. This activity engages youth, parents, and community leaders in Upper Egypt to strengthen girls' access to education and economic opportunity. To this end, the activity provides safe and secure venues for continuing education and discussion on vital issues for young women and girls. The Inter-community activity encourages girls to take on community leadership roles and builds community champions to raise awareness of and prevent violence against women and girls. This activity is implemented in partnership with El Nidaa Egypt Foundation for Integrated Development and the Coptic Evangelical Organization for Social Services.

Workforce Egypt, current solicitation number RFP # 72026320R00008 (Modifications 1, 2 and 3): Workforce Egypt's primary objective is to transform the technical education and vocational training (TVET) system to produce the skills needed for a globally competitive Egyptian market, thereby creating sustainable jobs, especially for the youth and females, and institutionalizing structural labor market reforms that can support workforce development now and in the future. This activity will also addressing these challenges a number of ways: 1) advocating for labor market reforms that improve gender equity and address major issues such as the low female participation rate in the labor force, 2) working with the relevant stakeholders to implement those reforms, and 3) working with specific firms and business associations in selected sectors to improve human resource management, including the introduction of policies and regulations at the firm level that improve the hiring and retention of women. The anticipated funding level for is $67- $70 Million for a five-year activity.

D. Government of Egypt, Donor, and Private Sector Activities

This planned activity will support key Government of Egypt national strategies and priorities as articulated in:

- IMF Extended Fund Facility Arrangement to Egypt
- Egypt Vision 2030 - The National Sustainable Development Strategy
- The National Strategy to Counter Violence Against Women

- The National Strategy for the Empowerment of Egyptian Women
- Integrating Gender and Women's Financial Inclusion into the Central Bank of Egypt's Framework, (CBE, AFI, 2019)
- The Egypt Economic Cost of Gender Based Violence Survey, (NCW, UNFPA and CAPMAS, 2015)
- Egypt's Closing the Gender Gap Accelerator (MOIC and NCW, 2020)

Egypt's "Closing the Gender Gap Accelerator" program launched in July 2020 and is led by the Ministry of International Cooperation and the National Council for Women. Egypt's "Closing the Gender Gap Accelerator" aims to: 1) increase the number of women in the labor market, 2) promote more women into management and leadership positions, 2) close wage gaps, and 3) encouraging education and training to develop the skills women will need to participate in an increasingly technical future workplace. The Gender Gap Accelerator is designed to identify key economic gender gaps, develop public- and private-sector interventions for narrowing these gaps, and commit relevant stakeholders from both sectors to a three-year action plan. Central to this effort will be engaging companies on the strong business case for advancing gender parity in their workforces and taking action on women's participation, skills, wages and leadership, while the government drives new policies and initiatives and tracks progress. Supported by the World Economic Forum, Accelerators are currently set up in nine countries; Egypt is the only country in the Middle East and North Africa.

Furthermore, proposed activities should complement the work of other donors. There is a high degree of donor attention paid to the issue of gender equality and women's empowerment and micro-economic growth. As such, the Recipient should propose approaches that complement the existing efforts in order to ensure the activity is complementing the Government of Egypt's whole-of-government approach to women's economic and social empowerment and inclusion.

4. OPERATING PRIORITIES AND POLICY GUIDANCE

The following operational guidance is provided that will be crucial for the successful and sustainable implementation of this activity and should be applied to all services and deliverables specified in the Cooperative Agreement. These priorities and guidance relate to: a) Private Sector Engagement; b) Journey to Self-Reliance and Sustainability; c) Diverse Partnerships/Consortium and Leveraging Local Expertise; d) Monitoring, Evaluation, and Learning; e) Persons with Disabilities; f) Coordination and Collaboration

A. Private Sector Engagement

USAID recognizes the value of engaging the private sector to help shape market-based solutions that achieve sustained impact and can carry forward long after USAID's support has ended. Through its PSE Policy, USAID has issued an Agency-wide call to action and mandate to work hand-in-hand with the private sector to design and deliver development and humanitarian programs in all sectors. This policy signals an intentional shift towards enterprise driven development as a more sustainable way to empower people, communities and nations.

The private sector has a significant stake in the success of the GOE achieving its economic objectives. Private entities of all sizes and sectors see their costs increase and efficiency and profitably impaired due to ineffective services at the institutional, procedural, and policy levels. Private sector entities of all types play a role in communicating the urgency of reform and are critical for identifying problems and finding solutions that improve and promote economic inclusiveness and growth. In line with this, the Women's Economic and Social Empowerment Activity is expected to engage, leverage and/or partner with the private sector in the identification and development of market-based solutions to women's economic empowerment and gender-based violence, with specific focus on economically marginalized and/or unbanked women. For example, this Activity might work with private sector firms to identify and support solutions to barriers to female recruitment and retention while providing access to tools and support to increase women's control over their own finances and agency in household financial decisions.

B. Journey to Self-Reliance and Sustainability (J2SR)

Sustainability is a core part of the U.S. global development policy. USAID seeks to advance the ability of a country, working across sectors, including government, civil society, citizens, and economic actors, to solve its own development challenges. USAID assistance is oriented to support a country's own transition towards self-reliance. The Women's Economic and Social Empowerment Activity addresses J2SR commitment and capacity metrics in the sub-areas of Social Group Equality, Economic Gender Gap, and Civil Society Effectiveness.

This activity supports the USAID/Egypt Goal of Prosperity for Egyptians Increased, DO2: Government Responsiveness to Rights of the People Strengthened. The activities also advance the objectives of the Self-Reliance Road Map, including Inclusive Development, Social Group Equality, Civil Society Capacity, and the Economic Gender Gap.

C. Diverse Partnerships/Consortium and Leveraging Local Expertise

The Activity is expected to build on the achievements and lessons learned of previous and ongoing USAID/Egypt programming. The Activity should take an integrated approach to address the aforementioned challenges and objectives. In doing so, the Activity is expected to recognize, leverage, and strengthen existing and growing national and local expertise and to collaborate with a wide range of actors. Further, USAID/Egypt recognizes that the Activity incorporates a wide technical range of democracy and governance and economic growth goals and objectives. In light of this, the use of a strong consortium or alliance of partners (prime and sub-awardees) in an integrated approach to achieving the goals and objectives including partnerships with private-sector entities is expected. Close and continuous coordination with relevant implementing partners and projects will be required to avoid duplication, and all interventions should be developed in consultation with local stakeholders to accurately reflect the context and challenges. In line with this, USAID/Egypt anticipates that GOE officials may play an active role in annual implementation plan development.

D. Monitoring, Evaluation, and Learning

USAID/Egypt intends to support activities that utilize data and evidence to inform and carry out interventions with the greatest chance of success. Collecting, measuring and using data and evidence will be important for developing policies and interventions. USAID/Egypt strongly encourages potential partners to use collaborating, learning, and adapting approaches.

The recipient shall develop a monitoring, evaluation and learning (MEL) plan in consultation with the Agreement Officer's Representative (AOR) that will include output and outcome, quantitative and qualitative indicators to include required applicable standard indicators, as well as custom indicators to be proposed by the recipient. State-USAID standard indicators may be found at (http://www.state.gov/f/indicators). The Recipient shall develop a rigorous system for the collection, storage, and analysis of data and the verification of its quality, to ensure it meets USAID data quality standards. Indicators should be disaggregated by gender and where appropriate by age and geographic location and should demonstrate that the recipient is reaching a diverse group of target beneficiaries. For each MEL plan indicator, the recipient must develop a Performance Indicator Reference Sheet, which provides a precise definition, information on disaggregation for data collection, when baseline information will be collected and expected annual targets.

The MEL plan shall detail the activity's learning approach and an evaluation plan. Either baseline information or a plan for immediate collection of baseline data at the start of the activity. Other learning agenda items should also be included in the activity.

Results data will be shared with a number of stakeholders, including other USAID implementing partners, public, and civil society entities as well as other donors, in support of enhanced collaboration, learning and adaptive management across USAID/Egypt's portfolio. The Recipient may be requested to participate in collaborative learning events, which will be designed to generate and share learning among USAID/Egypt implementing partners and stakeholders. In order to assist with activity coordination, the recipient will also establish and maintain a MEL database that will include key indicators, information on beneficiary numbers per location, and status of activities. USAID/Egypt will have read access to this database.

For the Women's Economic and Social Empowerment Activity, USAID/Egypt would like the following standard indicators incorporated into the MEL plan:

- Proportion of female participants in USG assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment)
- Number of people reached by a USG funded intervention providing GBV services (e.g., health, legal, psychosocial counseling, shelters, hotlines, other).
- Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities

- *Collaboration, Learning and Adapting*

The MEL plan also describes the activity's approach to effective Collaboration, Learning and Adaptation (CLA) as highlighted in ADS 201.3.7 USAID uses this approach to achieve better development outcomes. This approach involves strategic collaboration, systematic and continuous learning and adaptive management.

While CLA is not a new approach, these practices often do not occur regularly, are not systematic and not deliberate. CLA is not a different work stream or done for its own sake. It is a different way of approaching activity design and making implementation as effective as possible to maximize development impact. A strong CLA practices vary with organizational culture, project contexts and their enabling environment.

Partners will achieve this intentionally by identifying knowledge gaps in their activity's theory of change or by filling gaps in the evidence that designers used when creating the activity. The intentionality may be achieved by creating and taking opportunities for stakeholders to track progress and to discuss challenges, opportunities, and changes in context. See ADS 201.3.7.5 for potential CLA approaches. To complement the MEL plan's functions, the recipient will continuously review progress and challenges, integrate and document lessons learned, and adapt interventions accordingly.

E. Persons with Disabilities

The Activity must not discriminate against people with disabilities and must make every effort to comply with the objectives of USAID Disability Policy in executing the activity. To that extent, and within the scope of the project, the implementor's actions must demonstrate a comprehensive and consistent approach for including men, women, and youth with disabilities.

F. Coordination and Collaboration

The U.S. Government programs in Egypt support a diverse portfolio across a broad spectrum to include health and education, economic growth, agriculture and food security, gender equality, governance, global health, and water and sanitation. Given this proposed activity has the potential to engage the health, education and economic growth sectors, the awardee will be expected to fully coordinate with existing U.S. Government programs and implementing partners to prevent duplication of effort.

