



Issue Date: 04/01/2021
Deadline for Question: 04/12/2021
Closing Date: 07/07/2021
Closing Time: 1:00 PM

Subject: Notice of Funding Opportunity Number: 7200AA21R00033

Program Title: Donald M. Payne International Development Fellowship Program (Payne Program)

Federal Assistance Listing Number:-

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the Donald Payne Fellowship Program (Payne Program). Eligibility for this award is restricted to qualified U.S. Historically Black Colleges & Universities (HBCUs) only. Other categories of Minority Serving Institutions (MSIs) are not eligible.

USAID 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 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 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.7. 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 point(s) 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 programs.

Sincerely,

Gwendolyn Ruffin
Agreement Officer

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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.

Donald M. Payne International Development Fellowship Program

Background:

The Donald M. Payne International Development Fellowship Program (hereafter referred to as the Payne Fellowship Program) was launched in March 2012, is currently managed under a cooperative agreement with Howard University, and will end in September 2023. The goal of the Payne Fellowship Program is to attract and prepare outstanding young talent for careers as USAID Foreign Service Officers (FSOs). The Program places special emphasis on recruiting members of minority and economically disadvantaged groups who have been historically underrepresented in development careers.

The Payne Fellowship Program provides two years of financial assistance for graduate study in international development or another field relevant to a USAID foreign service career. Payne Fellows who successfully complete the program (including obtaining a graduate degree) and meet USAID foreign service entry requirements will receive appointments as USAID FSOs.

Since 2012, the Payne Fellowship Program has grown from providing three fellowships per year (2013 cohort) to providing ten fellowships per year. Since the launch of the Fellowship Program, 60 Fellows have been selected, of whom 40 have been sworn into USAID’s Foreign Service and the remaining 20 are completing their Master’s degrees. USAID has selected 15 Payne Fellows for the 2021 cohort (the final cohort under the existing award implemented by Howard University).

USAID has consistently met targets and expectations of Congress around the Payne Fellowship Program expressed in annual budget appropriations and Congressional reports. The Program has grown to be critical to USAID’s annual foreign service recruitment efforts. FSC received your concurrence to recruit 15 Fellows per year (Tab 1). At the proposed recruitment level of 15 Fellows per year, annual onboarding of Payne Fellows would counterbalance approximately 25-30% of annual foreign service attrition (approximately 65-80 FSOs per year). The program is well-designed to strengthen Agency capacity by recruiting top-talent and advancing diversity in the Foreign Service workforce.

This activity is authorized in accordance with the Foreign Assistance Act of 1961, as amended, and FY 2021 Congressional Budget Justification (CBJ). The resulting award will be subject to 2 CFR 700 and 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

Program Elements and Objectives

The recipient shall recruit new talent for the US Agency for International Development’s (USAID) Donald M. Payne International Development Graduate Fellowship Program. The Payne Program identifies and attracts outstanding candidates from underrepresented racial and ethnic groups, historically marginalized populations, and those from socioeconomically disadvantaged backgrounds in the United States, and who

have an interest in pursuing a Foreign Service career with USAID. The recipient shall provide funding to assist these students toward completing a full-time two-year graduate degree in academic disciplines representing the skill needs of USAID, as well as providing professional development activities through orientation, skills development activities, mentorship, and support for summer rotations/details in Washington D.C. and overseas at a USAID mission.

The recipient shall clearly communicate that the eligibility requirements for the Program shall include:

1. Proof of US citizenship;
2. Seeking admission to a two-year full-time master's degree program in a U.S. university and in the fall of the academic year of application; in selected fields of study representing the needs of USAID, including: international relations, public policy, public administration, public health, political science, anthropology, social sciences, foreign languages, business administration, agricultural studies, economics, environmental sciences, engineering and other degrees relevant to USAID's requirements for entry into Foreign Service;
3. A minimum 3.2 grade point average on a 4.0 scale, maintained throughout participation of their two-year graduate degree program; and
4. Demonstration of financial need.

The recipient shall provide up to \$48,000 annually in financial assistance per Payne Fellow towards tuition/mandatory fees, room and board, and cost of books for graduate studies. Of the \$48,000, up to \$22,000 shall be paid directly to the university for tuition, mandatory fees and student health insurance, and a \$16,000 stipend shall be paid directly to the Payne Fellow for education-related expenses such as books, room and board and transportation. An additional \$10,000 shall be made available for costs related to summer rotations/details, for a total of \$48,000 annually per Payne Fellow. In addition to the two years of appropriate master's degree study that reflect the needs of USAID, the fellow will participate in two rotations/details over the course of the fellowship, of which one will be domestic (conditions permitting domestic rotations/details take place in Washington, DC) and one based at a USAID Mission overseas.

During the two-year fellowship period, the recipient will work with USAID's Foreign Service Center (FSC) to ensure that Payne Fellows are prepared to enter USAID as Foreign Service Officers, meeting USAID entry on duty requirements as part of successful fellowship completion. Fellows shall sign a contractual agreement that spells out their benefits and obligations for the program, including an obligation to serve a minimum of five years in an appointment as a career candidate Foreign Service Officer in accordance with Agency regulations governing Foreign Service appointments.

Outreach

The recipient shall conduct a variety of external and internal outreach efforts for the USAID Donald M. Payne International Development Graduate Fellowship Program throughout the calendar year with increased efforts prior to the scheduled opening of the fellowship application and throughout the open application period.

