



USAID
FROM THE AMERICAN PEOPLE

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Subject: Notice of Funding Opportunity (NOFO) Number 720BHA22RFA00003

Program Title: Minority Serving Institutions (MSI) Humanitarian Fellowship Program

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the Minority Serving Institutions (MSI) Humanitarian Fellowship Program. Eligibility for this award is restricted to U.S. and non-U.S. non-profit organizations.

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.6.f. 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,

Christie Savage
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.

USAID’s Bureau for Humanitarian Assistance (USAID/BHA) leads and coordinates the U.S. Government’s (USG) international disaster assistance, reaching tens of millions of people around the world. USAID/BHA delivers life-saving aid and is the only USAID Bureau that works toward a more comprehensive approach to humanitarian assistance. USAID/BHA does this by providing critical humanitarian aid to people in need, while also setting the initial foundations for longer term recovery, where appropriate. USAID/BHA responds to an average of 75 disasters in more than 70 countries every year, ensuring that aid reaches people affected by natural disasters, including hurricanes, earthquakes, and volcanoes, as well as protracted crises, such as drought and conflict. USAID/BHA also supports food insecure refugees fleeing war, violence, or persecution.

Within USAID/BHA, the Office of Global Policy, Partnerships, Programs, and Communication (G3PC) directs the Bureau’s leadership in global humanitarian policy, showcases USAID/BHA’s life-saving work through strategic communication and information, and manages collaboration with external stakeholders, including public and private partners, international and multilateral organizations, NGOs and academic institutions, and the U.S. Government Interagency.

1. Problem Statement

In the international humanitarian system, diverse perspectives and experiences are critical to innovative and effective problem-solving, and help ensure that a range of needs, interests, and ideas are considered in decision-making processes. Today’s humanitarian workforce, however, fails to reflect the diversity of the communities in which it operates or the populations it serves.¹

Analysis of recruiting pipelines suggests that the largest organizations and institutions in the humanitarian sector tend to recruit from a relatively small number of academic institutions, including those who may have formal or informal partnerships with humanitarian organizations, strong alumni networks represented in the sector, and geographic proximity to the cities in which humanitarian headquarters are based. New graduates are often recruited based on relevant (often unpaid) internship or study abroad experiences, and formal study of foreign languages. Ultimately, these factors contribute to pipelines into the humanitarian sector which

¹ Humanitarian Advisory Group, [Data on Diversity: Humanitarian Leadership Under the Spotlight](#) (October 2019)

disproportionately disadvantage low-income students, non-traditional students, students of color, and graduates of lower-resourced colleges and universities.²

The Minority Serving Institutions (MSI) Humanitarian Fellowship Program aims to reduce barriers to entry into the humanitarian sector for graduates of MSIs. By creating new pathways into the sector and providing guided professional development opportunities and mentorship, the Fellowship will ultimately contribute to a humanitarian workforce that reflects the rich diversity of the U.S. population, better represents the interests of the populations BHA serves, and is equipped to equitably and effectively respond to humanitarian needs around the world.

2. Goal and Program Objectives

USAID/BHA is soliciting applications to support and implement the MSI Humanitarian Fellowship program. This program is designed to benefit the broader humanitarian community, and will enable organizations to better reflect the beneficiaries the humanitarian system serves, as more diverse voices and perspectives are brought into the system.

This program has the following overarching goal, and two objectives which support this goal.

- **Overarching Goal:** To promote and advance diversity, equity, inclusion, and accessibility (DEIA) within the international humanitarian system, with the ultimate aim of better serving a diversity of beneficiaries.
- **Objective 1: Increase diversity within the international humanitarian system.** This will be accomplished by contributing to a medium/long-term recruitment pipeline of diverse graduating college seniors for entry level positions in the international humanitarian system. By creating this pipeline, the Fellowship program will enhance DEIA within the NGO community, and the broader humanitarian system. Increased diversity will ultimately improve provision of assistance to beneficiaries, as diverse staff will be more representative of the populations served.
- **Objective 2: Foster linkages between academic MSIs and international NGOs (INGOs),** thereby providing avenues for MSIs to benefit from existing learning opportunities, technical resources, panel events and discussions, and professional networks offered by the INGO community. As MSIs strengthen ties with INGOs, the staffing opportunities and pipeline for these INGOs will become more diverse.

