



**Annual Program Statement (APS) for Advancing Equity and Equality of
Marginalized Groups Activity in Serbia**

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Subject: Annual Program Statement (APS) Number: 72016921APS0001 for the Advancing Equity and Equality of Marginalized Groups Activity in Serbia

Dear Prospective Applicants:

The United States Agency for International Development (USAID) Mission in Serbia is seeking concept papers from qualified applicants for the **Advancing Equity and Equality of Marginalized Groups Activity in Serbia**. This Annual Program Statement (APS) publicizes the intention of the United States Government (USG), as represented by USAID/Serbia, to obtain concept papers, full applications and issue awards for the Advancing Equity and Equality of Marginalized Groups Activity in Serbia. The purpose of this activity is to support various economic empowerment initiatives for marginalized communities so as to help advance Serbia's inclusive and sustainable development.

USAID anticipates requesting multiple Rounds of applications during the life of this APS, which will be 5 years, pending available funding.

This APS contains detailed instructions for **Round 1 RFA**, focused on **Economic Empowerment of Persons with Disabilities**. Any additional Rounds will be published through addenda to this APS. Interested organizations should read the APS and follow the instructions for submitting a concept paper.

The APS and any future amendments (posting questions and answers from interested parties or any other changes to the overall APS document), as well as any future addenda (requesting applications for any future APS rounds), can be downloaded from www.grants.gov. All potential applicants are highly encouraged to register on www.grants.gov to receive automatic notification of amendments to this APS. It is the responsibility of the applicant to download the full APS document through the web page mentioned above. USAID bears no responsibility for data errors resulting from transmission or conversion processes. Any questions regarding this APS may be submitted to the points of contact listed in section D.1, by the date and time specified in this cover letter.

This APS is issued under the Foreign Assistance Act of 1961, as amended. Awards under this APS are subject to Code of Federal Regulations 2 CFR 200 and 2 CFR 700 - Uniform Administrative Requirements, Standard Provisions for non-US organizations, Cost Principles,

and Audit Requirements for Federal Awards. The applicable Catalog of Federal Domestic Assistance (CFDA) Number for this effort is 98.001.

Issuance of this notice does not constitute a binding commitment on the part of the U.S. Government to issue an award, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of any concept papers, engagement, collaboration, co-creation, or full applications. USAID reserves the right to fund any or none of the applications submitted under this APS.

Sincerely,

Boryana Boncheva
Agreement Officer

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Advancing Equity and Equality of Marginalized Groups APS in Serbia

SECTION A: PROGRAM DESCRIPTION

A.1 APS Statement of Purpose

Through this APS, USAID/Serbia seeks to build partnerships with Serbian people, Serbian institutions and organizations to help advance equity and prosperity for Serbia's marginalized groups. The purpose of this Annual Program Statement (APS) is to support various economic empowerment initiatives so as to help advance Serbia's inclusive and sustainable development.

USAID intends to fund a wide range of flexible, innovative, and experimental approaches to encourage locally led development through addenda under this APS. Each addendum to the APS will specify which group or groups will be the focus for the particular round of applications. In 2021, the focus of the APS Round 1 will be on providing assistance to programming, benefitting Persons with Disabilities (PWD).

USAID expects that awards provided through this mechanism will range in value from \$500,000, to \$2,000,000, subject to funds availability. However, in exceptional circumstances, these amounts may be adjusted depending on the award timeframe, the applicant's institutional capacity, the geographic scope of the proposed activity, and the type and extent of partnership or other teaming arrangements that are being proposed. The period of performance for these awards is expected to be up to five years. Cost share is not required but it is encouraged. In-kind contributions of labor or resources, including private sector contributions, may be considered as cost-share, and are very desirable.

Development Objectives

The three objectives listed below provide the framework for each submission in response to a Round under this APS. These objectives have been identified to target areas where more progress is needed to support economic empowerment of marginalized groups. Proposed activities should cover at least two out of the three objectives.

I. Advancing workforce development of select marginalized groups

In order to compete in the modern workforce job seekers must have the necessary skills and capacity to identify, respond to and excel at available employment opportunities. This is particularly true for members of various marginalized groups who lack equal access to various educational, vocational training and career development support. Currently available training, employment seeking and career management support appears to be project driven and lacks

systemic long term solutions which are necessary for ensuring improved equity. This is particularly true among rural youth populations, who are further removed from the higher educational system and as such may lack information about existing training and employment opportunities. While some types of career services do exist, the coordination and cooperation among different providers and platforms (government, civil society, private sector, academia) is limited which hampers sustainability of efforts. Expanding digital literacy for marginalized groups and addressing sociocultural norms about gender roles in the Information and Communications Technology (ICT) and other emerging sectors in Serbia is important for closing key inclusion gaps in the modern work force as well.

USAID is looking to support activities that will provide necessary linkages between employers and potential employees in terms of technical skills, capacity and access to opportunities in a systemic and sustainable manner that results in increased participation of marginalized groups in the workforce.