As noted above, the Government of Egypt has implemented activities aimed at women's economic and social empowerment. Proposed activities under this award should be designed in a manner that best leverages and complements these initiatives.

Furthermore, proposed activities should complement the work of other donors. There is a high degree of donor attention paid to the issue of gender equality and women's empowerment and micro-economic growth. As such, the Recipient should propose approaches that complement the existing efforts.

5. PROGRAM ACTIVITIES

This activity will specifically contribute to USAID/Egypt's Inclusive Economic Governance Project Activity Design Sub-Purpose 2: Reduced Barriers to Women's Economic and Social Participation. The Theory of Change for this activity is:

IF the work environment for women in the private sector is improved, women's financial inclusion is expanded, and the socio-economic impacts of violence against women are reduced, THEN women will have increased access to economic opportunities in Egypt.

When businesses institute workplace policies to retain women and prevent workplace harassment, then women are more likely to want to - and be able to - participate in the formal economy and seek out financial services. By expanding women's access to financial services and employment, women have income and control over their money, which are critical to ensure that economically marginalized and/or unbanked women are able to lift themselves – and their families – out of poverty. By reducing violence against women and girls at work and in the home, women will feel safe and empowered to seek employment and use financial services. When women can control their own earnings and savings, and take charge of their own economic future, they can dictate the course of their own lives.

Each of the three integrated and mutually-reinforcing objectives of the Women Economic and Social Empowerment activity are described more fully below.

A. Objective 1: Improve the work environment for women in the private sector economy

The 2018 World Bank Egypt Women Economic Empowerment Study noted, "Economic Growth cannot be sustained without inclusiveness, and women represent an untapped resource in the economy of Egypt." USAID/Egypt believes that overall economic growth in Egypt will improve by removing workplace barriers to equal employment for women, improving private sector hiring practices of women, and changing attitudes toward women in the workplace.

Through this Objective, USAID/Egypt aims to improve the work environment for women employees in Egypt, working in close partnership with the Egyptian private sector in a number of high-growth sectors, including sectors that are not traditionally common for women's employment in Egypt. The final selection of sectors will be determined through the annual implementation planning process and, among other things, will avoid duplication with other relevant activities, most notably the Workforce Egypt activity. Potential promising high-growth and/or important sectors for women's employment may include:

- Information and Communication Technology (ICT);
- Retail trade, travel, business, financial services;
- Manufacturing of electronics, pharmaceuticals, and garments.

Solutions may help improve gender equity and safety at work, increase awareness about the business-case for gender equality, and improve uptake of women-friendly policies and workplaces at firms in the Egyptian private sector.

Expected Results Include:
1. Improved gender equity, safety, and women-friendly internal policies at the firm level
2. Increased recruitment and retention of women in high-growth sectors
3. Increased awareness of incentives and benefits that gender equality measures have on profit and sustainability at the firm level

B. Objective 2: Expand Women's Financial Inclusion

This Objective fully supports the Government of Egypt's aspiration and commitment towards the transition into a cashless economy. It also fully supports CBE's goal to increase women's access to formal financial services through digital financial systems at competitive prices while identifying what financial products and services they need in order for women to succeed.

Access to and knowledge of available financial services (such as electronic payments, credit, savings schemes, and insurance) is necessary for transforming the lives of Egyptian women, particularly those who are economically marginalized and/or unbanked. In order to empower women in both the formal and informal economy, and increase their economic opportunities, financial and non-financial services (such as information, technology, and financial literacy) must be attainable to all Egyptian women especially those at lower socio-economic levels. Providing low-income women with the right financial tools to save and borrow money, make and receive payments, and manage risk, are critical factors in supporting women's empowerment.

Access to affordable financial services can have transformative effects for economically marginalized and/or unbanked women. When women in vulnerable households can more easily participate in the financial ecosystem, they can be:

- Linked to markets;
- Have more of an equal opportunity to earn a fair income;
- Can better manage fluctuations in income and ensure smooth consumption in the face of shocks or unexpected financial emergencies; and
- Fund household expenditures like education and essential health services.

Expected Results Include:
1. Women at lower socio-economic levels have increased access to affordable financial products, such as savings, credit and insurance.
2. Low income women have developed greater financial literacy, awareness of and access to formal financial and banking products, like digital services, loans, bank accounts, and mobile money.

C. Objective 3: Reduce the Socioeconomic Impacts of Violence Against Women

Objective 3 recognizes that Egypt's broader economic and social development requires the removal of barriers to women's participation and empowerment by reducing workplace harassment and violence against women and girls. Objective 3 aims to reduce the socioeconomic impacts of violence against women. This aim is grounded in the findings from the Economic Costs of Violence against Women Report produced by the National Council for Women, which states: "Violence against women and girls not only has negative consequences for women but also their families, the community, and the country. It has tremendous costs, from greater health care and legal expenses, to losses in productivity, impacting national budgets, and overall development." The total cost of violence against women on the Egyptian economy is estimated to be as high as six billion Egyptian pounds annually.

Violence against women has a rippling effect across both society and the economy. When women and girls face violence, publicly and privately, they become reluctant to go out of their homes or their communities to work, attend school, shop, or engage in public life in general. Therefore, USAID/Egypt believes that by reducing instances of violence against women and girls, including reducing the practice of early and forced marriage, Egypt will see a positive correlation in women's socio-economic inclusion.

USAID/Egypt seeks creative approaches for engaging with a broad range of stakeholders including the GOE, civil society organizations, the Egyptian private sector and other national stakeholders to prevent and respond to violence against women. USAID/Egypt anticipates this may include awareness-raising campaigns and the establishment or expansion of comprehensive referral services for survivors of gender based-violence, including access to immediate medical, psycho-social, and legal support, access to productive resources, shelter, reintegration and follow-up. The Recipient should target specific sectors where violence against women is more prevalent, which may include interventions among domestic workers.

Expected Results Include:

1. Reduced social acceptability of harassment and violence against women.
2. Improved attitudes, knowledge, and behaviors that promote women's social and economic participation.
3. Expanded access to quality services for women survivors of violence.

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID/Egypt intends to award one Cooperative Agreement pursuant to this notice of funding opportunity. However, USAID/Egypt reserves the right to make more than one award if that is in the best interests of USAID/Egypt. Subject to funding availability and at the discretion of USAID/Egypt, USAID/Egypt expects to provide $39 million in total USAID funding over a five-year period.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five years. The estimated start date will be April 1, 2021.

3. Substantial Involvement

USAID/Egypt plans to negotiate and award an assistance instrument known as a Cooperative Agreement with the successful applicant for this program. A Cooperative Agreement implies a level of "substantial involvement" by USAID/Egypt. This substantial involvement will be through the Agreement Officer, except to the extent that the Agreement Officer delegates authority to the Agreement Officer's Representative (AOR) in writing. The intended purpose of the substantial involvement during the award is to assist the recipient in achieving the supported objectives of the agreement. The anticipated substantial involvement elements for this award are listed below (this list does not include approvals required by Standard Mandatory Provisions for US or Non-US NGOs or other applicable law, regulation or provision):

- Approval of implementation plans annually, including planned activities for the following year and any subsequent revisions of the implementation plan, for any reason, including, but not limited to where changed contexts or new information require a pivot in the activity;
- Approval of key personnel;
- Agency monitoring to permit specific kinds of direction or redirection of the work because of the interrelationships with other projects or activities or due to GoE priorities and guidance;
- Collaborative involvement in selection of advisory committee members and participation in the advisory committee, if the program will establish an advisory committee that provides advice to the recipient;
- Approval of the Monitoring Evaluation & Learning Plan – the MEL Plan will be developed in consultation with USAID/Egypt;
- Approval of all sub awards not included and approved in the original Cooperative Agreement; and
- The ability to immediately halt an activity if the recipient does not achieve the specified results and/or targets specified in the Monitoring, Evaluation

and Learning Plan or otherwise fails to comply with the terms and conditions in the Cooperative Agreement.

4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is 937.

5. 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 Women's Economic and Social Empowerment Activity which is authorized by Federal statute. The successful 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.

6. Selection of Instrument

Based on the responses to the Request for Information (RFI) that USAID announced in June 2019 during the planning phase of this activity, it was determined that there are several local Egyptian organizations and international organizations that are working in the filed of women's empowerment.

The agency's programmatic needs would be best met by providing funds and/or in-kind support to one of these organizations to support its own project(s).

A cooperative agreement is selected instead of a grant because substantial involvement is expected between USAID and the recipient while carrying out the Women's Empowerment Activity, particularly involvement in and approval of workplans.

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is not restricted. USAID/Egypt welcomes applications from organizations that have not previously received financial assistance from USAID.

2. Cost Sharing or Matching

USAID/Egypt has established a mandatory minimum recipient cost-share of 3% percent of the projected USAID funding for the expected assistance award. Such funds may be provided directly by:

- The Recipient;
- Other multilateral, bilateral, and foundation donors;
- Host country 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.

3. Other

USAID/Egypt will utilize a co-design process to finalize the program description and other key aspects of the Cooperative Agreement contemplated by this NOFO. This process will provide local partners the opportunity to participate in both the design and implementation of the Activity. The co-design process would be inclusive, and encourage new partnerships. The co-design process will ensure the final program description integrates the three goals into one cohesive approach. USAID/Egypt would consider U.S. small businesses and minority-serving institutions to be eligible to apply as a prime recipient or sub-grantee. All apparently successful applicants must participate in the co-design process in order to be eligible for award.

4. Other Eligibility Requirements

Applicants can only submit one (1) application (there is no limitation on whether an individual associated with an organization can also submit an application). Applicants are directed to review the other requirements for applications specified herein, including, but not limited to, Sections D and E herein.