3. Required Design Elements and Program Description

Successful applicants will propose a program for the MSI Humanitarian Fellowship Program that incorporates the following required basic design elements and addresses program objectives:

² Institute of International Education & World Bank's Office of Diversity Programs, [Increasing Diversity in International Careers](#) (2011).

- The program consists of two cohorts of fellows (each fellowship will be two years in length). The first year of each fellowship will be funded by USAID/BHA and the second year funded by participating consortium members.
- The two cohorts will overlap, with the first cohort entering Year Two of the fellowship, while the second cohort enters Year One. The number of fellows in each cohort will be determined by the NGO consortium during co-creation. At a minimum each member of the consortium should be prepared to on-board one fellow. Ideally, consortium members would on-board more than one fellow, but this can be determined during co-creation.
- The starting date of the program will depend on obligation and finalization of the award. Successful applications must submit an anticipated project timeline and work plan (to be to be further refined during co-creation) according to month of implementation (e.g. Month 1, Month 2, Month 3, etc.) aligned with the following schedule:
 - The starting date of the program will be dependent on the final award date. Intensive co-creation is anticipated to take the first few months of the award. The duration of the co-creation period will need to be adjusted based on the final award date, and the parameters set forth below may be determined based on the final award date.
 - After co-creation the consortium will advertise the fellowship with MSIs, likely at the end of January 2023, with an application period of February to April 2023. The MSIs will advertise the fellowship with all their students, and will promote the fellowship in their respective institutions.
 - Selection and placement of fellows for Cohort 1 will take place in April 2023, and the first cohort will begin Year 1 of the fellowship in July 2023.
 - Prior to the beginning of Cohort 2, the applicant will engage in a refinement period, whereby the applicant will use adaptive management techniques to improve the program.
 - It is projected that Cohort 2 will begin in January 2024. Advertisement, recruitment, application period, and selection timeline will be decided during co-creation, taking into account lessons learned from the first cohort. .
- MSI Humanitarian Fellows will be selected from a list of diverse applicants who are graduating seniors from a designated U.S. Minority Serving Institution (MSI).³ Criteria for selection of the fellows will be determined through the co-creation process.
- Fellows will be given clear job descriptions, scopes of work, an individualized learning agenda with clear learning objectives. The application should detail broad approaches to these areas, with implementation details to be developed during co-creation. The first

³ MSI designation is determined by the Department of Education (see <https://www2.ed.gov/about/offices/list/ocr/edlite-minorityinst.html>). For USAID's MSI program see <https://www.usaid.gov/partnership-opportunities/universities/minority-serving-institutions>

year of the fellowship should focus on working towards completion of learning objectives. Consortium members may choose which area (e.g. technical, sectoral, policy-oriented, programmatic) to place the fellow in, depending on staffing gaps and organizational needs.

- The program must provide all fellows with the opportunity to rotate to a short-term field assignment (minimum 2 months) during the first year of the fellowship. During the second year of the fellowship, the consortium member may decide whether to base the fellow at headquarters or in a field location. The projected budget details of these decisions must be listed in the applicant's budget, recognizing that the budget will be subject to change depending on actual implementation.
- Fellows must be provided with a salary commensurate with humanitarian industry standards for entry-level employees. The salary rate must be consistent across all members of the consortium to ensure consistency and equity, taking into consideration differences in cost of living in different localities. The salary for the second year must be the same (or greater) than the salary provided during the first year of the fellowship. The anticipated salary rate should be detailed in the program budget, but may be further refined during co-creation. Additional budgetary costs related to fellowship placements will also be further refined during co-creation.
- The consortium must adopt a cohort-oriented approach to the group of Fellows, organizing and hosting regular meetings between the Fellows to share ongoing learning and experiences. These meetings would ideally be in person, but may also be held virtually depending on the Covid-19 situation, or depending on the location of the fellows (field-based fellows may need to participate virtually).
- Fellows must be matched with career mentors, and the applicant must discuss the internal capacity of the consortium members to create a mentorship program. The consortium must describe how the mentors will work to ensure that successful fellows have further career opportunities in the humanitarian system after the fellowship concludes. The applicant must provide broad concepts and approaches to cohort formation and mentorship, with implementation details to be further refined during co-creation.
- The applicant must describe the following:
 - The roles and responsibilities of all consortium members, including division of labor between consortium members;
 - A description and any information on existing relationships between consortium members and MSIs, and plans for engaging with MSIs to recruit applicants for the fellowship;
 - Information on existing DEIA programs and initiatives led by consortium members;

- Any additional details regarding implementation, including envisioned approach to co-creation.