Illustrative examples of activities that may be supported include, but are not limited to:

- Piloting capacity building platforms
- Creating more opportunities for training, mentorship, internship
- Advancing career guidance for marginalized groups
- Engaging private sector in capacity development
- Improving outreach to job seeking members of marginalized communities

II. Improving the Enabling Environment and Commitment to Inclusive Economic Development

Economic growth and development has been a strategic priority for Serbia and its government for a number of years. Nonetheless, thus far, economic development programs have had limited efforts focused on ensuring equitable access for a number of marginalized groups and communities in Serbia thus failing to realize and utilize their economic potential. In addition, the jobs that are made available through affirmative action measures tend to be low-skill ones without promotional ability, support for business development is limited to social-enterprise initiatives, and the private sector continues to have very limited insights into consumer needs and trends of marginalized groups. While some affirmative measures related to employment of vulnerable groups exists, such as for PWD, these measures are not available to all vulnerable groups and their implementation and overall impact is spotty. In addition, a majority of economic stimulus programs have not been focused on marginalized groups and in fact many of the introduced government austerity measures have had a negative impact on the socio-economic well being of these groups. At the same time, cooperation between civil society and the private sector on issues related to inclusion and community development has been improving over the years. Despite these positive trends, workforce discriminations remains a challenge and an

obstacle for career advancement for many groups. In general, public awareness regarding the importance of inclusivity in economic development is lacking hence activities should look to break down stereotypes and focus on potentials of individuals and their contribution to economic development.

USAID is looking to support activities that will work both with government institutions on affirmative policy frameworks and programs as well as with private sector actors on increasing their commitment to inclusivity and non-discrimination in the workplace.

Illustrative examples of activities that may be supported include, but are not limited to:

- Trainings for managers and staff;
- Development and/or support of platforms that can connect applicants from MG and business
- Private sector actors developing internal diversity/anti-discrimination policies/mechanism
- Internship programs
- Improving existing affirmative actions,
- Cross sectoral PR campaigns
- Expanding access to benefits
- Promotion of success stories

III. Improving prospects for individual business development (entrepreneurship)

Countries that can mobilize the economic contributions of all members of society – including marginalized groups – are more likely to be successful in their long-term development.

Unfortunately, however, in many countries like Serbia a number of marginalized groups including persons with disabilities, LGBTIQ, youth, women, Roma and ethnic minorities remain an untapped resource. They continue to face societal barriers that inhibit their ability to participate fully as drivers of economic growth and innovation. In addition, the COVID-19 pandemic has negatively impacted the employment and economic context of people across various socio-economic groups, with above mentioned groups often being disproportionately affected .

USAID Serbia has been supporting entrepreneurship start-ups in various sectors for a number of years through different lines of effort. With this activity USAID is looking to further advance existing efforts, pilot new approaches to foster entrepreneurship among marginalized groups, expand existing and explore new financing mechanisms for business start ups and support networking and collaboration between existing and experienced marginalized group entrepreneurs and their communities

Illustrative examples of activities that may be supported include, but are not limited to:

- Mobilizing individual investors, private sector resources, initiating dialogue with banks and government on existing and new programs and affirmative measures
- Business development capacity building, mentoring
- Developing support networks and investment opportunities among existing marginalized groups entrepreneurs and their communities
- Collecting data and analysis related to marginalized group entrepreneurship

Any resultant awards will be issued under the authority of the Foreign Assistance Act of 1961, as amended) and will be subject to 2 CFR 200 and 2 CFR 700 – Uniform Administrative Requirements, Standard provision for non-US organizations, Cost Principles, and Audit Requirements for Federal Awards.

Contingent upon availability of funds, there may be multiple Rounds under this APS that will all aim to meet the Statement of Purpose mentioned above. Specifics for Round 1 are discussed in the following sections.

A.2 Round 1: Advancing Economic Opportunity for Persons with Disabilities

Purpose

USAID/Serbia seeks to build partnerships with Serbian people, Serbian institutions, and civil society organizations to help advance equity and prosperity for Serbia's marginalized groups. The purpose of this round under the APS is to support initiatives aimed at promoting equity and economic empowerment of persons with disabilities in Serbia.

Introduction

During this round, USAID intends to fund **one** activity that will support a wide range of flexible, innovative, and experimental approaches to advance the social and economic well-being of PWDs in Serbia.

The proposed activities must support programming in Employment and Economic Empowerment (EEE) of PWDs, fostering approaches consistent with the U.N. Convention on the Rights of Persons with Disabilities.

Subject to funding availability, USAID intends to provide up to \$2,000,000 in total funding to be allocated over the activity period, which is not expected to exceed 4 years.

Background

Approximately 15% of any population constitutes PWDs, with a higher incidence in post-conflict countries or those affected by natural disasters. The prevalence of disability is expected to rise in the coming years due to an aging global population and an increase in chronic health conditions, including chronic health conditions related to the COVID-19 pandemic. Of the estimated 1 billion PWDs worldwide, 80% live in lower and middle-income countries. PWDs are more likely to experience poverty. Women and girls with disabilities often experience heightened discrimination based on their gender and disability. Due to stigma, discrimination, and inaccessibility, PWDs are less likely to be able to access essential services related to education, employment, and health care. The lack of access to vital services and programs contributes to their marginalization and exclusion, perpetuating a cycle of poverty. Societies that are inclusive of their diverse populations are more likely to be democratic, participatory, and equitable.

Countries that can mobilize the economic contributions of all members of society – including PWDs – are more likely to be successful in their long-term development. Unfortunately, however, in many countries, PWDs remain an untapped resource. They continue to face societal

barriers that inhibit their ability to participate fully as drivers of economic growth and innovation. In addition, the COVID-19 pandemic has negatively impacted the employment and economic context of people across socio-economic groups, with PWDs often being disproportionately affected .

Especially given the widespread negative economic impacts of COVID-19 on economies and job markets, it is likely that PWDs will face even more competitive labor markets than was the case pre-pandemic. At the same time, the response of many employers to the pandemic has highlighted the efficacy of remote telework and other flexible working arrangements and normalized these practices in ways that open up new opportunities for the employment of PWDs.