External Efforts

Specifically, external efforts can be categorized into four general modalities and will include:

Payne Fellowship Website

- Maintaining and regularly updating a Payne Fellowship Program website that provides a full range of information on the Payne Program, including all eligibility and application

requirements, application deadlines, information on the fellowship experience, student profiles, a list of frequently asked questions, information on USAID programs, USAID's mission, and careers, etc. The site needs to facilitate online applications. In addition, the ability for real-time monitoring of website traffic is important so that the recipient can gauge recruitment effectiveness, maintain communications with those who pre-register and those who begin the application process, and perform other analyses.

In-Person and Online Outreach

- Participating in and supporting, in coordination with USAID Development Diplomat in Residence (DDIR) and Diplomat in Residence (DIR) staff, conferences and outreach efforts related to the Payne Program.
- Sharing promotional materials and information of finalists and selections.
- Hosting information sessions for students, faculty, and staff throughout the recruitment period (annually June through November).
- Conducting energetic outreach meetings with faculty and other university personnel on international development and public service in the Washington DC area and in other locations within the U.S.
- In coordination with DDIR Officers, scheduling travel outside of the Washington DC area, avoiding redundancy in the recruitment effort.
- Hosting and posting recordings of webinars that promote understanding of the Fellowship Program, and when possible, including current and past Payne fellows in the conversation so prospective applicants can connect directly.

Online Outreach and Communications

- Providing attractive and informational promotional materials, tailored to different audiences and media outlets, to advertise the fellowship. Materials shall feature key information about the program (e.g., eligibility requirements and application deadlines), photos of USAID officers and activities, and identification of the USAID website. Of primary importance shall be the graduate fellowship program brochure, flyers and posters for the program that can be posted on bulletin boards or shared online. The recipient shall work closely with the USAID Agreement Officer's Representative (AOR) and the Office of Acquisition and Assistance (OAA) to ensure appropriate and approved USAID branding in each case.
- Providing easy access to Payne Fellowship program staff via dedicated email and toll-free telephone. The program website shall also list direct contact information for key program staff and the recipient shall commit to responding to requests for information within 24 hours.

Network Outreach

- Eliciting and supporting outreach, throughout the recruiting period, by current and past Payne and Rangel Fellows and Scholars at their current or past universities and organizations.

Internal Outreach

The recipient shall maintain regular communication/internal outreach with USAID/HCTM/FSC on current outreach strategies and implementation. Additionally, the recipient shall maintain internal records of partnerships and contacts. These activities include:

- Providing the Foreign Service Center and External Outreach and Strategic Recruitment Office of Human Capital and Talent Management with an annual Payne Fellows Strategic Outreach Plan that outlines a plan for engagement, including a schedule of events, partnerships and application targets (trends and data on online application completion during the application window) for review and approval that features recruiting and outreach strategies and schedules, suggested promotional materials and applications deadlines, and selection and orientation dates for the Fellowship Program.
- Maintaining and updating a database of university institutions and other organizations related to the fellowship program (e.g., returned Peace Corps Volunteer organizations, NGOs, student groups, media, congressional offices, and other non-traditional networks).
- The recipient is encouraged to innovate and expand upon the current outreach list, including making every effort to reach historically underrepresented groups and disciplines at USAID. Given the high level of university staff turnover, the recipient shall update the list of contacts every year – by the beginning of the academic year - before recruiting begins. Distributing promotional materials, with cover letter, via mail and via email to a wide range of contacts throughout the university community, in organizations related to international development, and in other places where scholarships and fellowships are typically advertised. Distribution shall begin by October of each year of the award.
- Providing regular information to USAID's Development Diplomats in Residence (DDIR) and the State Department's Diplomats in Residence (DIR) and HCTM recruiting staff.
- Conducting other outreach activities as required by FSC/HCTM and XSOR/HCTM.

Screening and Selection Process

The recipient's screening and selection process shall ensure that all applicants meet eligibility requirements, minimize unnecessary paperwork, and provide selection panel members with all relevant information required to make selection decisions. Applicants shall obtain instructions and complete their applications online. The Payne International Development Fellowship Program staff shall monitor the applications process, reaching out to applicants with any updates, answering questions, and resolving any issues surrounding the application. Once the application period closes, recipient staff shall review all files to ensure they are complete and meet all eligibility requirements. After signing off on the files, recipient staff will release them to all members of the selection panel for their online review.

The selection process will be proposed by the implementer and approved by the AOR. The implementer should consider selection panel membership from among active Foreign Service Officers at FS-02 level or above, current backstop coordinators, and senior Foreign Service Nationals (FSNs).

Fellowship Orientation

The recipient's orientation activities for new fellows shall begin during the interview process. Interview day shall include presentations made by Program staff detailing security and medical clearances, as well as overall Payne Program entry requirements. This same day shall include time set aside to fill out any required pre-employment forms, and provide other related information and answer applicants' questions. Program staff shall also clearly explain the provisions and obligations of the fellowship contract to facilitate eventual signing and notarizing of the contract within one week of an acceptance of a fellowship

offer. Signed contracts received by the recipient are to be sent to the FSC AOR within one week of their receipt by the recipient.