For this NOFO, USAID/BHA will only consider applications which demonstrate that they can meet these basic requirements. USAID/BHA understands that precise implementation details will be further developed during the co-creation stage described below.

4. Co-creation

Successful applicants will engage in intensive co-creation of the fellowship program together with USAID/BHA during the first one to three months of the award's period of performance (the duration of the period will be adjusted based on the final award date). Illustrative elements which may be included in the co-creation include, but are not limited, to the following:

- Detailed elaboration on the initial timeline and work plan, including a month-by-month work plan covering the entire period of performance.
- Further elaboration and refinement of the budget, subject to USAID approval.
- Development of scopes of work and job descriptions for all fellows.
- Development of a cohort program with a learning agenda and career mentorship and coaching program.
- Creation of an online portal to facilitate cohort communication, including access to resources and learning materials.
- Advertisements and recruiting materials for the fellowship, developed in collaboration with the MSIs. Planning for and implementation of information panels, recruitment events, and career networking opportunities.
- Criteria for selection of fellows, developed in collaboration with the MSIs. Plan for selection of fellows, including planning for technical evaluation committees.
- More detailed work plan, laying out key milestones in project implementation, and including targets and outcomes to assist in measuring overall success of the fellowship program.
- Further development of the project design to achieve the program objectives.

The co-creation process must involve all consortium members, USAID/BHA staff, and key points of contact from MSIs. Other stakeholders may be added, subject to need and availability. The NGO consortium in close consultation with USAID/BHA will set forth the parameters of this co-creation. USAID/BHA recognizes that the precise details of co-creation will be further defined after the award's period of performance begins.

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

Subject to the availability of funds, USAID/BHA intends to have only one round of applications under this NOFO. Through this NOFO, USAID/BHA intends to award one cooperative agreement, but reserves the right to award any other form of assistance agreement. For this NOFO, USAID/BHA intends to award up to \$15 million in total USAID funding. The final funding level will depend on a range of criteria and conditions, including the applicant's proposed budget and costs, needs, and availability of funding. Applicants may be required to revise their budget/project during the application stage. USAID/BHA reserves the right to modify this NOFO at later stages to incrementally add further funding, subject to availability and Agreement Officer approval.

Applicants are required to keep costs reasonable in relation to the **scope of their proposed activities**. Issuance of this NOFO does not constitute an award commitment on the part of the USG, nor does it commit the USG to pay for any costs incurred in the preparation and submission of any application.

USAID/BHA may amend this NOFO to increase the funding available for this NOFO, add to or revise the program objective, and/or add additional rounds of applications. USAID will post amendments or addenda to the USAID/BHA website and Grants.gov (through which organizations may sign up to receive notifications of changes).

Unless otherwise specified in an amendment to this NOFO, applicants who apply for any round of applications under this NOFO will not be restricted from applying for any future rounds based on their successful or unsuccessful applications for previous rounds.

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

Program goals and objectives should be derived from program planning and design. See 2 CFR 200.202 and 200.301 for more information.

3. Anticipated Start Date and Performance Period

The anticipated start date of the new award is to be determined (TBD) based on the final award date. The awards will be issued for a period of performance of up to thirty six (36) months from the date of award.

4. Substantial Involvement

In accordance with the [ADS 303.3.11](#), a cooperative agreement, as distinguished from a grant, provides for substantial involvement between the Federal awarding Agency and the recipient in carrying out the activity contemplated by the Federal award. The Agreement Officer will determine the appropriate level of substantial involvement based on the programmatic

requirements of the award and include only those elements of substantial involvement as needed.