While Serbia has made some notable advances over the years in terms of affirmative measures related to employment of PWD, a number of chronic challenges continue to be serious barriers to advancing workforce development, fostering entrepreneurship for and promoting overall enabling environments that respond to 21st century needs, challenges and opportunities for PWDs.

Through this APS, USAID/Serbia is looking to support activities that advance equity and opportunities for PWDs in Serbia by addressing existing barriers, providing technical assistance, and engaging the private sector in identifying market-driven solutions.

Alignment with CDCS and guiding principles

Funding through this APS is of great importance to implementing the new USAID/Serbia 2020-2025 Country Development Cooperation Strategy (CDCS), whose goal is to support an economically-productive and democratic Serbia in pursuing Euro-Atlantic integration and self-reliance.

As part of USAID/Serbia's objective to increase the equitable prosperity of Serbian Citizens, USAID programming supported through this APS will focus on advancing the equity and opportunity of Serbia's marginalized groups. USAID believes that engagement with youth, businesses, women, PWDs, gender, and ethnic minorities holds significant opportunities to advance this CDCS objective. USAID's engagement with these populations throughout programming will help mainstream these groups in society, assist them in meeting their potential, gaining influence in their government and society, and achieving greater prosperity.

Given USAID's new CDCS, the following principles should guide applicant programmatic approaches:

- **Supporting locally-led development**

The proposed activities should make the best use of Serbia's existing local expertise and capacity and foster locally-led development and strengthening of local systems to ensure the sustainability of efforts and local ownership. Proposed approaches should ensure full inclusion and participation of PWDs in the design, implementation and evaluation of proposed programming.

- **Private Sector Engagement**

The proposed activities should engage private sector actors in developing and tackling different approaches to the economic empowerment of marginalized groups and promoting inclusion principles in workforce development. It should also support the mobilization of domestic financial resources and the development of financing mechanisms to allow for more significant investments in this community. Empowerment of PWDs is one of the critical areas in which both international corporations operating in Serbia and domestic companies invest their corporate social responsibility resources. This should be seen as an opportunity to be thoroughly considered, and any solution designed in this context will be seen as an asset to the proposal.

USAID's experience suggests the following private sector contributions that could be possible:

- funding to share intervention costs;
- understanding of relevant behaviors and dynamics;
- access to target beneficiaries and relevant local networks; and
- specialized knowledge and expertise.

- **Gender**

Integrating gender considerations in all aspects of the activity involves identifying and addressing gender blind or neutral approaches **during design, implementation, and monitoring and evaluation**. In addition, it must include integrating women and men meaningfully into the activity results framework and indicators and ensuring that activities alleviate gender related constraints and capitalize on gender related opportunities, such as under national conversations and dialogue, legislation and policies, in all areas and at all levels. Applicants are expected to integrate appropriate recommendations from [USAID/Serbia's Gender Analysis](#) in their technical approach and monitoring and evaluation plan.

Areas of Interest

USAID Serbia seeks applications that will promote the economic empowerment of PWDs in Serbia on an equal basis with others, including through equal access to employment that is freely chosen in a labor market and work environment that is open, inclusive, and accessible to PWDs.

The proposed activity will engage in three areas of interest described below to achieve the stated goal.

Applicants are expected to show how proposed interventions respond to the specific challenges and opportunities of COVID-19 on the employment and economic empowerment of PWDs.

Area 1: Advancing workforce development so that PWDs have the skills and training necessary to secure jobs

To compete in the modern workforce, job seekers must have the necessary skills, and capacity to identify, respond to and excel at available employment opportunities. This is particularly true for various marginalized groups who lack equal access to different educational, vocational training, and career development support. Therefore, USAID is looking to support activities that will provide necessary linkages between employers and potential employees, PWDs, technical skills, capacity, and access to opportunities systemically and sustainably, resulting in increased participation of marginalized groups in the workforce.

Illustrative examples of activities that may be supported include, but are not limited to:

- Promoting access by PWDs to apprenticeships, internships, and other proven skills development interventions, especially those that have previously been restricted by policy or practice to non-disabled job-seekers or that have not been available in the open labor market.
- Forging linkages with business and industry to ensure that training and skill development for PWDs respond to actual business and industry needs and are provided by the private sector to the extent possible.
- Piloting and/or advancing IT tools and platforms for capacity building, job placement, and employer matching
- Advancing career guidance services for entering and improving mobility within the labour market

Area 2: Fostering entrepreneurship for PWDs so that they have access to capital, markets, technical assistance, and networks on an equal basis with others

In Serbia, like in many countries, PWDs remain an untapped resource. This community continues to face societal barriers that inhibit their ability to participate fully as drivers of economic growth and innovation, including as entrepreneurs. Thus far, in Serbia, entrepreneurship support for PWDs in Serbia has generally been limited to social enterprise development. While this a positive step forward, it presents just one potential model for fostering entrepreneurship among PWDs. Activities under this area should identify and pilot several different approaches to entrepreneurship by working closely with private sector actors on

identifying needs, opportunities, and market-driven solutions that can positively impact entrepreneurship among PWDs in Serbia.

Illustrative examples of activities that may be supported include, but are not limited to:

- Identifying and/or creating opportunities to improve access by PWDs to microfinance or microcredit programs, bank loans, and other forms of financial credit, especially as an intervention to catalyze business start-ups.
- Improving the ability of PWDs to utilize existing economic opportunities for individual business development.
- Connecting PWDs to mentors and networks that can promote entrepreneurial skills and mobilize necessary resources.
- Technical support for small business start-ups and/or expansion of existing businesses run by PWDs.
- Mobilization of resources for business development.