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contacts

Name: Ms. Abeer Rizk
Title: Acquisition & Assistance Management Specialist, USAID/Egypt
Email Addresses: arizk@usaid.gov

Name: Ms. Lydia Rizkallah
Title: Acquisition & Assistance Management Specialist, USAID/Egypt
Email Addresses: lrizkallah@usaid.gov

2. Questions and Answers

Questions regarding this NOFO should be submitted through e-mail to Ms. Abeer Rizk at arizk@usaid.gov with a copy to Ms. Lydia Rizkallah at lrizkallah@usaid.gov no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Description of the Application Process

The application process is discussed below. Further guidance regarding format and contents of the various documents required are set forth in Subsection 4 below. The application process shall consist of four distinct phases: a. Concept Paper Phase; b. Co-Creation Phase; c. Full Written Application Phase; and d. Program Collaborative Design Phase.

a. Concept Paper Phase

The first phase of the application process will involve the submission of a concept paper that will include the information specified in Subsection 6.a below. USAID/Egypt will evaluate concept papers against the Merit Review Application Criteria specified in Section E below in order to determine the most highly-rated concept papers.

USAID/Egypt may or may not ask clarifying questions in writing and/or hold phone/video at this phase. Applicants not advancing to the next phase will be notified their application process has ended, but they will be invited to provide information on their contacts and capacities for consideration by those selected applicants in putting together teams. The selected applicants will be invited to participate in the Co-Creation phase.

b. Co-Creation Phase

Based on the evaluation of the concept papers, selected applicants who wish to be considered for award will be required to share contact and organizational capability information and participate in a virtual Co-Creation Workshop, along with other processes, documents and events specified by USAID/Egypt during this phase. The purpose of this phase of the NOFO is to:

1. Jointly explore each of the three objectives in a group setting designed to bring together both applicants and various stakeholders and experts to improve the written applications submitted in the next phase; and
2. Facilitate the formation of partnerships, teams and alliances that are critical to the success of any program awarded as a result of this funding opportunity.

USAID/Egypt anticipates extensive communications with prospective partners and that these robust discussions may include highly specific, detailed activity design discussions with prospective award recipients. Co-creation, collaboration and communication may take many forms including in-person, phone or video oral discussions, brainstorming, written questions, and potentially working together to outline the details of an activity that may or may not be funded. USAID/Egypt also anticipates that Government of Egypt officials are likely to be involved in some part of these pre-award and/or post-award discussions (e.g., implementation plan.). At this time, USAID/Egypt believes any co-creation, collaboration and communication will be virtual, but USAID/Egypt reserves the right to hold in-person processes.

Details regarding the mandatory information sharing, workshop(s) and other requirements/processes will be provided to those applicants whose concept papers are selected after the initial evaluation.

c. Full Written Application Phase

The third phase of the application process will involve the submission of complete written applications that will include the information specified below in Subsection 6.b. USAID/Egypt will evaluate the applications against the Merit Review Application Criteria specified in Section E below in order to determine the apparently successful applicant(s). The selected applicant(s) will be subject to a cost review and risk assessment and will be required to develop the final award program description through the final co-design phase described below.

d. Program Description Collaborative Design Phase

In the final phase, once the apparently successful applicant(s) is(are) identified, USAID/Egypt will lead a Program Description Collaborative Design Phase with the apparently successful applicant(s). This co-design process is expected to take place in Cairo (if possible, otherwise virtually) to consult with key Government of Egypt officials, other key development partners, beneficiaries, private sector entities and other relevant parties. The apparently successful applicant(s) will undergo an in-depth co-design process that will culminate in the final program description for the cooperative agreement contemplated by the NOFO.

4. General Instructions

USAID/Egypt will accept concept papers from the qualified entities as defined in Section C of this NOFO. The Applicant should follow the instructions set forth herein. If an applicant does not follow the instructions, the application may be downgraded and may not receive full credit under the applicable merit review criteria, or, at the discretion of the Agreement Officer, be eliminated from the competition. All concept papers and full applications received by the deadline will be reviewed against the merit review criteria in Section E, unless eliminated from further consideration for failure to follow the instructions.

5. Application Submission Procedures

All concept papers and written applications in response to this NOFO shall be due at not later than 16:00 p.m. Cairo time on the date indicated on the cover page to this NOFO. Consistent with ADS 303.3.6.6, applications that are submitted late may be eliminated from the competition. If a late application is evaluated and considered for award, all similarly situated late applications (in terms of time of receipt) will also be evaluated and considered for award. Applicants must retain proof of timely delivery in the form of confirmation from the receiving office mail receipt.

a. Submission

The Applicant must submit both the concept papers and the full written application electronically. Applications should be submitted through internet email with up to 25 MB per e-mail. After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an 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.

Applicants are reminded that e-mail is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are 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, applicants are discouraged from sending files in this format as USAID/Egypt cannot guarantee their acceptance by the internet server. File size must not exceed 25MB in size per e-mail.

Telegraphic or faxed applications are not authorized for this NOFO and will not be accepted. Applicants may upload applications to http://www.grants.gov. USAID/Egypt bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

b. Addresses

Applications shall be electronically delivered to Abeer Rizk at arizk@usaid.gov with a copy to Lydia Rizkallah at lrizkallah@usaid.gov.

c. Marking

The Concept Paper and the full written application 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);
- DUNS Number of the applicant organization;
- Program Name;
- Notice of Funding Opportunity Number; and
- Identifying it as the Concept paper or Full Written Application

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for merit review purposes, should:

(i) Mark the cover page with the following legend:

> "This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a Cooperative Agreement is awarded to this applicant as a result of - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. 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 ____; and"

(ii) Mark each sheet of data it wishes to restrict with the following legend:

> "Use or disclosure of data contained on this sheet is subject to the restriction on the cover page of this application."

d. Other General Instructions

Any erasures or other changes to the application must be initialed by the person signing the application. Applicants 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. Applicants 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. Applicants should retain a copy of the application and all enclosures for their records.

For the purposes of this NOFO, the term "applicant" is used to refer to the legal entity or organization submitting the application. The application received by the deadline will be reviewed for responsiveness to the guidance set forth below, including, but not limited to, the application format. Applications that are incomplete or not directly responsive to the terms, conditions, and provisions of this NOFO may be eliminated from further consideration at the discretion of the Agreement Officer.

6. Specific Application Instructions

Specific instructions for the submission of applications in the concept paper phase and the full written application phase are discussed below.

a. Concept Paper Phase

All concept papers received by the deadline specified in the cover letter will be reviewed against the concept paper merit review criteria specified in Section E. The following instructions are provided regarding the content of the concept papers submitted.

The Concept Paper must be on standard 8-1/2" by 11" paper (210mm by 297mm paper) or A4 paper, single-spaced, Times New Roman, 12-point font or larger, and have at least one inch margins on the top, bottom, and both sides. While tables, graphs, and charts may be used with a smaller font, USAID/Egypt reserves the right to take appropriate action, including elimination of the application from further consideration, if the use of smaller font in tables, graphs, and charts in the application is abused. The Concept Paper should be no more than eight (8) pages long, not including the cover page and an annex demonstrating the applicant's mapping of relevant GOE stakeholders and donor projects.

Concept Papers must respond to at least one of the three goals in the Program Description, though applicants can respond to either or both of the other objectives at their discretion. <u>Please note that this is for the concept paper phase only; in fact, Applicants who submit full written applications will be requested to address all three components in an integrated approach.</u> The Concept Paper must demonstrate an activity strategy and approach that will be specific and complete, and presented concisely. It must include a clear description of the conceptual approach and the general strategy being proposed. More specifically, the approach should clearly articulate:

1. The feasibility and relevance to the Egypt context, including demonstrating an understanding of relevant GOE stakeholders and donor projects;

2. Approaches having a meaningful reach and impact in terms of people, including the ability to scale the approaches;
3. Actionable approaches to analysis and learning;
4. Existing challenges and opportunities for programming activities, demonstrating an understanding of the development issues and challenges outlined in the activity strategy and approach;
5. A clear description of the technical approach and the general strategy (e.g., methodology and techniques) being proposed and explain how the approach is expected to achieve results in at least the specified objective;
6. How the activity addresses gaps in the sector and complements other interventions; and
7. Demonstrate what evidence-base informs the programmatic choices and how interventions will be replicable/scalable in the long run.

In addition to the eight pages of the Concept Paper itself, applicants should include an annex that maps relevant GOE stakeholders and donor projects and demonstrates how the technical approach being proposed compliments existing initiatives. No specific format is required and applicants should present this information in the manner that it determines is the most effective way to present the information requested.

No budget is required with the Concept Paper. For the purposes of developing the Concept Paper, Applicants should assume that roughly one third of the total USAID funding specified in Section B.1 above is available to support each component chosen for the Concept Paper.

b. Full Written Application Phase

All full written applications received by the deadline (specified in an amendment to the funding opportunity that will be issued after the Co-Creation Phase) will be reviewed against the full written application merit review criteria specified in Section E, unless, in the discretion of the Agreement Officer, it is eliminated from further consideration for failure to follow the instructions below. The written applications required in this phase of the process must be submitted in two separate parts: 1. the Merit Review Application; and 2. the Business (Cost) Application.

The following documents should be attached as the full written application:

i. <u>Merit Review Application</u>

A. The Merit Review Application in Adobe Acrobat portable document format (.pdf) (if necessary to comply with email size restrictions, this may be broken into separate, but sequential, parts);
B. The Merit Review Application Body submitted in Microsoft Word;

ii. Business (Cost) Application
   A. The Business (Cost) Application in Adobe Acrobat portable document format (.pdf) (if necessary to comply with email size restrictions, this may be broken into separate, but sequential, parts); and
   B. All spreadsheets in **unprotected** Microsoft EXCEL format including formulas (must also include subcontractor spreadsheets).
   C. Budget note/narrative, Microsoft Word format

Multiple emails may be sent to accommodate the application size and content, but each must contain very clear identification of the attachment and instructions for assembling the application, including, but not limited to, the NOFO Title and Number and whether a part of the Merit Review or Business (Cost) Application is included.

This subsection addresses general content requirements applying to written applications. Please see subsections 6.b.i and 6.b.ii below, for information on the content specific to the Merit Review and Business (Cost) applications. The Merit Review Application must address technical aspects only while the Business (Cost) Application must present the costs and other related matters.

i. Merit Review Application Format

The Merit Review Application required in this phase of the process shall include:

A. a Cover Page (as discussed above);
B. an Executive Summary (not to exceed 1 page);
C. a Merit Review Application Body (not to exceed 40 pages); and
D. Annexes (resumes/CVs, organizational chart, and other documents specified below).