Immediately following the selections, recipient staff shall begin the process of pairing USAID Foreign Service Officers to newly selected fellows as mentors. The FSO mentors will be identified and approved by the FSC Director and are willing to serve as mentors to the fellows for a minimum of the two-year fellowship. Although preference is to recruit mentors with at least ten (10) years' experience as an FSO who will be based in Washington DC for the two-year period of the fellowship, these are not requirements.

The recipient shall organize a five-day orientation each year once selections and acceptances have been confirmed. All required logistical arrangements for participation in this orientation shall be provided for by the recipient, including transportation to and lodging in Washington, DC . The recipient shall plan to host all orientation activities at USAID or an alternate venue. Included in the activities shall be at a minimum: a welcome lunch, networking events with USAID officials, coordinating with USAID on medical and security clearances processes, individual meetings with mentors if possible, and technical informational meetings with USAID officers. Backstop Coordinators and Bureau meetings at USAID will also include information on potential rotations/details at USAID during the summer, in addition to Congressional rotations/details on the Hill.

The recipient shall provide professional development activities for all fellows not yet inducted into the Foreign Service. These can include but are not limited to writing workshops, brown bag lunches with senior policy officials, personal finance sessions and meetings with professionals from other international development organizations, government agencies, NGOs, and the private sector, to help the fellows better understand how USAID is positioned in the international development arena.

Fellowship Tracking and Monitoring

The recipient shall continue to maintain the website on the Payne Fellowship as well as a variety of databases pertaining to tracking and monitoring of all aspects of the fellowship program. The website contains critical information, including application deadlines and eligibility requirements for the program as detailed above. Information on program objectives and origins, information of USAID's work, pertinent biographies of Congressman Payne and others, the USAID Administrator, and appropriate links to the USAID web site, will also be included.

The recipient shall also keep and utilize an updated database of minority student organizations at various universities, all student organizations, and student/alumni newsletters at minority institutions. In addition, the recipient shall keep and utilize databases of contacts in organizations such as the Peace Corps, NGOs such as Africare, Black Professionals in International Affairs, the Fulbright Program, the International Career Advancement Program, and other minority professional organizations relevant to USAID's backstops such as: Society of Hispanic Professional Engineers, National Society of Black Engineers, American Indian Science & Engineering Society, National Black MBA Association, etc. The recipient shall also do extensive outreach through the offices of Members of Congress, with a special emphasis on those associated with the Congressional Black Caucus, the Congressional Hispanic Caucus, the Congressional Asian Pacific American Caucus, and International Affairs-related committees.

The recipient shall maintain databases of all Payne Fellow graduates, by cohort, and track their experiences in a manner that allows looking back from the application of each individual Fellow to their entry into USAID as a Foreign Service Officer. The databases shall include key demographic information on the Fellow, focus of study, languages spoken, etc. Additionally, the database shall include a resume or curriculum vitae (CV), updated annually, of fellows which will be sent to USAID. This resume or CV shall include at a minimum the respective fellow's planned technical backstop, professional experience,

language skills and level of proficiency, and academic courses. The database information retained shall be approved by USAID's FSC and will comply with security protection requirements. Other databases will be identified by USAID to facilitate easy and efficient access of program and participant information. Databases will be shared with FSC and the DDIRs at least annually - at the end of the academic year - but potentially more often. The recipient shall maintain close ties with key officials at graduate schools that have international development and international affairs/public administrations centers/schools. The Payne Fellowship Program staff shall reach out to these schools and to other programs that are relevant for USAID's work to form partnerships to support and supplement funding for the Payne Fellows in addition to USAID's funding.

To ensure smooth administrative and financial operations, the recipient program staff shall maintain productive relationships with Bursar's Offices to facilitate payments of tuition and fees for fellows. Due to the nature of the federal budget and appropriations process, the recipient shall notify the Bursar's offices of possible delays and to advocate for fee waivers for late payments and other associated costs. In addition, distribution of stipends per the contract arrangements between the recipient and the Fellow shall take place in a timely manner with electronic payments made by the recipient. Schedules for electronic payments that take into account the timing of tuition payments, academic calendar year requirements such as procurement of books, university housing needs, summer rotations/details, etc. shall be drawn up by the recipient and approved by the FSC AOR. Also, to be considered shall be the USAID specific requirements that require tracking throughout the fellowships - such as medical and security clearances. USAID trainings related to USAID Mission rotations/details will also require tracking, as these trainings will be based on registration of the fellow and will not take place at the same time for everyone. The recipient shall arrange and purchase medical evacuation/repatriation insurance for each fellow prior to their rotations/details at USAID Missions.

USAID's FSC will make all travel arrangements for the fellows that have to do with their travel overseas. This will usually consist of round-trip travel from their university, through Washington DC, to the country where the fellow's internship will take place. This also includes visa and (if necessary) passport arrangements. Actual payment of these arrangements, however, will be made by the recipient. The recipient shall also provide lodging during the domestic internship, as well as when the fellows are in transit in Washington DC en route to their overseas internship.