Area 3: Promoting overall enabling environments that respond to 21st century needs, challenges and opportunities for PWDs

Through this area, USAID is looking to support activities that will work both with government institutions on affirmative policy frameworks and programs and with private sector actors on increasing their commitment to inclusivity and non-discrimination in the workplace. Proposed activities should look to support private sector actors in taking proactive steps to advance inclusivity and diversity in their workforce, identify opportunities for more significant government commitment to advancing economic opportunities for PWDs and support positive public narratives and outreach campaigns focused on promoting inclusion, equality, and equity of PWDs.

Illustrative examples of activities that may be supported include, but are not limited to:

- Reforming legislative, regulatory, and policy frameworks that promote segregated approaches to employment of PWDs fail to prohibit non-discrimination and/or mandate reasonable accommodation, or allow for PWDs to be paid less than their non-disabled counterparts in comparable jobs. Expanding and improving current affirmative action measures.
- Promoting access to information so that employers understand their legal obligations concerning prospective and current employees with disabilities and how best to comply, as well as ensuring robust monitoring and enforcement by appropriate authorities.
- Reforming legislative, regulatory, and policy frameworks that hinder the ability of PWDs to effectively exercise autonomy over their own financial affairs.

- Supporting private sector actors developing internal diversity/anti-discrimination policies/mechanism
- Public outreach campaigns and promotion of success stories that demonstrate the benefits of engaging PWDs in the workforce or business development.

Within the theme of employment and economic empowerment, USAID Serbia will prioritize applications that demonstrate a robust participation and involvement of local Disabled Persons Organizations (DPOs). Regardless of the implementing partner, all concepts must verify the significant involvement of PWDs, especially women with disabilities, in the design, implementation, monitoring, and evaluation of the project.

[End of Section A]

SECTION B: FEDERAL AWARD INFORMATION

B.1 Funding

The expected total estimated amount for all cooperative agreements and/or grants to be awarded under this APS will be approximately \$6,000,000 million USD. For **Round 1**, USAID intends to award one (1) cooperative agreement with a total estimated amount of up to \$2 million. USAID reserves the right to fund any one or none of the applications submitted. As determined by the source of funding, awardee(s) will be expected to comply with specific USAID regulations governing particular funding streams.

B.2 Period of performance

The period of performance anticipated for the cooperative agreement awarded under **Round 1** of this APS is not expected to exceed 4 years in duration. For Round 1, the anticipated start date for the award(s) is on or about January 2022.

B.3 Expected number of awards

One (1) award is expected to be made as a result of Round 1 under this APS. Additional awards are expected to be made in successive Rounds under this APS. The actual number of awards under the APS is subject to the availability of funds and the viability of the applications received. USAID reserves the right to issue fewer or more awards than the number noted above, including the right to issue no awards through this APS.

B.4 Scope

For **Round 1**'s concept papers and full applications, applicants must propose approaches to achieve all stated areas of interest under program description. The scope for subsequent Round(s) will be included in addenda to this APS.

B.5 Expected implementation mechanism

For Round 1, USAID intends to award one (1) cooperative agreement. For subsequent Rounds under this APS, the resultant awards may be grants and/or cooperative agreements. For cooperative agreements, USAID will make a determination on the intended substantial involvement by the Agency upon award. The specific areas of USAID substantial involvement will include, but not be limited to, approval of the recipient's implementation plans, approval of Key Personnel, as well as Agency and recipient collaboration and joint participation, including approval of the substantive provisions of subawards, Monitoring, Evaluation, and Learning (MEL) Plans, and other activities as determined, based on the selected Program, and as negotiated with the recipient prior to award.

[End of Section B]

SECTION C: ELIGIBILITY INFORMATION

C.1 Eligible Entities

This activity is restricted to the following Serbian local entities: for-profit, and nonprofit non-governmental organizations, and institutions of higher education.

For the purposes of this section, local entity means an individual, a corporation, a nonprofit organization, or another body of persons that:

- (1) is legally organized under the laws of;
- (2) has as its principal place of business or operations in;
- (3) is majority owned by individuals who are citizens or lawful permanent residents of; and
- (4) managed by a governing body the majority of who are citizens or lawful permanent residents of a country receiving assistance from funds appropriated under title III of this Act.

For purposes of this section, “majority-owned” and “managed by” include, without limitation, beneficiary interests and the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means.”

While local for-profit firms may participate, it is USAID policy not to award profit to prime recipients and subrecipients under assistance instruments. However, the prohibition does not apply when the recipient acquires goods and services. This is discussed more specifically in Automated Directives System (ADS) 303sai “Profit Under USAID Assistance Instruments,” which can be found at this link: <http://www.usaid.gov/ads/policy/300/303sai.pdf>.

Each applicant must be found to be a responsible entity before receiving an award. The Agreement Officer (AO) may determine that a pre-award survey is required in accordance with ADS 303.3.9.1 and if so, would establish a formal survey team to conduct an examination that will determine whether the applicant has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program. Applicants who do not currently meet all USAID requirements for systems and controls may still be eligible under special award considerations and should not be discouraged from applying. USAID welcomes applications from organizations that have not previously worked with the Agency.

USAID strongly encourages applications from potential new partners who meet the above eligibility requirements and are willing to be subjected to a Pre-Award Responsibility Determination, which is a pre-award audit to determine fiscal responsibility (i.e., whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objective of this program and comply with the terms and conditions of the award).