The specific areas of substantial involvement will include, but are not limited to:

- Involvement in the co-creation process, to take place during the first three months of the award.
- Approval of the recipient's annual work plan and more detailed implementation plans as well as monitoring and evaluation plans during performance.
- Ability to immediately halt an activity if the recipient does not meet detailed performance specifications.
- Review and approval of one stage of work, before work can begin on a subsequent stage during the period covered by the cooperative agreement.
- Review and approval of substantive provisions of proposed sub-awards or contracts (see definitions in 2 CFR 200). These would be provisions that go beyond existing policies on Federal review of recipient procurement standards and sole-source procurement.
- Involvement in the selection of key recipient personnel.
- USAID/BHA and recipient collaboration or joint participation, such as when the recipient's successful accomplishment of program objectives would benefit from USAID/BHA's technical knowledge.
- USAID/BHA monitoring to permit specific kinds of direction or redirection of the work because of the interrelationships with other projects or activities.
- Direct USAID/BHA operational involvement or participation to ensure compliance with statutory requirements such as civil rights, environmental protection, and provisions for the handicapped that exceeds USAID/BHA's role that is normally part of the general statutory requirements understood in advance of the award.
- Highly prescriptive USAID requirements established prior to award that limit the recipient's discretion with respect to the scope of services offered, organizational structure, staffing, mode of operation, and other management processes, coupled with close monitoring or operational involvement during performance over and above the normal exercise of Federal stewardship responsibilities to ensure compliance with these requirements.

For specifics and additional detail, please refer to [ADS 303.3.11](#) - Substantial Involvement and Cooperative Agreements.

5. Authorized Geographic Code

The geographic code for procurement of commodities and services under this program is 935, which includes any area or country including the recipient country, but excluding any country that is a prohibited source; USAID reserves the right to modify this.

6. Nature of the Relationship between USAID and the Recipient

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

7. Assistance Awards

USAID/BHA may (a) reject any or all applications, (b) accept applications for reasons other than cost, or (c) accept more than one application. USAID/BHA intends to award one cooperative agreement but reserves the right to award any other form of assistance agreement. USAID/BHA anticipates committing and obligating funding for the entire period of performance at the beginning of the award, however, it reserves the right to obligate funding incrementally on an annual basis. In addition, should the program prove successful, USAID/BHA reserves the right to modify the award, by extending the period of performance, and adding additional funding, subject to need and availability. USAID/BHA may waive informalities and minor irregularities in applications received.

USAID/BHA may award the resulting assistance award(s) based on initial applications received, without discussions or negotiations. Therefore, each initial application must contain the applicant's best terms from a technical and cost standpoint. However, as part of its evaluation process, USAID/BHA may elect to discuss technical, cost, or other pre-award issues with one or more applicants. Alternatively, USAID/BHA may proceed with award selection based on its evaluation of initial applications received, use an alternative process, and/or commence negotiations solely with one applicant.

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is restricted.

U.S. and Non-U.S. Non-Profit Organizations

Eligibility is restricted to qualified U.S. and non-U.S. non-profit organizations which may apply for funding for an assistance award under this NOFO. Foreign government-owned parastatal organizations from countries that have certain legal restrictions for receiving assistance under the Foreign Assistance Act or related appropriations acts are ineligible.

This restriction of eligibility is necessary for programmatic purposes as the MSI Humanitarian Fellowship program is intended to stimulate a public purpose, and the direct linkage to non-profit organizations with a humanitarian mandate is critical for the goal and objectives of this program, including the development of a diverse pipeline of talent for the humanitarian sector. This restriction of eligibility applies to all consortium member, as described below.

Non-U.S. non-profit organizations that apply must have a physical office in the U.S. with sufficient internal capacity and financial ability to host one (1) to two (2) humanitarian fellows.

Interested non-profit organizations must apply as a consortium, comprised of at least five (5) NGOs, and not more than ten (10) NGOs. For purposes of this NOFO, the consortium must have one lead organization, that will serve as the applicant organization. The application must identify any other members of the consortium tied to the implementation of the activity as described in the application.

The respective roles of any other members of the consortium must be described in detail. The members of the consortium should be sub-awardees of the lead applicant, and their proposed budgets should be included in the lead applicant's overall budget.

Operational Overseas Humanitarian Presence

To be eligible for this award, qualified organizations must currently have humanitarian programs operating in areas undergoing humanitarian crises or areas prone to recurrent humanitarian shocks and stresses. Qualified organizations must have a mandate that focuses at least in part on humanitarian assistance, and must have a demonstrated history of providing humanitarian assistance in a range of contexts.