The recipient must coordinate closely with USAID's FSC to ensure that logistical arrangements for fellows' rotations/details are made and carried out in a smooth and timely manner. Certain arrangements require USAID's lead - such as identification of mission for internship, country clearance, FACT and other training registration, obtaining of visas, etc. The recipient will cover travel arrangements and a stipend for the fellow during rotations/details and the USAID/Mission will cover in-country housing, in-country work related travel and per-diem, and other identified and agreed upon in-country costs. Memoranda of Understanding (MOUs) between the Mission and FSC will confirm specific internship arrangements between the fellow and the Mission - including supervisory responsibilities. The recipient shall maintain files for each fellow, organized by expected year of entry into USAID. Individual files shall contain documentation pertaining to all aspects of the fellow's experiences - including applications. Offer letters, contracts, internship evaluations, tuition, and stipend/financial information etc. as well as correspondence related to medical and security clearance processes shall also be included. The recipient shall also include academic performance information including official transcripts at the end of each semester to ensure that fellows maintain the program's requirements.

The recipient's program staff shall encourage fellows to contact program staff to discuss any academic issues early. Staff may recommend tutoring or other interventions before the end of the semester if there are issues. The recipient shall be aware of graduate institutions that do not provide letter grades or GPAs on transcripts and notify fellows of their responsibility to communicate with their instructors and registrar's

office about the GPA requirement. If conversations are necessary, the recipient will work with the fellow and school to make any necessary calculations. Should a fellow's comprehensive GPA dip below 3.2, the Program staff shall 1) notify the fellow that s/he has been placed on academic probation and 2) require the fellow to submit a plan outlining actions to be taken to improve their GPA. If the GPA falls below 3.2 for a second semester (consecutive or otherwise), the recipient program staff shall 1) notify the fellow with a second probation alert; 2) require the fellow to submit a plan outlining actions to be taken to improve their GPA and 3) provide USAID/FSC with a report and recommendation for continuing/discontinuing the fellow's participation in the program within 15 days of the receipt of the fellow's transcript.

USAID has zero tolerance for sexual misconduct, including harassment, exploitation, or abuse of any kind among our staff or implementing partners. USAID affirms that sexual misconduct is counter to our Agency's core values, and we will take necessary steps to prevent and address sexual misconduct within our workforce and programs, while also considering survivors' needs. Payne Fellows will be held accountable to USAID's zero tolerance policy, in addition to USAID's Employee Standards of Conduct and other relevant policies.

Program Monitoring and Evaluation

The recipient shall utilize timely surveys to monitor all program elements. These surveys shall be conducted following orientations, domestic and international rotations/details, and professional development activities. Supervisors of fellows shall also receive surveys to complete. The recipient shall submit draft surveys to FSC for input and ultimate approval and shall provide a summary of survey results to FSC once completed. In addition to the surveys, a final evaluation will be carried out by an external evaluator.

Results and insights gained from the assessments shall be presented to USAID stakeholders including the FSC AOR, supervisors of fellows, backstop coordinators, and program manager to understand the status and progress of the fellows and their experiences. Critical issues and recommendations will then be communicated to key USAID personnel and the recipient for integration and quality improvement of program activities. **Note:** The term "program" as used in 2 CFR 200 and this NOFO is typically considered by USAID to be an Activity supporting one or more Project(s) pursuant to specific Development Objectives. Please see 2 CFR 700 for the USAID specific definitions of the terms "Activity" and "Project" as used in the USAID context for purposes of planning, design, and implementation of USAID development assistance.

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

Subject to funding availability, USAID intends to provide \$10.4 million in total USAID funding over a five (5)-year period. The ceiling for this program is \$10.4 million. Actual funding amounts are subject to availability of funds. USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. USAID reserves the right to fund any one or none of the application(s) submitted.

2. Start Date and Period of Performance for Federal Awards

The period of performance anticipated herein is 5 years. The estimated start date will be on or about the signature date of the award.

3. Substantial Involvement

USAID intends to award a Cooperative Agreement to the applicant whose application, conforming to this NOFO, offers the greatest value in furthering the goals of the program described in Section A of this NOFO. A Cooperative Agreement is distinguished from a grant by virtue of USAID having substantial involvement in the implementation of the program.

USAID will be substantially involved in the implementation of the program described in Section A of this NOFO in accordance with ADS 303.3.11. Substantial involvement will include the following:

- (i) Approval of the recipient's implementation plans;
- (ii) Approval of specified key personnel;
- (iii) Agency and recipient collaboration or joint participation including:
 - a. Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.
 - b. Concurrence on the substantive provisions of sub-awards
 - c. Approval of the recipient's monitoring and evaluation plans.
 - d. Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects. All such activities must be included in the program description, negotiated in the budget, and made part of the award.

4. Title to Property

Property title under the resultant agreement shall vest with the recipient in accordance with the Requirements of USAID Standard Provisions for U.S.

5. Authorized Geographic Code:

The geographic code for this program is 937, Default Geographic Code.

6. Purpose of the Award

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 Donald Payne Fellowship Program administered by Howard University, which is authorized by Congress. The Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreement, program objectives, and the terms and conditions of the Federal award. The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary to assure proper and efficient administration of the resulting award.

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SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Restricted Eligibility: This program is restricted to public and/or private institutions of higher learning of minority and economically disadvantaged groups (historically underrepresented in development careers and traditionally labeled "Historically Black Colleges & Universities (HBCUs)" Other categories of Minority Serving Institutions (MSIs) are not eligible.

Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful applicant(s) will be subject to a responsibility determination assessment (Pre-award Survey) by the Agreement Officer (AO).