Each applicant organization is limited to one application submission as the Prime applicant. There is no limitation on being included as a potential Sub-awardee. USAID discourages the use of exclusive teaming arrangements.

Submissions from organizations that do not meet the above eligibility criteria will not be reviewed and evaluated.

C.2 Cost Share

Cost Share is desirable and encouraged, but it is not mandatory under this APS.

C.3 Limitations on Submissions

Each applicant organization is limited to one concept paper submission per Round as the Prime applicant. There is no limitation on being included as a potential Sub-awardee. USAID discourages the use of exclusive teaming arrangements.

[End of Section C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

D.1 APS Point of Contact and Package Distribution

The preferred method of distribution of USAID assistance information is www.grants.gov. This APS contains all necessary information, web links, and materials to submit a complete concept paper for Round 1. The APS includes information regarding the full application, however this information is not exhaustive. Full applications are **not** requested at this time. The most highly rated applicant(s) will be contacted directly to request full application(s).

All inquiries and communication, including questions on this APS or related Amendments or Addenda, must be submitted to the points of contact below, with “**Questions for Round [No.], Marginalized Groups APS**” included in the subject line.

Dukagjin Hasani
A&A Specialist
dhasani@usaid.gov

Branislav Bulatovic
A&A Specialist
Bbulatovic@usaid.gov

D.2 Submission Dates and Times

Please refer to the Key Information and Dates on the Cover Page. Concept papers and full applications must be submitted electronically via email only to points of contact above, before the respective due dates and times. Please include “**Round [No.], Marginalized Groups APS - [Name of Organization]**” in the subject line. Late submissions will NOT be accepted. Hard copies, whether hand delivered or by postal mail, will NOT be accepted.

D.3 Application Process

This APS utilizes a three-phase process:

Phase 1: Concept Paper submission

Applicants must submit concept papers in accordance with the due dates for each Round. USAID will then conduct a Merit Review of all timely submitted concept papers based on the Merit Review criteria provided in Section E: Application Review Information. The instructions below apply to submissions in response to Round 1. The concept paper instructions and merit review criteria for subsequent Rounds under this APS will be provided in subsequently issued APS addenda.

Phase 2: Co-creation

After review of the concept papers, USAID may issue an invitation to co-creation meetings with the most highly-rated applicant(s). Co-creation meetings, if needed, may occur over the phone, via video-conferencing, or in person in Belgrade at locations identified by USAID. For Round 1, it is not anticipated that co-creation meetings would involve more than one applicant at a time. It may be determined that co-creation meetings are not necessary and in that case, USAID may move directly to request full applications after review of the concept papers. Further details on the co-creation process (if determined necessary) will be shared with the most highly rated applicant(s).

Phase 3: Full Application

After review of the concept papers, full applications will be requested from those applicants with the most highly rated concept papers. Full application submission instructions and review criteria are included in this APS. USAID reserves the right to make changes to the full application instructions and review criteria. All applicants are encouraged to review these sections to ensure they are able to meet USAID's requirements for full applications if their concept papers are selected.

Applicants with concept papers not advancing to full application will be notified. If an organization submits a concept paper that is not successful and thereby is not invited to submit a full application in Round 1, that organization still may submit another concept paper in a future Round under the APS.

After review of full applications, the Agency may invite the apparently successful applicant to a **co-development meeting** which would occur over the phone, via video-conferencing, or in person at a location identified by USAID.

To be considered for funding under Round 1 of this APS, applications must meet all of the requirements for the concept paper and for the full application respectively.

D.4 Content and Format of Application Submission

Content and format instructions must be followed, or applicants risk being found non-compliant and eliminated from the review. Regardless of whether a concept paper or full application, the following requirements apply for documents submitted in response to this APS, with the exception of Government-issued forms:

- US letter format, 8.5 inch by 11 inch (210mm by 297mm), single-spaced pages with margins no less than one inch on each border.
- Written in English.
- Minimum 12 point Times New Roman font.
- Graphics/charts/tables may use a different font and size, so long as it is legible without magnification. Graphs, charts, and tables should be for illustrative purposes only and should not comprise the majority of the application text.

- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- All pages after the cover page must be consecutively numbered.

Additional instructions specific to concept papers and full applications are included in the following subsections.

D.5 Concept Paper Required Content and Instructions

D.5.1 Concept Paper Technical Instructions for Round 1

Concept papers are limited to five (5) pages total, excluding the cover page. Concept papers must follow the required content and format below.

D.5.1.1 Cover Page (not included in the 5-page limit)

- Project title;
- Funding opportunity number;
- Name and address of the applicant organization;
- Type of organization (e.g., for-profit, non-profit, university, etc.);
- DUNS number;
- Contact point (name, telephone, and e-mail);
- Names of subrecipients and types of organizations (local non-profit, etc.).

D.5.1.2 Concept Paper Content

1. In the concept paper, the applicant must describe a clear and realistic **approach to achieve the Round 1 goal and address the three areas of interest**. As the length of the concept note suggests, applicants should be concise in their response and focus on the overall strategy to achieve the Round 1 goal and areas of interest, as well as to outline the expected results.
2. In addition, the applicant must describe its **institutional capacity and technical expertise** to address all Round 1 areas of interest.

D.5.2 Concept Paper Cost Instructions

USAID is requesting only the total estimated amount, listed at the end of the narrative in the concept paper. However, applicants are encouraged to start preparing their initial budget assumptions to be able to complete the full application budget in case they are successful in the initial phase. Detailed cost instructions are included for the full application stage in the following section.