The Merit Review application must be on standard 8-1/2" by 11" paper (210mm by 297mm paper) or A4 paper, single-spaced, Times New Roman, 12-point font or larger, and have at least one inch margins on the top, bottom, and both sides. While tables, graphs, and charts may be used with a smaller font, USAID/Egypt reserves the right to take appropriate action, including elimination of the application from further consideration, if the use of smaller font in tables, graphs, and charts in the application is abused.

Annexes should be numbered (e.g. Annex 1). If any part of the Merit Review Application exceeds the page limits specified above, USAID/Egypt may decide to review ONLY those pages up to the applicable limit when evaluating the Application. Specific guidance on each of the components of the Merit Review Application is provided below.

A. Cover Page:

Please follow the guidance in subsection 5.c above.

B. Executive Summary:

The Executive Summary shall summarize the most significant aspects of the Merit Review Application and shall not exceed one (1) page.

C. Merit Review Application Body:

The Merit Review Application Body will contain the following sections:

1. Technical Approach;
2. Use of Partnerships
3. Management Approach and Staffing; and
4. Organizational Capacity.

The basic purpose of the Merit Review Application Body is to provide the information necessary to allow USAID/Egypt to fairly and completely evaluate the applicant under each of the merit review criteria specified in Section E of this NOFO. Additional specific guidance for each Section of the Merit Review Application Body is set forth below.

1. Technical Approach:

The Technical Approach Section should include information sufficient to evaluate the application under the Technical Approach Criterion. This Section should build on the information included in the Concept Paper and in the Co-Creation phase, and address the overall approach to accomplish all three goals stated in the Program Description in an integrated fashion. The activity design should clearly demonstrate how each objective feeds into and builds on the results of the other two objectives.

The Technical Approach Section must include a description of the Egyptian context as it relates to the objectives of this Activity. It should demonstrate an understanding of the relevant GOE stakeholders and other donor projects. It should include a clear description of the conceptual approach and the general strategy being proposed, including how the activity addresses gaps in the sector and complements other interventions. More specifically, the technical approach should clearly articulate: 1) the feasibility and relevance to the Egypt context; 2) Approaches to achieve impact in terms of people, including the ability to scale to increase the reach of the approach; and 3) Actionable approaches to analysis and learning.

This Section should explain how the results to be achieved will have a significant impact on the overall goal of the Activity and how the results are realistic, including how the activities planned in the Draft Implementation Plan will lead to the results specified in the Draft Monitoring, Evaluation and Learning Plan.

In addition to the information authorized in this Section, the following annexes are authorized:

- Draft Implementation Plan for the first year; and

- Draft MEL Plan.

2. Use of Partnerships:

The Use of Partnerships Section should include information sufficient to evaluate the application under the Use of Partnerships Criterion. This Section should describe how the Applicant will use partnerships to achieve the goals of the Activity. As noted above in Section A.4.c, the program contemplated by this NOFO can only be implemented through the use of diverse partnerships that leverage a wide variety of local expertise.
This Section should discuss the capabilities of all partners and how those capabilities fit their role in the implementation of the Activity. This includes describing the unique capabilities, relationships or other assets that the proposed partners bring that are relevant to achieving the goals of this Activity. Unique capabilities should include demonstrated ability to identify, develop, and implement market-based solutions to development challenges.

This Section should also address how the Applicant will strengthen the capacity of its partners to maximize the benefits of local expertise. This would include formal training, mentorship and any other form of learning and capacity building.

In addition to the information authorized in this Section, an annex is authorized that lists partners, includes information on their capabilities and provides signed letters of commitment for any such partner organizations.

3. Management Approach and Staffing:

The Management Approach and Staffing Section should include information sufficient to properly evaluate the application under the Management Approach and Staffing Criterion. Applicants should address how the technical experience, operational assets, and organizational structure will advance activity objectives. This Section should address staffing/recruiting plans, and the plan to assemble technical assistance teams. It should also address the organization structure and location of any field offices. Discussion of the organizational structure should include the program team, how each of the program components will be managed, roles and responsibilities of the proposed staff and lines of authority and accountability among staff and any proposed sub-awardees.

This Section should explain the plan to start-up the program. This should consider how to:

- Effectively start implementation of initial activities;
- Foster productive working relationships with diverse stakeholders including the GOE; and
- Address the logistical and operational challenges inherent in launching an activity across a diverse range of areas.

This Section should concisely address the skills, experience and education of five key personnel positions, which are considered essential for implementation of the activity. One of the key personnel positions should be the Chief of Party, who should be full-time and located in Egypt and have sufficient authority for the program to run efficiently and effectively. These five key personnel positions should be described in this Section, including the role in the organizational structure and a rationale why the position is key.

The Management Approach and Staffing Section should also describe the overall staffing plan, beyond key personnel. The Applicant must demonstrate support for local capacity development; not only as an activity output but as an explicit means to achieve the expected results. In-country, locally-resident Egyptian expertise is the preferred source for recruitment. The Applicant will therefore maximize the use of Egyptian long-term professional and short-term professional positions, including key personnel as appropriate, as a means of ensuring strong linkages with local realities.

In addition to the information authorized in this Section, the following annexes are authorized:

- Organizational Chart; and
- Resumes and letters of commitment for the key personnel positions.

4. Organizational Capacity:

The Organizational Capacity Section should include information sufficient to evaluate the application under the Organizational Capacity criterion. The Applicant must demonstrate technical resources and expertise. Specifically, this should include a discussion of the ability to scale up activities and the capacity to manage resources of this magnitude and meet USAID reporting, monitoring, evaluation and vetting requirements, as well as the capacity to responsibly absorb financial resources and expend them in a reasonable amount of time.

In addition, an annex should be provided that contains reference information for the applicant and any proposed major sub-awardee. This reference information should include a list of five current or recent activities (completed in the last three years) for itself, as well as five references for any major sub-awardee, that are most similar in size, scope, and complexity to the program described in this NOFO.

D. Annexes:

In addition to the 40 page Merit Application Body, the following annexes are authorized. No additional annexes and other supporting documentation will be reviewed and evaluated.

1. Draft First Year Implementation Plan

The Applicant is authorized to include a draft annual work plan for year 1. The draft implementation plan will specify a timetable for the implementation of all planned activities intended to make progress toward the agreement's objectives as well as institutional responsibilities. The draft implementation plan will also include a preliminary geographic selection plan. The preliminary geographic focus is expected to be within the governorates of

Greater Cairo, Alexandria, Assuit, Beni Suef, Minya, and Qena.

2. Draft MEL Plan

The Applicant is authorized to include a draft Monitoring, Evaluation, and Learning (MEL) Plan covering the life-of-activity, which describes how the Applicant will measure the achievement of results. The draft MEL Plan must describe how it will measure the impact and track progress towards achievement of the component's results and include a description of the methodology for gathering and analyzing baseline data and for gathering outcome data or impact/results during each year of activity implementation. The draft MEL Plan must identify the specific indicators used to measure output, outcome and impact per the results outlined above. The draft MEL Plan must demonstrate how activities will have an integrated, gender aware approach and how proposed indicators will be used for timely management decisions and credibly reflect the actual performance of the activity

3. Draft List of Partners and Letters of Commitment

The applicant is authorized to include a list of all partners who it expects to contribute to its implementation of the Activity. The list should include

- The legal name of the entity;
- What type of organization it is (e.g. non-profit, for profit company, educational institution, religious organization etc.);
- A brief summary of its capabilities relevant to its role in the implementation of the Activity.

This annex should also include letters that demonstrate a firm, specific commitment of the referenced organization to participate in the program.

4. Organization Chart

The Applicant is authorized to include an organizational chart. The chart should present in a clear manner the detailed proposed organization structure of its personnel and partners, as well as the location and organization of any field offices. It should also show the proposed organization for the Program; this chart should include, but is not limited to, a representation of the staff reporting lines and relationships between the different positions that fully illustrates the management structure of both full time and non-full time staff for the Recipient and all sub-recipients; it should be sufficient to illustrate the complete human resources needs necessary to achieve the objectives of this Program.

5. Resumes/CVs & Letters of Commitment

This annex should include a complete and current resume/CV for each key personnel position, detailing the requisite qualifications and experience of the individual and references with contact information. Resumes may not exceed five (5) pages in length. Qualifications, experience and skills shall be placed in chronological order starting with most recent information. Each resume shall be accompanied with a commitment letter from each candidate indicating his or her: (a) availability to serve in the stated position, in terms of days after the award; (b) intention to serve for the stated term of service; and (c) agreement to the compensation levels which correspond to the levels set forth in the cost application. Each resume shall include a minimum of three (3) references of professional contacts within the last five years; with complete current contact information, including email addresses and telephone numbers, for each proposed key personnel candidate.

6. Reference Information

The Applicant is authorized to include reference information for up to five projects/activities for itself and for each major sub-awardee. This annex should consist of the completed "Past Performance in Annex No. 2 to this NOFO for every reference.

USAID/Egypt reserves the right to verify the experience and past performance record of cited projects or other recent projects/activities by reviewing performance reports, or to interview cited references or other persons knowledgeable of the Applicant's performance on a particular project. USAID/Egypt may check any or all cited references to verify supplied information and/or to assess reference satisfaction with performance. The Agreement Officer may also consult other resources and references not provided by the applicant related to the applicant's past performance.

ii. Business (Cost) Application Format

A full Business (Cost) Application should be submitted during the Full Written Application Phase. While no page limit exists for the full cost application, applicants are encouraged to be as concise as possible while still providing the necessary details. The Business (Cost) Application must include: 1. Cover Page; 2. SF 424 Forms; 3. Required Certifications and Assurances; 4. Other Budget Information; 5. Prior Approvals; 6. Subawards; 7. D&B/SAM Information; 8. Performance History; 9. Branding and Marking; 10. Funding Restrictions; and 11. Conflict of Interest. The Agreement Officer reserves the right to request additional documentation as necessary to assess risk prior to award.