The Recipient must be a responsible entity. The AO may determine a pre-award survey is required to conduct an examination that will determine 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 objectives of the program and comply with the terms and conditions of the award.

2. Cost Sharing or Matching

Cost sharing or matching is required under this Agreement.

Pursuant to ADS 303.3.10.1, the Agreement Officer has determined the appropriate cost sharing for this cooperative agreement is 5%.as the counterpart contribution of the total program costs to implement program activities and achieve expected results.

The Applicant and its alliance partners are expected to provide leverage to help attract and prepare outstanding young talent from disadvantaged groups for careers as USAID FSOs. The cost-share requirements will give the recipient of the award a financial stake in the success of the Program.

Leverage, defined as financial and in-kind contributions/investments, which enable the achievement of substantial results, could include resources from the University existing commercial and non-profit partnerships. The leverage could also include in kind contributions such as tuition fees waivers for Payne Fellows. Within these parameters, Applicants are expected to quantify the leverage, which will be provided in terms of cash and in-kind contributions.

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact (POC)

Name: Benjamin Duodu

Title: Agreement Specialist

Street Address: M/OAA/RM/MHCA, Room 11.7.2C 500 D Street, SW, Washington, DC 20574

Phone: [\(202\) 916-2768](tel:(202)916-2768)

Email: bduodu@usaid.gov

2. Questions and Answers:

All questions regarding this NOFO should be submitted electronically to the Agency POC via the email address, above, not later than the date listed in on the coversheet of this NOFO to allow sufficient time to address the questions and incorporate the questions and answers as an amendment to this solicitation, if necessary.

3. Content and Form of Application Submission

Preparation of Applications:

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

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

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

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

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.

- Written in English {or if you will accept applications from non-U.S. organizations in a language other than English, indicate that here}.
- Use standard 8 ½" x 11", single sided, single-spaced, 12-point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

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.

4. Application Submission Procedures

Electronic submission is required by USAID. Application, application modifications, and revised applications/addenda must be submitted via email to the Agency Point of Contact for this NOFO: Benjamin Duodu (bduodu@usaid.gov).

Applicant is expected to review, understand, and comply with all aspects of the NOFO. It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time.

Preparation of Applications:

The Applicant shall furnish the information required by this NOFO. Application shall be submitted in two separate parts: (a) Technical Application, and (b) Cost/Business Application. Please note that USAID email server has a limitation of 25MB. For an application sent by multiple emails, please indicate in the subject line of the email whether the email relates to the technical or cost application, and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g., "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line which says: "[organization name], Cost Application, Part 1 of 2".

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

If the applicant includes data that it does not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, it should mark the title 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 grant is awarded to this Applicant because 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 {insert sheet numbers} and, mark each sheet of data it wished to restrict with the following legend:

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

The Applicant should retain for its records one (1) copy of the application and all enclosures which accompany it.

5. Technical Application Format

The technical application will be the most important factor for consideration in selection for award of the proposed Cooperative Agreement. The technical application should be specific, complete, and presented concisely. The application should demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and evaluation criteria found in this NOFO.

The Technical Application should be in English. Applicants shall use only 8.5 inch by 11-inch paper, single-spaced pages and number each page consecutively. Applicants must use Arial 11-point font or a similar typeset.

The technical application shall include the following sections:

- (i) Cover Page, which should include the following:
 - a. Program title;
 - b. Notice of Funding number;
 - c. Name of organization (s) applying for the Agreement;
 - d. Any partnerships; and
 - e. Contact person, telephone number, fax number, address, and types of name(s) and title(s) of person(s) who prepared the application, and corresponding signatures.
- (ii) Table of contents that follows the technical application format outlined herein.

USAID requests that an application be kept as concise as possible. Detailed information should be presented only when required by specific NOFO instructions. The written Technical Application should be limited to 50 pages inclusive of the elements identified in this section and all attachments (with several exceptions listed below.) Information submitted in the Technical Application over 50 pages will not be evaluated.

However, the Technical Application's 50-page limit does not include the following:

- (a) Cover Page, as described above;
- (b) Table of Contents; and
- (c) Executive Summary.

The Technical Application should include the following elements:

A. Technical Approach

The program narrative must describe the proposed methods that the Applicant will use to address the stated outcomes and outputs. It should outline a plan of action that describes the scope and detail of how the project will accomplish the proposed objective of the Payne Fellowship Program and include timelines for completion of work. It should present the extent to which the proposed technical approach demonstrates a clear understanding of the objectives of the program and a convincing approach to achieve them. It must demonstrate:

1. A successful engagement and partnering with graduate professional educational programs in respected universities and minority serving institutions;
2. A success in the organization and execution of multi-faceted outreach and promotional campaigns to inform university students, counseling, and academic personnel of academic and financial assistance opportunities and to attract large, talented and diversified pools of applicants;
3. A success in the design, organization and execution of legislative, academic, and international development and policy orientation and training programs; and
4. A successful oversight and management of similar academic fellowship and financial assistance programs in the foreign policy, economic and social development sector.