D.6 Instructions for the preparation of the Full Application

NOTE: USAID IS NOT REQUESTING THIS INFORMATION AT THIS TIME. THE MOST HIGHLY RATED APPLICANTS WILL BE REQUESTED BY USAID TO SUBMIT A FULL APPLICATION FOLLOWING THE REVIEW OF THE CONCEPT PAPERS. THIS INFORMATION IS NOT EXHAUSTIVE.

The information that is expected to be included in the request for full application at a later time is listed below.

D.6.1 Full Technical Application Instructions

D.6.1.1 Organization of the Technical Application

The applicant must organize the Technical Application in the following manner:

- Cover Letter
- Table of Contents
- Acronym List
- Technical Approach
- Key Personnel & Staffing
- Institutional Experience and Capability
- Management Plan
- Performance Monitoring, Evaluation, and Learning
- Annexes:
 - Annex 1: Resumes (maximum 4 pages each), references, and signed statement of commitment for each of the Key Personnel
 - Annex 2: Staffing Matrix (maximum 2 pages)
 - Annex 3: Organizational Chart(s) (maximum 2 pages)

D.6.1.2 Page Limitations

The Technical Application is limited to 20 pages, excluding required documents indicated below. While the suggested page length per Technical Application section is given below, applicants may allocate the page count differently, provided the overall Technical Application page limit is not exceeded. USAID will not evaluate information submitted above this page limit.

D.6.1.3 Page Limitation Exclusions

The following **do not count** towards the page limitation:

- Cover Letter, to include:
 - APS Round 1 name and number
 - Name of applicant
 - Name of any consortium members/partnerships
 - Name, title, and signature of the authorized representative

- o Date of submission
- o DUNS number
- Table of Contents
- Acronym List
- Annexes (limited to the ones that are requested)

D.6.1.4 Technical Approach (included in the 20-page limit)

The applicant must propose a detailed Technical Approach to accomplishing the overall goal of Round 1 by responding to requested areas of interest. The Technical Approach must indicate how priorities and needs will be identified and must take into account the Round 1 guiding principles. The Technical Approach should also include details on how the proposed interventions will be implemented, specify which stakeholders will be engaged in the process, discuss opportunities/barriers that could speed/hinder progress, and suggest solutions to address the barriers. Merely repeating the narrative in the Program Description without sufficient elaboration will not be considered responsive.

D.6.1.5 Key Personnel and Staffing (included in the 20-page limit)

The applicant must articulate its key personnel and staffing plan for implementation and support of the proposed program and activities. The applicant must make clear the delineation of qualifications, roles, responsibilities, authority, and processes for decision making within the implementation team, which may include staff from prime applicant as well as from partner organizations. For the purpose of this activity, Key Personnel will at a minimum include a Program Director, Activity Manager and Admin/Finance Manager.

The proposed Key Personnel should present a complementary set of skills that demonstrate the team's ability to address the APS Round goals and areas of interest. Additionally, USAID strongly encourages applicants to commit to gender equity among proposed staffing and a role for persons with disabilities, especially women, at all phases of the project.

The applicant should describe its team's ability, capacity and experience to effectively implement the proposed approach, including:

- Demonstrated technical knowledge in developing and managing programs related to empowerment of marginalized groups, especially persons with disabilities; innovative approaches to economic empowerment, local actor capacity building and private sector engagement.
- Demonstrated experience in building and effectively supervising a diverse team of employees.
- Administrative and financial management experience with USAID or other international donors on projects of similar size and complexity.
- Demonstrated effective interpersonal skills, creative problem-solving, and ethical management skills

Applicants are required to submit the following documents, which will be attached as an Annex and will not be counted in the overall page limitation.

- Current resume (maximum 4 pages), listing chronologically the candidates' education and work experience and describing his/her responsibilities for each position;
- Names and contact information of three professional references for each candidate;
- Signed letter of commitment.

D.6.1.6 Institutional Experience and Capability (included in the 20-page limit)

The applicant must describe its team's experience and capability, including that of any proposed subrecipients, to plan and implement programming needed to support the range of activities needed to accomplish the Round 1 goal and to address all areas of interest outlined in the Program Description, Section A.2. Commitment to gender in terms of project staffing as well as beneficiaries is very appreciated.

D.6.1.7 Management Plan (included in the 20-page limit)

The management plan narrative must describe the management structure and staff for the prime and all subrecipients. The narrative must include the roles, responsibilities, and clear lines of authority of staff, partners, and subrecipients. Additionally, the applicant must attach as an annex an organizational chart (1 page), showing the staff reporting lines and relationships between the different positions and/or organizations. The chart must also indicate the level of effort for each proposed position for both key and non-key personnel under the prime and sub-partners (full time or % of effort).

D.6.1.8 Performance Monitoring, Evaluation, and Learning (included in the 20-page limit)

Applicants must provide an abridged Monitoring, Evaluation, and Learning (MEL) Plan that includes:

(a) Preliminary Indicator Table and Data Collection and Reporting Plan

Applicants must propose an Indicator Table listing key indicators to appropriately quantify, analyze, and track progress toward achieving the Round 1 goal and three areas of interest of the program (as per the Program Description, Section A.2). As part of the Table, the applicant must specify ambitious but achievable life-of-program performance targets or milestones for the Round 1 goal and the three areas of interest, data collection methods, type and source of information, and frequency of collection.

The applicant must also include a Data Collection and Reporting Plan narrative describing its intended approach to monitoring, evaluation, and learning that is in alignment with the proposed Indicator Table, incorporating a description of how indicator data will be regularly collected and reported to USAID/Serbia with realistic and cost-effective methodologies, and how results of

activities will be tracked in the field. In addition, applicants must describe how baseline data will be collected within six (6) months of award, allowing for necessary disaggregation by gender and areas of interest.