For-Profit Organizations

For-profit organizations are not eligible for this award.

A U.S. or non-U.S. NGO

For purposes of this NOFO, an NGO is defined as any non-profit, non-governmental organization.

Other eligibility information

USAID/BHA welcomes applications from organizations that have not previously received financial assistance from USAID.

USAID welcomes applications from organizations that have not previously received financial assistance from USAID.

Faith-based organizations are eligible to apply for federal financial assistance on the same basis as any other organization and are subject to the protections and requirements of Federal law.

Non-eligible Applicants:

Under this NOFO, USAID/BHA will not accept applications from, or provide awards to individuals, parastatal organizations, public international organizations (PIOs) such as U.N. agencies, U.S. or non-U.S. colleges or universities, or other U.S. Government departments and agencies. These organizations are also excluded from being sub-recipients under this NOFO.

2. Cost Sharing or Matching

USAID has established a mandatory minimum recipient cost share constituting the projected costs of funding salaries, benefits, and travel for fellows during year two of the fellowship program. This cost share would apply to both cohorts of fellows. The percentage of cost share will therefore be determined by final budgets, and may change during budget negotiations. Funds for the cost share may be provided directly by the recipient; other multilateral, bilateral, and foundation donors; and communities and private businesses. For guidance on cost sharing in grants and cooperative agreements see 2 CFR 200.306.

Cost sharing will be considered as part of the review process. These costs should be expressed as part of the overall budget for this program. The ability of the lead applicant and the consortium to fund Year 2 of the fellowship will be considered as part of the review process.

3. Other

Limit on Number of Applications

Each eligible lead applicant - compliant with the unique entity identifier and System for Award Management (SAM) requirements detailed in Section D - is limited to one application for this NOFO. Consortium members may be part of a consortium in multiple applications, and the lead applicant may also be a sub-awardee in a different application.

Other Eligibility Factors

To qualify for an award(s) resulting from this NOFO, all members of the applying consortium must:

- Have a satisfactory history of performance, including a satisfactory record of meeting expected performance goals and managing and executing programs or activities under

USG awards if it is a prior Recipient of USG awards (e.g., timeliness of compliance with applicable reporting requirements, conformance to the terms and conditions of the awards);

- Have institutional experience in delivering humanitarian assistance in multiple countries and have a current operational presence in countries experiencing humanitarian crises or in countries prone to humanitarian shocks and stresses;
- Be active in international humanitarian coordination structures, such as humanitarian clusters, country-based humanitarian country teams (HCTs), global clusters, or the InterAgency Standing Committee (IASC);
- Have experience creating learning and career development programs for new staff;
- Have a satisfactory record of integrity and business ethics;
- Have a Unique Entity Identifier (UEI) number, be registered in the USG's SAM, and not have any active exclusions in the SAM (<http://www.sam.gov>);
- Be financially stable and have adequate financial resources (or the ability to obtain such resources) to provide funding for Year 2 of the fellowship program, as required during the performance of the award;
- Have the necessary management systems and ability to meet required management standards, including the necessary processes and systems in place to comply with the reporting requirements of 2 CFR 170, if applicable;
- Have the ability to effectively implement statutory, regulatory, or other requirements imposed on recipients of USG assistance;
- Have the ability to meet the award terms and conditions considering all existing prospective Recipient commitments, both non-governmental and governmental;
- Not be indebted to the USG;
- Not appear on the Specially Designated Nationals (SDN) and Blocked Persons List maintained by the [U.S. Treasury for the Office of Foreign Assets Control \(OFAC\)](#);
- Not appear on the United Security Council Consolidated Sanctions List (<https://www.un.org/securitycouncil/content/un-sc-consolidated-list>); and
- Be otherwise qualified to receive an award under applicable laws and regulations.

Pre-Award Survey/Risk Assessment

If the applicant has not received funding from USAID or substantial funding from another U.S. Government agency within the past five years, a pre-award survey is required in accordance with the policy requirements in ADS 303.3.9.1. A pre-award survey examines the applicant's systems to determine whether the applicant has the necessary organization, experience, accounting and internal controls, and technical skills in order to achieve the objectives of the program and manage USAID funding. An applicant must receive a successful pre-award survey in order to be considered for direct funding from USAID.