B. Technical Capabilities

This section must demonstrate the extent to which the applicant's institutional and technical capabilities reflect the ability to effectively implement this program. It must demonstrate the:

1. Extent to which the applicant has the ability to draw on the expertise of senior experienced professional from the foreign affairs and international development community to evaluate, select, counsel and mentor talented applicants from a full range of technical areas of interest to USAID.
2. Ability to identify and attract outstanding students from diverse ethnic, social, gender and geographic backgrounds interested in pursuing a foreign service career in the USAID.
3. Ability to develop and distribute attractive and informative promotional materials tailored to different audiences and contacts throughout the university community and development related organizations .
4. Ability to develop database and reporting methodologies track and monitor the experiences and progress of Payne fellows to efficiently assess program and participant information.

C. Management Structure

The application must provide evidence of the applicant's ability to administer the award in an efficient and cost-effective manner. This section should address the applicant's proposed management structure and how it will contribute to the achievement of program goals. The Management Structure section must clearly describe:

- (1) With clarity the applicant's administrative arrangements for the overall implementation of the program, including organizational structure for technical and operational management, brief

biographical information of key management and technical personnel, and the applicant's approach to program monitoring, data management and reporting.

- (2) Plans to coordinate and effectively draw on the resources of USAID and Department of State university outreach and resident placement programs.
- (3) Incorporation of an illustrative monitoring and evaluation plan.

D. Past Performance

The information provided should indicate the extent to which the applicant and its partners, if any, demonstrated successful past performance in achieving success with similar programs. In particular:

- (1) The applicant's track record implementing similar programs.
- (2) Provide not less than five (5) examples of the applicant's ability to be effective working with civil societies, universities, and government officials in challenging environments.

6. Cost Application Format

The Applicant must sign and submit the cost application standard form number SF-424 and SF-424A. Standard Forms can be accessed electronically at www.grants.gov.

The Cost or Business application is to be submitted under a separate cover from the Technical Application. The Cost/Business application is also to be submitted electronically in Microsoft Excel 2000 or Excel 2003 to the point of contacts and email address specified above. The Applicant is requested to submit a budget broken down by program years with an accompanying detailed budget narrative (in Word 2000 or Word 2003 text accessible) which provides in detail the total costs for implementation of the program as further detailed below.

Certain documents are required to be submitted by the Applicant in order for the Agreement Officer to make a determination of responsibility. However, it is USAID policy not to burden Applicants with undue reporting requirements if that information is readily available through other sources. There is no page limit on the Cost Application. However, unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this NOFO is not desired. Elaborate artwork, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

If the Applicant has established a consortium or another legal relationship among its partners, the Cost/Business application must include a copy of the legal relationship between the parties. The agreement should include a full discussion of the relationship between the Applicant and Sub-Applicant(s) including identification of the Applicant with whom USAID will work for purposes of Agreement administration, identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

The following sections describe the documentation that the Applicants must submit to USAID prior to award. While there is no page limit for this portion, Applicants are encouraged to be as concise as possible, but still provide the necessary details to address the following:

(a) The budget must have an accompanying detailed budget narrative and justification that provides in detail the total program amount for implementation of the program your organization is proposing. The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g., organization's policy, payroll document, and vendor quotes, etc.)

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities to be implemented by the applicant and any potential sub-applicants for the entire period of the program. See Annex 1 for Summary Budget Template
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

The Detailed Budget 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 please 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 such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.

(5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant's budget, including those related to fringe and indirect costs.

(6) Construction – If applicable

(7) 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.

(8) 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. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

- Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs.

- Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

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

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

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

Eligibility: Any applicant that does not have a current NICRA. Eligible non-Federal organizations are authorized by 2 CFR 200 to elect to use the de minimis rate. If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, as noted above, 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. -

- 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:

(i) Total costs incurred by the organization for the previous fiscal year and estimates for the current year. Guidance to AO: If the indirect costs are expected to be minimal or easily attributed to performance of a USAID agreement, the AO should delete this first bullet.

- (ii) 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
- (iii) 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.

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 for further information.

- (b) A budget for each program year with an accompanying detailed budget narrative which provides in detail the total costs for implementation of the program. The budget must be submitted using Standard Form 424 which can be downloaded from the following web site at:

<http://apply07.grants.gov/apply/FormLinks?family=15>

- (c) A breakdown of all costs associated with the program according to the costs of, if applicable, headquarters, regional and/or country offices.

- (d) If the Applicant intends to utilize contractors or sub-awardees, it should indicate the extent of the collaboration and a complete cost breakdown. Extensive contracts/agreement financial plans should follow the same cost format as submitted by the primary Applicant. A breakdown of all costs according to each partner organization, contract or sub-awardee involved in the program should be provided.

Pursuant to 2 CFR 200 Contract means a legal instrument by which the Applicant purchases property or services needed to carry out the project or program under a resulting award. The term does not include a legal instrument when the substance of the transaction meets the definition of a Federal award or sub-award (see § 200.92 Sub-award), even if the Applicant considers it a contract. The Applicant must describe the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting proposed by the contractor, and the quality of its record of past performance for similar work. For-profit contract organizations that work under the award and do not meet the above definition of a sub-awardee are eligible for profit/fee.

The cost/business application should contain the budget categories as shown on the SF-424A.