To achieve the outcomes outlined in USAID's Gender Policy, the applicant must include disaggregation of data by gender (when appropriate) to report on how the program benefited men and women. Progress of all related activities will be measured and verified using gender-sensitive performance indicators. All indicators related to people or populations must be disaggregated by sex, and included in program reports. Additionally, program activities must be implemented in a manner that promotes fair, equitable, and meaningful inclusion of both men and women in all program activities. USAID encourages applicants to commit to data disaggregation that includes age, sex, and disability disaggregation.

(b) Knowledge Management, Learning, and Communications Plan

As part of the abridged MEL Plan, the applicant must propose a Knowledge Management, Learning, and Communication Plan, including a research and learning agenda, based on the Round 1 goal, areas of interest, and guiding principles. The Plan must describe the use of data by clearly-defined stakeholders/end users, articulate how the applicant will prioritize and operationalize the learning agenda, and include strategies to highlight links between interventions and outcomes.

D.6.1.9 Full Cost Application Instructions for Round 1

The Cost Application is to be submitted as a separate attachment from the Technical Application. There is no page limit on the Cost Application. Applicants are encouraged to be as concise as possible, but still provide the necessary details. The Cost Application must illustrate the full period of performance using the budget format shown in the SF-424A. Please note that construction is not permitted under this program.

Prior to award, applicants may be required to submit additional documentation deemed necessary for the AO to assess the applicant's risk in accordance with 2 CFR 200.205. Applicants should not submit any additional information with their initial application.

The Cost Application must contain the following sections:

- 1) Cover Page
- 2) SF-424 Forms
- 3) Budget and Budget Narrative
- 4) Approval of Subawards
- 5) Dun and Bradstreet and SAM.gov Registration
- 6) Certifications, Assurances, and Other Statements of the Recipient

For apparently successful applicants, when requested by the AO:

- 7) History of Performance
- 8) Branding Strategy and Marking Plan

Detailed instructions are as follows:

1) Cover Page

The Cost Application Cover Page must contain the same information as the Technical Application Cover Page.

2) SF-424 Form(s)

The applicant must submit the application using the SF-424 series:

- SF-424
- SF-424A
- SF-424B

Forms and instructions can be found at the following link:

<https://www.grants.gov/forms/sf-424-family.html>.

Failure to accurately complete these forms could result in a non-funded application.

3) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount if any. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make an award and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable. Construction is not permitted under this APS.

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

- a) Summary Budget, following the guidance and format laid out in this section, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-recipients for the entire period of the project.
- b) Detailed Budget, including a breakdown by year, by budget category and by budget line items,

for the entire implementation period of the activity.

c) Detailed Budgets for each sub-recipient, for all federal funding, broken out by year, by budget category and by budget line items for the entire implementation period of the project.

Budget Guidance

Applicants must submit a detailed budget following the below guidance. It is expected that the Total Estimated USAID Amount (TEA) of Round 1 of the program will not exceed \$2 million.

Applicants must provide a narrative justifying the rates for each cost category proposed with supporting information as further specified under the following cost categories. Any assumptions should be clearly stated. Applicants should keep in mind that it is their responsibility to ensure that the information provided is sufficient to provide a basis for USAID to determine that the costs proposed are reasonable and realistic. All proposed individual sub-awards should include the same cost element breakdowns in their budgets, as applicable.

As part of the budget narrative, applicants are requested to describe their approach and methodology for cost control during the implementation of the program.

The applicant is requested to submit summary tables for the program as follows. Applicants are required to provide an estimate for direct costs and indirect costs for both the detailed portion of the budget and the additional field support. During implementation, the recipient will use its Government-approved provisional indirect rates, or the 10% de-minimis rate per 2 CFR 200.414, or propose all costs as direct costs.

The Applicants must utilize the provided budget template in Appendix C.3 to this RFA.

Budget Categories

The detailed budgets must contain the following budget categories and information, at a minimum:

1. **Salaries and Allowances** – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The 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.

2. 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.
3. Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate, provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
4. 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 factors such as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
5. Contractual (Subawards, Contracts and Consultants if applicable) – 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.
6. Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs that directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue, and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.
7. Indirect Costs – 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, 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 AO will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

8. Cost Sharing – Cost sharing is not required under this APS. However, if the applicant chooses to provide cost-sharing, the applicant should estimate the amount of cost-sharing resources to be provided over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting award.

Prior Approvals in accordance with 2 CFR 200.407

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

4) Approval of Subawards

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

- Name of organization
- 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.

5) Dun and Bradstreet and SAM.gov Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS number) and SAM requirements. Each applicant (unless the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

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

The registration process may take many weeks to complete. Therefore, 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.

6) Required Certifications and Assurances

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

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

7) History of Performance

The apparently successful applicant will be asked to provide history of its performance. Applicants should not provide this information unless requested by the AO.

If requested by the AO, the applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed five awards, as follows:

- Name of the Awarding Organization;

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

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

8) Branding Strategy & Marking Plan

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the AO and incorporated into any resulting award.

9) 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.

Construction will not be authorized under this award.

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

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 this APS and must meet the source and nationality requirements set forth in 22 CFR 228.