The Business (Cost) Application must contain the following sections (which are further elaborated below):

A. Cover Page:

Please follow the guidance in subsection 5.c above.

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

The forms are also attached in ANNEX 4 for ease of use. Failure to accurately complete these forms could result in the rejection of the application.

C. Pre-Award Certifications, Assurances and Other Statements of the Recipient:

The applicant must include the following documents and submit a signed copy as part of the Business (Cost) Application:

1. "Certifications, Assurances, Representations, and Other Statements of the Recipient" document found at https://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. Other Budgetary Information:

In addition, the following budgetary information should be provided in the Cost Application.

1. Guidelines: The following general guidelines apply.

   A. The Cost Application should be for a period of 60 months.
   B. Budget should be stated in US Dollars and the USAID/Egypt support should total approximately $39 million.
   C. Applicants should assume notification of an award based on the estimated start date set forth in Section B.2.

2. Spreadsheets Required: The following spreadsheets are required:

   A. A Summary Spreadsheet showing the cost for the major cost categories identified in Annex No. 1.
   B. Separate detailed budgets that provides sufficient detailed information at the individual cost line item that is sufficient to

allow USAID/Egypt to determine that the costs identified 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. The types of costs should be organized based on the cost categories specified below in Annex 1. This budget should contain total amounts for each line item of cost for the entire 60-month period (not only should total amount of dollars over 60 months for each cost line item be included but the cumulative number of units – days, trips, months should also be summed).

C. Separate sheets that breakdown the costs specified in Subsection B above to each of the five program years. NOTE: Applicants can alternatively include the detailed cost breakdown per year in the overall 60-month summary described above.

3. Spreadsheet Format: 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 review time required to make award and may result in the rejection of the cost application.

4. Sub-contracts/Sub-agreements: The budget shall include a summary and breakdown of the costs allocated to any sub-recipient or sub-contractor involved in the activity (unless the agreement or contract is on a fixed-amount basis). While it is preferred that detailed subcontract or sub-agreement cost be included in the overall detailed spreadsheet(s) described above, applicants have the option of additionally including separate sub-agreement or subcontract budgets for the sake of clarity.

5. Budget Notes*:* Budget notes are required. These budget notes must provide an accompanying narrative by line item which explains in detail the basis for how the individual line item costs were derived. The budget notes must be sufficient to ensure that USAID/Egypt can determine the purpose of every cost item proposed, as well as understand the basis for the cost estimate (units and unit cost).

6. Budget Categories - Further Guidance on Certain Costs: The following provides guidance on certain specified budget category costs.

A. Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's 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. Applicants 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. Applicants 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.

B. Fringe Benefits – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. 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.

C. 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.

D. Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – 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.

E. Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 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.

F. Construction – NOT APPLICABLE

G. 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.

H. Indirect Costs – Applicants 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 200.414. 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 has never received a NICRA
Initial Application Requirements: 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 200.414(f) 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.

I. Cost Sharing – The applicant should estimate the amount of cost-sharing resources to be provided over the life of the agreement (with a minimum 3% level of cost share) 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 in this Section. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

F. Approvals of Subawards:

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

- Name of organization
- DUNS 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 200.331(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

G. Dun and Bradstreet and SAM Requirements:

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS 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:

(i) Provide a valid DUNS number for the applicant and all proposed sub-recipients;
(ii) 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).
(iii) 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, applicants are 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.

DUNS number: http://fedgov.dnb.com/webform
SAM registration: http://www.sam.gov

Non-U.S. applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain an NCAGE code, on www.sam.gov, navigate to Help, then to International Registrants.

Applicant should address the status of these registrations in this section.

H. History of Performance:

To the extent not otherwise provided in the Merit Review Application, 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 that have been awarded or completed in the last three years. The information required is the information specified in Attachment No. 2 to this NOFO.

I. Branding Strategy and Marking Plan:

Pursuant to ADS 303.3.6.2.f and ADS 320.3.1.2, the applicant is required to submit a Branding Strategy and Marking Plan in this Section of the Business (Cost) Application. These plans shall be prepared in accordance with the guidance in ADS 320.3.1.2, 2 CFR 700.16 and the references therein.

USAID/Egypt does not intend to make an award without an approved Branding Strategy and Marking Plan. ADS Chapter 320 sections concerning "assistance" apply to this RFA. ADS Chapter 320 sections concerning "acquisition" do not apply to this RFA. ADS Chapter 320 can be found on the USAID website: http://www.usaid.gov/policy/ads/300/320. The following pre-award terms are relevant:

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 brand mark, with the tagline "from the American people" as found on the USAID Web site at http://www.usaid.gov/branding, unless 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. 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.

f. 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.

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

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. The NOFO 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.

5. Funding Restrictions:

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.330 for assistance in determining whether a sub-tier entity is a subrecipient or contractor. Applicants will be reimbursed only for costs that benefit the program description and are allocable, allowable and reasonable. Pre-award costs may be reimbursed under the resulting award, but only with the prior specific written approval of the Agreement Officer.

This program does not have any provision for capital funding or any type of construction assistance.

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.

The Applicant should address any issues with these funding restrictions in this Section of the Business (Cost) Application.

6. Conflict of Interest:

The Applicant should disclose any conflicts of interest pursuant to the following pre-award term:

1. Conflict of Interest Pre-Award Term

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.

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

As noted above, two sets of application documents will be submitted under this NOFO: a. Concept Paper; and b. Full Written Application. All concept papers and full written applications that are timely received will be evaluated under the criteria set forth below, unless, in the discretion of the Agreement Officer, the concept paper/application is eliminated from further consideration for failure to follow the instructions below.

a. Concept Paper Phase

The merit review criterion for the concept papers is General Technical Strategy and Approach. The strength of the technical strategy and approach will be evaluated. This includes, but is not limited to, the following considerations (not subfactors):

- How well the Applicant demonstrates its understanding of the relevant context, including, but not limited to, the mapping of relevant GOE stakeholders and donor programs and the gaps that exist that can be effectively addressed by the program proposed;
- The viability and quality of the proposed technical approach, including (i) the extent to which the approach responds to the objectives and expected results, (ii) utilizes a market-based approach, (iii) the clarity, relevance, feasibility, practicality, use of evidence and mutually reinforcing concepts to achieve the overall objective, (iv) the strength of the critical thinking and analysis and (v) how well the technical approach is tied to the Expected Results to be achieved;
- The extent to which technical approach utilizes market-based solutions, and supports private sector-led growth; and
- The extent to which the technical approach presents a sustainable solution, ensuring that results reached and capacity of stakeholders built, continue beyond USAID funding. Applicants are mandated to find effective approaches to engage with the private sector and other non-donor sources.

b. Full Written Application Phase

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the applicants should address in their applications, and (b) set the standard against which all applications will be evaluated. The following merit review criteria will be used to make an award decision.

The following criteria will be evaluated. The Selection Committee (SC) will evaluate the various components of the application set forth below in descending order of importance.

i. Technical Approach;
ii. Use of Partnerships;
iii. Management Approach and Staffing; and
iv. Organizational Capacity .

These Merit Review Criterion above will be used to determine the apparently successful applicant(s). A final risk assessment, including a review of cost and performance history, will then determine the final award(s) decisions.

Additional guidance on the four Merit Review Criteria are set forth below.

i. Evaluation Criterion No. 1, Technical Approach:

The Technical Approach Criterion will be evaluated in terms of overall quality and the extent to which the proposed technical approach demonstrates a clear understanding of the objectives of the program and a convincing approach to achieve meaningful results. This includes, but is not limited to, the following considerations:

- The strength of the proposed technical and strategic approach, including all of the considerations specified in Section E.1.a above;
- The extent to which the technical approach integrates the three objectives, clearly demonstrating how each objective feeds into and builds on the results of the other two objectives.
- The extent to which the technical approach effectively utilizes market-based approaches and supports private sector-led growth;
- The extent to which the technical approach supports building (or promoting) the local capacities and ownership beyond USAID funding. Applicants are mandated to find innovative effective approaches to engage with the private sector and other non-donor sources; and The level of impact of the results proposed and the degree of realism, including how well the results proposed are logically tied to the activities proposed.

ii. Evaluation Criterion No. 2, Use of Partnerships:

The Use of Partnerships Criterion will be evaluated in terms of capacity, technical strength, diversity and suitability of the partners proposed based on the role identified for the respective partner. This includes, but is not limited to, the following considerations:

- The capacity, technical strength and suitability of the partners proposed based on the role identified for the respective partner; and
- The strength of the approach to maximize the value of the local expertise obtained through partnerships.

iii. *Evaluation Criterion No. 3, Management Approach and Staffing :*

The Management Approach and Staffing Criterion will be evaluated for its effectiveness to successfully implement activities and to achieve Activity objectives and the quality, clarity and responsiveness of the Applicant's overall Management Approach, including the subcontractors and home office technical support. This includes the following considerations:

- The extent to which the management structure is clear, is consistent with the Activity objectives and results, including the extent to which the proposed organizational structure, roles of the team, staffing and partnerships maximize flexibility and adaptive management.
- The effectiveness and efficiency of the proposed overall Staffing Plan, such that personnel possess the full range of complementary experience, skill, and expertise required to successfully implement the necessary technical and managerial tasks required to implement the Activity, as well as the extent to which the Staffing Plan maximizes the use of local resources;
- The extent to which the staffing plan effectively maximizes the use of locally-resident Egyptian expertise; and
- The extent to which Key Personnel possess relevant and demonstrated qualifications, experience, performance and skills applicable to the roles/positions being proposed;

iv. *Evaluation Criterion No. 4, Organizational Capacity:*

The Organizational Capacity Criterion will be evaluated on the existing capacity of the Applicant to successfully implement the specified activities and achieve desired results. Specifically, experience in the following areas will be considered:

- Experience in the technical areas set forth in the Program Description; and
- Experience in managing programs/activities of similar size.

2. Business (Cost) Review

USAID/Egypt 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 AO will perform a risk assessment (2 CFR 200.205). The AO 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 200.207).

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID/Egypt anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award.