The Applicant must submit a Negotiated Indirect Cost Rate Agreement (NICRA) if the organization has such an agreement with USAID or a department of the U.S. Government. If the applicant does not have a NICRA, it should submit the following:

Reviewed Financial Statements Report: a report issued by a Certified Public Account (CPA) documenting the review of the financial statements was performed in accordance with Statements on Standards for Accounting and Review Services; that management is responsible for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework and for designing, implementing, and maintaining internal control relevant to the preparation. The accountant must also state that he or she is not aware of any material modifications that should be made to the financial statements; or

Audited Financial Statements Report: An auditor issues a report documenting the audit was conducted in accordance with Generally Accepted Auditing Standards (GAAS), the financial statements are the responsibility of management, provides an opinion that the financial statements present fairly in all material respects the financial position of the company and the results of operations are in conformity with the applicable financial reporting framework (or issues a qualified opinion if the financial statements are not in conformity with the applicable financial reporting framework).

The business section of the cost/business application should include:

(a) Required assurances, certifications, and evidence of responsibility which the Agreement Officer can use to determine that the Applicant:

- Has adequate financial resources or the ability to obtain such resources as required during the performance of the award.
- Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the Applicant.
- Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility unless there is clear evidence of subsequent satisfactory performance.
- Has a satisfactory record of integrity and business ethics.
- Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations (e.g., EEO).

(b) 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).

(c) Statutory and Regulation Certifications

The Applicant shall complete the required Certifications in Section D, and sign and date in the signature space provided. The signed and dated printout must then be submitted with the application as an annex to the cost application. Original signed hardcopy of the certifications will be requested from the successful applicant prior to the agreement award.

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 Agreement Officer to make an affirmative determination of responsibility. Applicant(s) should not submit the information below with their application(s). The information in this section is provided so that an applicant may become familiar with additional documentation that may be requested by the Agreement Officer:

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.

(d) Required SF -424 Certifications

The applicant must submit the cost application using the SF-424 series, which includes the:

- SF-424, Application for Federal Assistance.
- SF-424A, Budget Information – Non-construction programs, and
- SF-424B, Assurances – Non-construction programs.

In addition to the certifications that are included in the SF-424, additional certifications may be required during negotiation of the award.

7. Unique Entity Identifier and System for Award Management

Dun and Bradstreet and SAM.gov Requirements: USAID may not award to an applicant until the applicant has complied with all applicable unique entity identifier and SAM requirements. Each applicant is required to:

- (i) 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.
- (ii) Provide a valid unique entity identifier in its application; and
- (iii) Continue to always maintain an active SAM registration with current information during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time.

8. Branding Strategy and Marketing Plan

The applicant is required to comply (and ensure compliance by partners) with USAID's branding and marketing requirements set forth in 2 CFR 700.16.

These regulations and provisions include the requirement for the apparently successful applicant to submit a branding strategy and marketing plan for pre-award review, negotiation, and approval by the Agreement Officer. Under these regulations and provisions, the branding strategy and marketing plan does not need to be submitted until the applicant is notified by the Agreement Officer that it is the apparently successful applicant, and is requested to submit the branding strategy and marketing plan by a time specified by the Agreement Officer. Thus, the initial cost/business application is not required to include a branding strategy and marketing plan.

However, applicants are encouraged to submit their branding strategy and marketing plan with their initial cost/business applications. While this component is not required, and will not be evaluated competitively, waiting until the negotiation period for approval and negotiation of the apparently successful applicant's branding strategy and marketing plan may result in delay of the award. Additionally, failure to submit or negotiate a branding strategy within the time specified by the Agreement Officer will make the apparently successful applicant ineligible for the award.

9. 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.

10. 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 200.332(b)

Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

11. History of Performance

The applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed {insert number of years or number of 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 {insert desired number of 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.

12. Funding Restrictions

USAID policy is not to award profit under assistance instruments. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principle under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

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SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. 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.

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be scored by a Selection Committee (SC) using the criteria described in this section.

2. Review and Selection Process

(a) Merit Review Criteria

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following criteria shown in descending order of importance:

- **Evaluation Criteria #1: Technical Approach:**

The technical approach will be evaluated on the degree to which the applicant's narrative represents an understanding of the history and vision of the Payne Fellowship program elements and objectives and presents a clear plan for outreach, screening and selection, fellowship orientation, and fellowship tracking.

- **Evaluation Criteria #2: Management Structure and Staffing:**

The applicant's management structure and staffing will be evaluated with regard to the extent to which the application's management structure, staffing plan, and key and non-key personnel job descriptions convincingly demonstrate the ability for effective and timely implementation of the activities proposed and achievement of activity objectives. The Applicant must provide their proposed Key Personnel for the Program Director and Senior Advisor for approval from USAID. The Applicant must provide a robust budget management plan including but not limited to accruals, pipeline analysis, etc. to demonstrate appropriate stewardship of funds.

In addition to the management structure, Applicants must explain how their management approach will ensure holistic, integrated, and adaptive management. This must include a description of:

(a) Adaptive management approaches that will enable feedback cycles that foster experiential learning, and the collection analysis of data from assessments, surveys, research, and routine monitoring, as well as scenario planning around activity responses to anticipated shocks and/or changes in the political, social, environmental or market context. The applicant should describe the management processes that will enable the application of analysis and learning in adjustments to the Implementation Plan.

(b) Performance management strategies that measure how interventions contribute to achieve intended outcomes. These should include a description of how the applicant will monitor for, identify, and, through linkages with adaptive management strategies, address implementation quality issues throughout the life of the award.