10) Potential Request for Additional Documentation

Upon consideration of award or during the negotiations leading to an award, applicants may be required to submit additional documentation deemed necessary for the AO to make an affirmative determination of responsibility. **Applicants should not submit the information**

below with their full applications. The information in this section is provided so that applicants may become familiar with additional documentation that may be requested by the AO. The information submitted should substantiate:

1. Bylaws, constitution, and articles of incorporation, if applicable.
2. Whether the organizational travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding salary, promotion, leave, differentials, etc., submitted under this section have been reviewed and approved by any agency of the Federal Government, and if so, provide the name, address, and phone number of the cognizant reviewing official. The applicant should provide copies of the same.

[End of Section D]

SECTION E: APPLICATION REVIEW INFORMATION

E.1 Relative Importance of Merit Review Criteria

USAID will review concept papers and full applications on the basis of the below technical merit review criteria, listed in descending order of importance. All subcriteria within each criterion are of equal importance.

E.2 Concept Paper Merit Review Criteria for Round 1

USAID will review the concept papers according to the following concept paper merit review criteria. The degree to which:

1. The applicant presents a clear and realistic overall technical approach to address the Round 1 goal and the three areas of interest.
2. The applicant presents a team with the appropriate institutional capacity and technical expertise to address all Round 1 areas of interest.

E.3 Full Application Merit Review Criteria

USAID will review the full applications based on the following full application merit review criteria:

No.:	Technical Evaluation Criteria
E.3.1	Detailed Technical Approach
E.3.2	Key Personnel and Staffing
E.3.3	Institutional Experience and Capability
E.3.4	Management Plan
E.3.5	Performance Monitoring, Evaluation, and Learning
(a)	Preliminary Indicator Table & Data Collection and Reporting Plan
(b)	Knowledge Management, Learning, and Communications Plan

E.3.1 Technical Approach

The degree to which the applicant's technical approach to address the goal and areas of interest

of Round 1 is convincing, feasible, and meets the requirements laid out in Section D.6.1.4.

E.3.2 Key Personnel and Staffing

The degree to which the applicant's proposed key personnel have the appropriate skills and experience to provide effective leadership and the proposed team includes personnel positions with an appropriate balance of managerial, technical, and operational skills sufficient to successfully implement the award, as required in Section D.6.1.5.

E.3.3 Institutional Experience and Capability

The degree to which the applicant and all proposed subrecipients demonstrate experience and capability to implement the Award addressing the requirements laid out in Section D.6.1.6.

E.3.4 Management Plan

The extent to which the applicant's management plan convincingly addresses the requirements laid out in Section D.6.1.7.

E.3.5 Performance Monitoring, Evaluation, and Learning

(a) Preliminary Indicator Table and Data Collection and Reporting Plan

The extent to which the applicant presents a convincing and realistic Indicator Table and Data Collection and Reporting Plan narrative addressing the requirements laid out in Section D.6.1.8(a).

(b) Knowledge Management, Learning, and Communications Plan

The extent to which the applicant presents a convincing and informed Knowledge Management, Learning, and Communications Plan addressing the requirements laid out in Section D.6.1.8(b).

E.3.6 Cost application review

The cost application of the apparently successful applicant will be reviewed for cost reasonableness and cost realism.

[End of Section E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

F.1 Federal Award Notices

USAID cannot make awards under this APS until it has appropriated, allocated, and committed funds through internal USAID procedures. While USAID anticipates successfully completing these procedures, potential applicants are notified of these requirements and conditions. The AO is the only individual who may legally commit the USG to the expenditure of public funds. Applicants are prohibited from charging or incurring costs to the proposed award prior to receipt of either a fully executed Award or a specific, written authorization from the AO.

F.2 Administration

Awards will be made under relevant federal regulations and agency policy. For U.S non-governmental organizations, awards must be administered according to 2 CFR 200 and 2 CFR 700, and USAID Standard Provisions will apply (<http://www.usaid.gov/policy/ads/300/303maa.pdf>). For non-U.S. non-governmental organizations, USAID provisions for non-US non-government organizations will apply (<http://www.usaid.gov/policy/ads/300/303mab.pdf>).

F.3 Additional Information

The request for full application will contain additional information in this section, such as the type, frequency, and means of submission of award reporting requirements. Information about program income and information detailing how the Agency will ensure environmental soundness and compliance in design and implementation will be included.

F.4 Program Income

Program Income earned under the resultant awards will be added to the Total Estimated Amount (exclusive of cost share) in accordance with 2 CFR 200.307(e)(2).

F.5 Environmental Compliance

Any resultant awards under this APS will be subject to the Environmental Compliance policy in 22 CFR 216. Please review the Initial Environmental Examination in Appendix B of this APS.

[End of Section F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. APS Points of Contact

See Section D.1

2. Acquisition and Assistance Ombudsman

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

[The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov](mailto:Ombudsman@usaid.gov)

[End of Section G]

APPENDIX A: INITIAL ENVIRONMENTAL EXAMINATION

Request for Categorical Exclusion (RCE) **DCN: 2021-SRB-00X** has been approved for this activity, see Attachment 2 to this APS.

[End of Appendix A]

APPENDIX B: BUDGET TEMPLATE

The table below shows only the Budget Summary Table by major categories as listed in SECTION D.6.1.9.3) of this APS. However, The applicants must provide a complete budget by cost element, including the budgets for each sub-awardee if any, by utilizing the provided budget template in Attachment 1 to this APS.

Budget Categories	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Total USAID Contribution	Cost Share	Total Activiy Costs
Salaries and Allowances									
Fringe Benefits									
Travel & Transportation									
Equipment									
Supplies									
Contractual									
Other Direct Costs									
Indirect Costs									
Total									