The Cooperative Agreement signed by the Agreement Officer is the authorizing document, which shall be transmitted to the Recipient for countersignature to the authorized agent of the successful organization(s) electronically.

Notification will also be made electronically to unsuccessful applicants pursuant to ADS 303.3.7.1.b. USAID/Egypt will consider requests for additional information pursuant to ADS 303.3.7.2.

2. Administrative & National Policy Requirements

No deviations are currently contemplated to the standard provisions for the Cooperative Agreement contemplated by this RFA. The standard provisions to be used will be the Mandatory Standard Provisions for U.S. Nongovernmental Recipients or the Mandatory Standard Provisions for Non-U.S. Nongovernmental Recipients (other types of provisions may be used if other types of eligible organizations, *e.g.* Public International Organizations, are selected for award).

The following regulations and policies are expected to govern award administration.

- For U.S. organizations, 2 CFR 700, 2 CFR 200 and the *Standard Provisions for U.S. Nongovernmental Recipients* will be applicable.
- For non-U.S. organizations, the *Standard Provisions for Non-U.S., Nongovernmental Recipients* will apply. While 2CFR 200 does not directly apply to non-U.S. applicants, the Agreement Officer will use the standards of 2CFR 200 in the administration of the award.
- For Public International Organizations (PIOs), the Standard Provisions for Grants to Public International Organizations, along with selected provisions from the Standard Provisions for Non-U.S., Nongovernmental Recipients and other negotiated provisions, will be used.

These documents may be accessed through the internet as follows:

2 CFR 200:
https://www.ecfr.gov/cgi-bin/retrieveECFR?gp=&SID=4cf7818c2c56754367ec1b244e40e83d&mc=true&n=pt2.1.200&r=PART&ty=HTML

- Standard Provisions for U.S., Nongovernmental Recipients: https://www.google.com/url?q=https://www.usaid.gov/sites/default/files/documents/303maa.pdf&sa=D&source=hangouts&ust=1605076579080000&usg=AFQjCNFbiSwSVnGeYBwqgk3R9GWvkr2q-w

- Standard Provisions for Non-U.S., Nongovernmental Recipients: https://www.google.com/url?q=https://www.usaid.gov/sites/default/files/documents/303mab.pdf&sa=D&source=hangouts&ust=1605076579080000&usg=AFQjCNFoaElWdy5chGeuvFprUlR7vFohRA
- Standard Provisions Public International Organizations: https://www.google.com/url?q=https://www.usaid.gov/sites/default/files/documents/1876/308mab.pdf&sa=D&source=hangouts&ust=1605076347782000&usg=AFQjCNGQy5pRuuKQWwxdSj07L_HOUhRV1Q
  FAR Part 31: https://www.google.com/url?q=https://www.acquisition.gov/far/part-31&sa=D&source=hangouts&ust=1605076347782000&usg=AFQjCNG7-yKq-4TXxvnWr1iAOVJ2Jf3OyA

See Annex 2, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

3. Reporting Requirements

The Recipient shall be responsible to USAID/Egypt for all matters related to the execution of the agreement. Specifically, the Recipient shall report to the Agreement Officer (AO) and to the Agreement Officer's Representative (AOR), who will be designated by the AO prior to award.

The Recipient will be expected to provide the following reports. All approved quarterly, annual reports, implementation plans, MEL plans, and technical reports shall be posted to the Development Experience Clearinghouse (DEC) as appropriate.

a. Implementation Plans

The Recipient will have submitted a draft year one implementation plan with its full application. The Recipient will work closely with the AOR to finalize the year one implementation plan. The final version of year one implementation plan will be due within the first 45 days of the Cooperative Agreement.

Thirty (30) days before the beginning of each subsequent fiscal year, the Recipient will submit annual implementation plans. The annual implementation plan for each fiscal year will be finalized in consultation with USAID/Egypt with approval by the Agreement Officer's Representative. If during the course of implementation, the Recipient wishes to make changes to the plan, the Recipient must submit the requested changes in writing for technical review. The Implementation Plan will be consistent with the guidance in the Program Description above.

In addition to information relating to the expected activities for that year, the annual implementation plan should include an annex demonstrating the plan for sustainability. This annex should describe how the Recipient is planning to ensure that the Women's Economic and Social Empowerment Activity results continue at a high-quality level beyond the period of funding. It should take into consideration all the relevant stakeholders and relevant programs. This should include an assessment of the institutional capacity that is/that should be in place or developed through the project (example: the systems, policies, and skills) to sustain the results, and how these capacities will be further developed in order to ensure results of the activity beyond USAID funding.

The implementation plan shall also apply geospatial methods using Geographic Information Systems (GIS) technology to support USAID's effort to incorporate geographic data and analysis into USAID's overall development planning, design, and monitoring & evaluation. When geographic data is acquired through data use or ownership agreements with the host-country government or other entity, the Recipient must ensure that the agreement makes it permissible for the geographic data to be submitted to, and used by, USAID and other U.S. Embassy agencies. USAID/Egypt does not expect that overly elaborate or costly methods of collecting GIS data is necessary and will work with the Recipient to ensure that this information is provided in the least burdensome and expensive effective manner.

b. Monitoring, Evaluation and Learning Plan

The Recipient will have submitted a draft life-of-project MEL Plan with the application. The Recipient will work closely with the AOR to establish indicators, as well as baseline data and performance targets for each indicator and to finalize the plan. The final version of the MEL Plan is due within the first 120 days of the Cooperative Agreement.

Thirty (30) days before the beginning of each subsequent fiscal year, the Recipient will submit an update to the MEL Plan. The update for the MEL Plan for each fiscal year will be finalized with approval by the AOR. If during the course of implementation, the Recipient wishes to make changes to the plan, the Recipient must submit the requested changes in writing for technical review.
The MEL Plan will include a Performance Indicator Tracking Table (PITT), an Excel-based file that tracks all quantitative performance data and lists baseline figures, quarterly and/or annual actuals, quarterly and/or annual targets, and life of project targets, disaggregated as appropriate. The PITT will be submitted to USAID on a quarterly basis, as part of the Quarterly Report. The MEL Plan must also include a logical framework and narrative detailing the following: how data collection and analysis will be managed; how and when internal data quality assessments will be undertaken; how and when routine assessments and internal evaluations will take place; how gender analysis and other disaggregated data will be incorporated into the M&E methodology; how performance data will be shared internally and used to inform management decisions; the planned staffing structure and resource allocation for M&E to complete these tasks; and an annual calendar of planned M&E activities, presented in a table or Gantt chart. Major M&E activities (e.g. annual internal Quality Assessments, routine surveys, quarterly data entry into USAID's management information system,

etc.) should also appear in the proposed work-plan.

c. Reporting

The Recipient will submit separate Quarterly Program Performance Monitoring and Financial reports to USAID/Egypt within 30 days after the end of each quarter of the fiscal year during the performance period (no quarterly reports are required for the last quarter of the period of performance. The Quarterly Program Performance Monitoring 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, as well as any other information relating to program performance established in the resultant Cooperative Agreement or by the AOR at the time of the report.

An Annual Program Performance Monitoring Report is also required. The Recipient shall submit an original and two copies of a performance report to the AOR. These reports are due 15 calendar days after the reporting period (no report is required for the final year). The first annual report will cover the remaining months in that same fiscal year following the signature of the Cooperative Agreement. Subsequent reports will cover 12 month and due at the end of the fiscal year. At a minimum, Annual Performance Reports shall contain the information listed below:

a) Success stories for each project component;
b) A summary of the actual activities and results during the reporting period compared with the plan established for the reporting period;
c) An explanation of why results were surpassed or were not achieved and why activities were delayed or not carried out during the reporting period. Indicate corrective actions taken or a plan to ameliorate or change performance if appropriate. For each corrective action, the Recipient will designate responsible parties and establish a timeframe for completion;
d) Information on accrued expenditures to date; and
e) A listing of all sub-agreements, including a scope of work with detailed descriptions of the related program, in which the Recipient is engaged during the annual reporting period.

The AOR will acknowledge receipt of all Annual Performance Reports and will provide verbal or written feedback within 30 days after receipt of the report. If the AOR deems it necessary, there will be a meeting with the Recipient to discuss the contents of the Annual Performance Report. Upon receiving AOR approval, the approved Annual Report shall be submitted to the USAID's DEC.

A Final Performance Report will be required. The Final Performance Report will cover the entire period of the award. The Recipient shall submit a draft of the final report to the AOR within 60 days following the estimated completion date of the Cooperative Agreement. This Final Report will include the following information: a) A description of the cumulative results achieved; b) An assessment of the impact of the program, including a summary of lessons learned, and any particularly important success stories; and c) A summary of progress made in achieving indicator targets from the M&E plan (based on valid data collection and analysis).

d. Close out Plan

The Recipient will be requested to provide a closeout plan for all activities (administration, information, finance, procurement and management) for review and approval, no less than 90 days before the end date of the Cooperative Agreement in order to efficiently close-out the expected cooperative agreement.

e. Submission to the Development Experience Clearinghouse and Publications

Per ADS 540.3.2.3, documents and development assistance activity descriptions produced or funded with USAID resources and created in support of Intellectual Work must be submitted for inclusion in the DEC. The recipient must provide the AOR one copy of any Intellectual Work that is published, and a list of any Intellectual Work that is not published.

In addition, the recipient must submit Intellectual Work, whether published or not, to the DEC, either on-line (preferred) or by mail. The recipient must review the DEC Web site for submission instructions, including document formatting and the types of documents to submit. Submission instructions can be found at: http://dec.usaid.gov. For purposes of submissions to the DEC, Intellectual Work includes all works that document the implementation, evaluation, and results of international development assistance activities developed or acquired under this award, which may include program and communications materials, evaluations and assessments, information products, research and technical reports, progress and performance reports required under this award (excluding administrative financial information), and other reports, articles and papers prepared by the recipient under the award, whether published or not. The term does not include the recipient's information that is incidental to award administration, such as financial, administrative, cost or pricing, or management information.

Each document submitted should contain essential bibliographic information, such as 1) descriptive title; 2) author(s) name; 3) award number; 4) sponsoring USAID office; 5) development objective; and 6) date of publication.