- **Evaluation Criteria #3: Program Monitoring and Evaluation (M&E):**

The soundness of the program monitoring, and evaluation approach will be evaluated with regard to the extent to which it presents a clear, technically-sound plan to monitor all program elements and utilize the assessment results and insights to improve program activities. The Applicant is expected to foster an organizational culture that supports an open exchange of ideas internally and externally. This should include supporting regular formal and informal reviews of activities, learning priorities, and providing opportunities for staff and stakeholders to provide feedback.

The Applicants must submit a brief (up to three pages, exclusive of the logical framework) description of the planned M&E approach. The M&E approach should address the Applicant's plans for pedagogical approach to diversity and inclusion and both the baseline/end-line evaluations and an activity monitoring plan. The brief should include preliminary methodological information about data collection and data analysis, particularly when sample surveys will be used. In addition, Applicants should include an initial logical framework (not included in the page limit of the Annex) that demonstrates linkages of proposed goals and related outcomes. Applicants should include proposed key high-level goal and outcome indicators to track the activity's performance. The M&E approach and the indicators selected for the logical framework should align with the requirements described in the soon to be announced USAID's Diversity, Equity, and Inclusion Strategic Plan 2021-2024 (Note: Once approved and announced, HCTM will provide the Plan to the implementer).

(b) Business Review

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

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

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

The AO will perform a risk assessment (2 CFR 200.206). 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 200.208).

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

A notice of award signed by the AO is the authorizing document, whether USAID will provide it electronically, and to whom USAID will provide it. USAID may include a description of the form, the content of notifications to unsuccessful applicants, and whether requests for additional information will be considered from unsuccessful applicants.

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 anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award.

2. Administrative & National Policy Requirements

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

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

For Non-US organizations: [Standard Provisions for Non-U.S. Non-governmental Organizations](#).

3. Reporting Requirements

-This section includes general information about the type (e.g., financial or performance), frequency, and means of submission of award reporting requirements. The types and frequency of financial and programmatic reports must be strictly limited to those detailed in 2 CFR 200 (For output or unit cost data the AO must refer to 2 CFR 200 Subpart D's Performance and Financial Monitoring and Reporting). Imposing the same reporting requirement on ten or more recipients has Paperwork Reduction Act, (5 CFR 1320), implications. In the event that there is a need for such additional reporting requirements, the AO must contact the cognizant GC/RLO for guidance

When drafting reporting requirements, the Planner and AO must consult ADS 540 for detailed guidance on the submission of copies of reports and other information to USAID's Development Experience Clearinghouse (DEC).

- **Financial Reporting: TBD**
- **Performance Reporting: TBD**

4. Program Income

The AO shall consider how that income will be treated under the award (see ADS 303.3.10 and 2 CFR 200" and the required as applicable standard provision "Program Income."

5. Environmental Compliance

A statement detailing how the Agency will ensure environmental soundness and compliance in design and implementation when required by the [22 CFR 216](#) determination. If the award will contain language from ADS 204sac or otherwise require compliance with an initial environmental examination, then that IEE should be attached to the NOFO after removing any procurement sensitive information.

6. Other Requirements

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

Benjamin Duodu
Agreement Specialist
Phone: (202) 916-2768
Email: bduodu@usaid.gov

2. Acquisition and Assistance Ombudsman

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

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

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

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SECTION H: OTHER INFORMATION

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

Applications with Proprietary Data

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 evaluation purpose, should mark the cover page with the following:

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

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

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

ANNEX 1 - SUMMARY BUDGET TEMPLATE

See Section D.6, above, regarding submission of SF-424A. Also, Applicant will be required to submit additional details of the following summary budget template.

Payne Fellowship 2021-2026 Summary Budget Template						
OE	FY 2021 \$800K	FY 2022 ~\$2.6M	FY 2023 ~\$2.5M	FY 2024 ~\$2.6M	FY 2025 ~\$1.9M	Total ~\$10.4M

ANNEX 2 - 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:

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

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

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

		(ASSISTANCE) (FEBRUARY 2012)
		RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
		RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
		RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
		RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
		RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
		RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
		RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
		RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
		RAA25. PATENT REPORTING PROCEDURES (NOVEMBER 2020)
		RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
		RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
		RAA29. RESERVED

		RAA30. PROGRAM INCOME (AUGUST 2020)
		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (NOVEMBER 2020)
		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
		RAA8. SUBAWARDS (DECEMBER 2014)
		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
		RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
		RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
		RAA12. PATENT RIGHTS (JUNE 2012)
		RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
		RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)
		RAA 15. COST SHARE (JUNE 2012)

		RAA16. PROGRAM INCOME (AUGUST 2020)
		RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
		RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
		RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
		RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
		RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
		RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
		RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
		RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
		RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
		RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
		RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
		RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
		RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)

		RAA30. RESERVED
		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

ANNEX 3 - ABBREVIATIONS AND ACRONYMS

-USAID – United States Agency for International Development
NOFO – Notice of Funding Opportunity
FSO - Foreign Service Officer
HCTM - Human Capital and Talent Management
XOSR - External Outreach and Strategic Recruitment Office
DIR - Director
DDIR - Deputy Director
FSC - Foreign Service Center
AOR - Agreement Officer Representative
OAA - Office of Acquisition and Assistance

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.