The Recipient must not submit to the DEC any financially sensitive information or personally identifiable information, such as social security numbers, home addresses and dates of birth. Such information must be removed prior to submission. The Recipient must not submit classified documents to the DEC.

In the event award funds are used to underwrite the cost of publishing, in lieu of the publisher assuming this cost as is the normal practice, any profits or royalties up to the amount of such cost must be credited to the award unless the schedule of the award has identified the profits or royalties as program income.

4. Program Income

Any program income earned under the Cooperative Agreement(s) anticipated by this NOFO, will be deducted from total allowable costs to determine the net allowable costs. Program income must be used for current costs unless the Federal awarding agency authorizes otherwise. Program income that the non-Federal entity did not anticipate at the time of the Federal award must be used to reduce the Federal award and non-Federal entity contributions rather than to increase the funds committed to the project.

5. Environmental Compliance

This IEE is a Negative Determination with Conditions.   The IEE for this activity will be shared with the apparently successful applicant at a later stage.

a. Environmental Policy

i) 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. Respondent environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFA.

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

iii) No activity funded under this CA 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.")

b. IEE

An Initial Environmental Examination (IEE) number ME 21-09 dated December 7, 2020 has been approved for the Program anticipated to be awarded as a result of this NOFO. The IEE covers activities expected to be implemented under this CA. USAID/Egypt has determined that a Negative Determination with conditions applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The applicant shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this solicitation.

c. Implementation Planning

i) As part of its initial implementation plan, and all implementation plans thereafter, the recipient, in collaboration with the USAID/Egypt Cognizant Technical Officer and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this CA to determine if they are within the scope of the approved Regulation 216 environmental documentation.

ii) 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/Egypt review and approval. No such new activities shall be undertaken prior to receiving written USAID/Egypt approval of environmental documentation amendments.

iii) 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/Egypt.

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

Any questions regarding this RFA may be addressed to arizk@usaid.gov with a copy to lrizkallah@usaid.gov.

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.

ANNEX NO. 1 – BUDGET FORMAT

BUDGET TEMPLATE FOR FULL APPLICATION PHASE

Please include all detailed costs under the following cost categories and subcategories. It is optional to include annual costs as separate columns in one spreadsheet or to include separate spreadsheets for each program year plus a total spreadsheet.

Budget Categories	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total All Years**
1. *Personnel* a. International Staff i. Long-Term Expatriate Staff ii. HQ Technical Staff b. Local In-Country Staff i. Program Staff ii. Operational Staff						
2. *Fringe Benefits and Allowances* a. Fringe Benefits b. Allowances						
3. *Travel* a. International travel b. Local and domestic travel (car rental, taxis etc.)						
4. *Equipment and Supplies* a. Equipment (equipment with a unit cost greater than $5,000) b. Supplies (equipment with a unit cost less than $5,000, including but not limited to workstations & chairs, file cabinets, computers, cellular phones, printers, etc.). This cost category does						

not include office supplies, which should be included under Miscellaneous Direct Costs.						
5. Contractual a. Direct Program activities (including fixed-price, but not cost type, subcontracts AND NOT subawards). b. Training; c. MEL; d. Consultants (including but not limited to expatriate consultants, local consultants, studies, analyses, etc.) e. Subgrants.						
6. Other Direct Costs a. Equipment operation costs (e.g. including, but not limited to, vehicle rental/lease, vehicle and equipment maintenance/fuel/repair, motorcycle fuel/maintenance, generator fuel/maintenance, software licenses) b. Insurance/Travel (e.g. DBA, Medevac, visas, permits, immunizations, exams, vehicle insurance, equipment insurance, other insurance) c. Office operation costs (e.g. rent/utilities/repairs/maintenance, security services, office supplies, make ready costs) d. Communication costs (e.g. general communications expense, mobile/cellular communication, internet, printing/photocopying, courier) e. Other (e.g. professional fees – audit/legal/payroll, branding & marking, banking fees)						
Total Direct Charges						

7. Indirect Charges a. Material Handling b. Overhead c. G&A						
TOTALS (Direct and indirect costs)						**Approximately $39 Million**

ANNEX NO. 2: PAST PERFORMANCE INFORMATION (PPI)

To be completed by the applicant

1.	**Award Number:**
2.	**Contractor/Recipient (Name and Address):**
3.	**Type of Award:**
4.	**Complexity of Work/Program: Difficult ____________Routine ___**
5.	**Description, location, and relevancy of work:**
6.	**Dollar Value of Work/Program: ____________ Status: Active __________________Completed ________**
7.	**Date of Award: ____________** **Award Completion Date (including extensions): ________________**
8.	**Type and Extent of Subawards:**
9.	**Name, Address, Telephone Number, and E-mail Address of the Contracting/Agreement Officer and/or the Contract/Agreement Officer 's Representative (or the most knowledgeable person to provide a review of performane):**

ANNEX NO. 3 - STANDARD PROVISIONS

Note: the full text of these provisions may be found at:

https://www.usaid.gov/ads/policy/300/303maa and
https://www.usaid.gov/ads/policy/300/303mab).

The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations**.** The award will also contain the following "required as applicable" Standard Provisions:

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

<table>
<tr><th>Required</th><th>Not Required</th><th>Standard Provision</th></tr>
<tr><td colspan="2" rowspan="3">TBD</td><td>RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (DECEMBER 2014)</td></tr>
<tr><td>RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (DECEMBER 2014)</td></tr>
<tr><td>RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)</td></tr>
<tr><td colspan="2"></td><td>RAA4. INDIRECT COSTS – DE MINIMIS RATE (MAY 2020)</td></tr>
<tr><td>X</td><td></td><td>RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)</td></tr>
<tr><td></td><td>X</td><td>RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)</td></tr>
<tr><td></td><td>X</td><td>RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)</td></tr>
<tr><td></td><td>X</td><td>RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)</td></tr>
</table>

	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 OF AWARD MANAGEMENT (July 2015)
X		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
	X	RAA25. PATENT REPORTING PROCEDURES (DECEMBER 2014)
	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. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2019)
	X	RAA30. PROGRAM INCOME (AUGUST 2020)

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (DECEMBER 2014)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. INDIRECT COSTS – DE MINIMIS RATE (MAY 2020)
X		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
X		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
X		RAA8. SUBAWARDS (DECEMBER 2014)
X		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
X		RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
X		RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
	X	RAA12. PATENT RIGHTS (JUNE 2012)

X		RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
X		RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)
X		RAA 15. COST SHARE (JUNE 2012)
X		RAA16. PROGRAM INCOME (August 2020)
X		RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
	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. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA65. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
	X	RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
X		RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
X		RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	X	RAA30. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2019)

ANNEX NO. 4 - SF-424 INSTRUCTIONS AND FORMS

Application for Federal Assistance

Instructions for Standard Form (SF) 424

This is a standard form required for use as a cover sheet for submission of pre-applications and applications and related information under discretionary programs. Some of the items are required and some are optional at the discretion of the applicant or the federal agency (agency). Required fields on the form are identified with an asterisk (*) and are also specified as "Required" in the instructions below. In addition to these instructions, applicants must consult agency instructions to determine other specific requirements.

Item	Field Name	Information
1.	Type of Submission:	(Required) Select one type of submission in accordance with agency instructions. • Pre-application • Application • Changed/Corrected Application - Check if this submission is to change or correct a previously submitted application. Unless requested by the agency, applicants may not use this form to submit changes after the closing date.
2.	Type of Application:	(Required) Select one type of application in accordance with agency instructions. • New - An application that is being submitted to an agency for the first time. • Continuation - An extension for an additional funding/budget period for a project with a projected completion date. This can include renewals. • Revision - Any change in the federal government's financial obligation or contingent liability from an existing obligation. If a revision, enter the appropriate letter(s). More than one may be selected. If "Other" is selected, please specify in text box provided. A. Increase Award B. Decrease Award C. Increase Duration D. Decrease Duration E. Other (specify)
3.	Date Received:	Leave this field blank. This date will be assigned by the Federal agency.
4.	Applicant Identifier:	Enter the entity identifier assigned buy the Federal agency, if any, or the applicant's control number if applicable.
5a.	Federal Entity Identifier:	Enter the number assigned to your organization by the federal agency, if any.
5b.	Federal Award Identifier:	For new applications leave blank. For a continuation or revision to an existing award, enter the previously assigned federal award identifier number. If a changed/corrected application, enter the federal identifier in accordance with agency instructions.
6.	Date Received by State:	Leave this field blank. This date will be assigned by the state, if applicable.
7.	State Application Identifier:	Leave this field blank. This identifier will be assigned by the state, if applicable.
8.	Applicant Information:	Enter the following in accordance with agency instructions:

Item	Field Name	Information
	a. Legal Name:	(Required) Enter the legal name of applicant that will undertake the assistance activity. This is the organization that has registered with the Central Contractor Registry (CCR). Information on registering with CCR may be obtained by visiting www.Grants.gov.
	b. Employer/Taxpayer Number (EIN/TIN):	(Required) Enter the employer or taxpayer identification number (EIN or TIN) as assigned by the Internal Revenue Service. If your organization is not in the US, enter 44-4444444.
	c. Organizational DUNS:	(Required) Enter the organization's DUNS or DUNS+4 number received from Dun and Bradstreet. Information on obtaining a DUNS number may be obtained by visiting www.Grants.gov.
	d. Address:	Enter address: Street 1 (Required); city (Required); County/Parish, State (Required if country is US), Province, Country (Required), 9-digit zip/postal code (Required if country US).
	e. Organizational Unit:	Enter the name of the primary organizational unit, department or division that will undertake the assistance activity.
	f. Name and contact information of person to be contacted on matters involving this application:	Enter the first and last name (Required); prefix, middle name, suffix, title. Enter organizational affiliation if affiliated with an organization other than that in 7.a. Telephone number and email (Required); fax number.
9.	Type of Applicant: (Required) Select up to three applicant type(s) in accordance with agency instructions.	A. State Government B. County Government C. City or Township Government D. Special District Government E. Regional Organization F. U.S. Territory or Possession G. Independent School District H. Public/State Controlled Institution of Higher Education I. Indian/Native American Tribal Government (Federally Recognized) J. Indian/Native American Tribal Government (Other than Federally Recognized) K. Indian/Native American Tribally Designated Organization L. Public/Indian Housing M. Nonprofit N. Private Institution of Higher Education O. Individual P. For-Profit Organization (Other than Small Business) Q. Small Business R. Hispanic-serving Institution S. Historically Black Colleges and Universities (HBCUs) T. Tribally Controlled Colleges and Universities (TCCUs) U. Alaska Native and Native Hawaiian Serving Institutions V. Non-US Entity W. Other (specify)
10.	Name Of Federal Agency:	(Required) Enter the name of the federal agency from which assistance is being requested with this application.
11.	Catalog Of Federal Domestic Assistance Number/Title:	Enter the Catalog of Federal Domestic Assistance number and title of the program under which assistance is requested, as found in the program announcement, if applicable.
12.	Funding Opportunity Number/Title:	(Required) Enter the Funding Opportunity Number and title of the opportunity under which assistance is requested, as found in the program announcement.
13.	Competition Identification Number/Title:	Enter the competition identification number and title of the competition under which assistance is requested, if applicable.
14.	Areas Affected By Project:	This data element is intended for use only by programs for which the area(s) affected are likely to be different than the place(s) of performance reported on the SF-424 Project/Performance Site Location(s) Form. Add attachment to enter additional areas, if needed.

Item	Field Name	Information
15.	Descriptive Title of Applicant's Project:	(Required) Enter a brief descriptive title of the project. If appropriate, attach a map showing project location (e.g., construction or real property projects). For pre-applications, attach a summary description of the project.
16.	Congressional Districts Of:	15a. (Required) Enter the applicant's congressional district. 15b. Enter all district(s) affected by the program or project. Enter in the format: 2 characters state abbreviation - 3 characters district number, e.g., CA-005 for California 5th district, CA-012 for California 12 district, NC-103 for North Carolina's 103 district. If all congressional districts in a state are affected, enter "all" for the district number, e.g., MD-all for all congressional districts in Maryland. If nationwide, i.e. all districts within all states are affected, enter US-all. If the program/project is outside the US, enter 00-000. This optional data element is intended for use only by programs for which the area(s) affected are likely to be different than place(s) of performance reported on the SF-424 Project/Performance Site Location(s) Form. Attach an additional list of program/project congressional districts, if needed.
17.	Proposed Project Start and End Dates:	(Required) Enter the proposed start date and end date of the project.
18.	Estimated Funding:	(Required) Enter the amount requested, or to be contributed during the first funding/budget period by each contributor. Value of in-kind contributions should be included on appropriate lines, as applicable. If the action will result in a dollar change to an existing award, indicate only the amount of the change. For decreases, enclose the amounts in parentheses.
19.	Is Application Subject to Review by State Under Executive Order 12372 Process?	(Required) Applicants should contact the State Single Point of Contact (SPOC) for Federal Executive Order 12372 to determine whether the application is subject to the State intergovernmental review process. Select the appropriate box. If "a." is selected, enter the date the application was submitted to the State.
20.	Is the Applicant Delinquent on any Federal Debt?	(Required) Select the appropriate box. This question applies to the applicant organization, not the person who signs as the authorized representative. Categories of federal debt include; but, may not be limited to: delinquent audit disallowances, loans and taxes. If yes, include an explanation in an attachment.
21.	Authorized Representative:	To be signed and dated by the authorized representative of the applicant organization. Enter the first and last name (Required); prefix, middle name, suffix. Enter title, telephone number, email (Required); and fax number. A copy of the governing body's authorization for you to sign this application as the official representative must be on file in the applicant's office. (Certain federal agencies may require that this authorization be submitted as part of the application.)

Application for Federal Assistance

Instructions for SF-424A Budget Information for Non-Construction Programs

Item	Information
General Instructions	This form is designed so that application can be made for funds from one or more grant programs. In preparing the budget, adhere to any existing Federal grantor agency guidelines which prescribe how and whether budgeted amounts should be separately shown for different functions or activities within the program. For some programs, grantor agencies may require budgets to be separately shown by function or activity. For other programs, grantor agencies may require a breakdown by function or activity. Sections A, B, C, and D should include budget estimates for the whole project except when applying for assistance which requires Federal authorization in annual or other funding period increments. In the latter case, Sections A, B, C, and D should provide the budget for the first budget period (usually a year) and Section E should present the need for Federal assistance in the subsequent budget periods. All applications should contain a breakdown by the object class categories shown in Lines a-k of Section B.
Section A.	Budget Summary Lines 1-4 Columns (a) and (b)
	For applications pertaining to a single Federal grant program (Federal Domestic Assistance Catalog number) and not requiring a functional or activity breakdown, enter on Line 1 under Column (a) the Catalog program title and the Catalog number in Column (b). For applications pertaining to a single program requiring budget amounts by multiple functions or activities, enter the name of each activity or function on each line in Column (a), and enter the Catalog number in Column (b). For applications pertaining to multiple programs where none of the programs require a breakdown by function or activity, enter the Catalog program title on each line in Column (a) and the respective Catalog number on each line in Column (b). For applications pertaining to multiple programs where one or more programs require a breakdown by function or activity, prepare a separate sheet for each program requiring the breakdown. Additional sheets should be used when one form does not provide adequate space for all breakdown of data required. However, when more than one sheet is used, the first page should provide the summary totals by programs.
Lines 1-4, Columns (c) through (g)	For new applications, leave Column (c) and (d) blank. For each line entry in Columns (a) and (b), enter in Columns (e), (f), and (g) the appropriate amounts of funds needed to support the project for the first funding period (usually a year). For continuing grant program applications, submit these forms before the end of each funding period as required by the grantor agency. Enter in Columns (c) and (d) the estimated amounts of funds which will remain unobligated at the end of the grant funding period only if the Federal grantor agency instructions provide for this. Otherwise, leave these columns blank. Enter in columns (e) and (f) the amounts of funds needed for the upcoming period. The amount(s) in Column (g) should be the sum of amounts in Columns (e) and (f). For supplemental grants and changes to existing grants, do not use Columns (c) and (d). Enter in Column (e) the amount of the increase or decrease of Federal funds and enter in Column (f) the amount of the increase or decrease of non- Federal funds. In Column (g) enter the new total budgeted amount (Federal and non-Federal) which includes the total previous authorized budgeted amounts plus or minus, as appropriate, the amounts shown in Columns (e) and (f). The amount(s) in Column (g) should not equal the sum of amounts in Columns (e) and (f).
Line 5	Show the totals for all columns used.
Section B.	Budget Categories
	In the column headings (1) through (4), enter the titles of the same programs, functions, and activities shown on Lines 1- 4, Column (a), Section A. When additional sheets are prepared for Section A, provide similar column headings on each sheet. For each program, function or activity, fill in the total requirements for funds (both Federal and non-Federal) by object class categories.
Line 6a-i	Show the totals of Lines 6a to 6h in each column.

Item	Information
Line 6j	Show the amount of indirect cost.
Line 6k	Enter the total of amounts on Lines 6i and 6j. For all applications for new grants and continuation grants the total amount in column (5), Line 6k, should be the same as the total amount shown in Section A, Column (g), Line 5. For supplemental grants and changes to grants, the total amount of the increase or decrease as shown in Columns (1)-(4), Line 6k should be the same as the sum of the amounts in Section A, Columns (e) and (f) on Line 5.
Line 7	Enter the estimated amount of income, if any, expected to be generated from this project. Do not add or subtract this amount from the total project amount. Show under the program narrative statement the nature and source of income. The estimated amount of program income may be considered by the Federal grantor agency in determining the total amount of the grant.
Section C.	Non-Federal Resources
Lines 8-11	Enter amounts of non-Federal resources that will be used on the grant. If in-kind contributions are included, provide a brief explanation on a separate sheet.
Column (a)	Enter the program titles identical to Column (a), Section A. A breakdown by function or activity is not necessary.
Column (b)	Enter the contribution to be made by the applicant.
Column (c)	Enter the amount of the State's cash and in-kind contribution if the applicant is not a State or State agency. Applicants which are a State or State agencies should leave this column blank.
Column (d)	Enter the amount of cash and in-kind contributions to be made from all other sources.
Column (e)	Enter totals of Columns (b), (c), and (d).
Line 12	Enter the total for each of Columns (b)-(e). The amount in Column (e) should be equal to the amount on Line 5, Column (f), Section A.
Section D.	Forecasted Cash Needs
Line 13	Enter the amount of cash needed by quarter from the grantor agency during the first year.
Line 14	Enter the amount of cash from all other sources needed by quarter during the first year.
Line 15	Enter the totals of amounts on Lines 13 and 14.
Section E.	Budget Estimates of Federal Funds Needed for Balance of the Project
Lines 16-19	Enter in Column (a) the same grant program titles shown in Column (a), Section A. A breakdown by function or activity is not necessary. For new applications and continuation grant applications, enter in the proper columns amounts of Federal funds which will be needed to complete the program or project over the succeeding funding periods (usually in years). This section need not be completed for revisions (amendments, changes, or supplements) to funds for the current year of existing grants. If more than four lines are needed to list the program titles, submit additional schedules as necessary.
Line 20	Enter the total for each of the Columns (b)-(e). When additional schedules are prepared for this Section, annotate accordingly and show the overall totals on this line.
Section F.	Other Budget Information
Line 21	Use this space to explain amounts for individual direct object class cost categories that may appear to be out of the ordinary or to explain the details as required by the Federal grantor agency.
Line 22	Enter the type of indirect rate (provisional, predetermined, final or fixed) that will be in effect during the funding period, the estimated amount of the base to which the rate is applied, and the total indirect expense.
Line 23	Provide any other explanations or comments deemed necessary.

Application for Federal Assistance

Instructions for SF-424B Assurances for Non-Construction Programs

Item	Field Name	Information
1.	Title	Enter the title of the official certifying that the applicant organization will comply with the requirements set forth in this assurance form
2.	Applicant Organization	Enter the name of the applicant organization