In order to determine whether an applicant qualifies for an award, the USAID Agreement Officer must assess the risks posed by applicants in accordance with the following:

- For U.S. and Non-U.S. NGOs: 2 CFR 200.205 and ADS 303.3.9

A positive risk determination means that the prospective non-Federal entity possesses or has the ability to obtain the necessary management competence to plan and carry-out the assistance program to be funded, and that the prospective non-Federal entity will practice mutually agreed-upon methods of accountability for funds and other assets provided by USAID.

Depending on the result of this risk determination the Agreement Officer may: (a) make the award; (b) not make the award; or (c) make the award with specific conditions.

Sources of Information

In assessing applicant risk vis-à-vis the qualification factors, the USAID Agreement Officer will utilize:

- Information available through any OMB-designated repositories of USG-wide eligibility qualification or financial integrity information, as appropriate;
- Information available in the U.S. Department of the Treasury's "Do Not Pay" system;
- Information available in SAM;
- Integrity and performance information available through the Federal Awardee Performance and Integrity Information System (FAPIIS);
- Information available in the [U.S. Department of the Treasury Office of Foreign Assets Control \(OFAC\) Specially Designated Nationals \(SDN\) and Blocked Persons List](#);
- Information available in the [United Security Council Consolidated Sanctions List](#) ;
- Reports and findings from audits, including Single Audit information available through the Federal Audit Clearinghouse (<https://harvester.census.gov/facweb/>);
- Information obtained from evaluations and assessments of prior work;
- Information received from references provided in the application (see Section IV.B of this RFA), and references other than those provided in the application;
- The applicable statutory and regulatory certifications (see Section IV.B of this RFA);
- If requested, copies of: (a) audited financial statements for the last three years; (b) projected budget, cash flow, and organization charts; and (c) copies of applicable policies and procedures (e.g., accounting, procurement, property management, travel, and personnel);
- Formal pre-award surveys (if applicable); and
- Other information that the USAID Agreement Officer may reasonably request

Results of Risk Assessment

As a result of the aforementioned risk assessment, the USAID Agreement Officer may do one of the following:

(a) Make an Award

If a positive risk determination is made, the USAID Agreement Officer would ordinarily be expected to make an award (assuming that mutual agreement can be reached on award terms and conditions and/or any other matter). A positive risk determination means that the applicant

possesses or has the ability to obtain the necessary management competence to plan and carry out the assistance program to be funded, and that the applicant will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID.

(b) Not Make an Award

(1) If a positive determination cannot be made, the USAID Agreement Officer would ordinarily not make an award. If a positive risk determination cannot be made, it means that the applicant does not meet one or more of the qualification factors listed in Section C.5, and that specific conditions (see Section C.8(c) below) cannot appropriately mitigate the effects of the applicant's risk.

(2) In accordance with 2 CFR 200.212, if the USAID Agreement Officer determines that an applicant is not qualified for an award(s) because the applicant does not have a satisfactory record of: (a) executing programs or activities under USG grants, cooperative agreements, or contracts (see Section C.5(a) above); and/or (b) integrity and business ethics (see Section C.5(c) above), USAID must report that determination to the designated integrity and performance system accessible through SAM (currently FAPIIS) if it is the only basis for the USAID Agreement Officer's determination and if the award would have exceeded the simplified acquisition threshold (currently \$150,000, but revised from time to time).

(3) In such cases, USAID will notify the applicant that the determination was made and reported to the designated integrity and performance system accessible through SAM (currently FAPIIS), and include with the notification an explanation of the basis for the determination. The information will be kept in the system for a period of five years from the date of the determination, and then archived. The applicant may go to the awardee integrity and performance portal accessible through SAM and comment on any information the system contains about the applicant itself. If USAID enters information into the designated integrity and performance system accessible through SAM about a determination that an applicant is not qualified for an award(s) and subsequently learns that any of that information is erroneous, USAID will correct the information in the system within three business days. In addition, if USAID subsequently obtains an update to that information, USAID may amend the information in the system to incorporate the update in a timely way.

(4) In accordance with 2 CFR 200.211, all information posted in the designated integrity and performance system accessible through SAM will be publicly available after a waiting period of 14 calendar days, except for information that is withdrawn by USAID during the 14-calendar day waiting period. However, USAID will not publish any information in the non-public segment of designated integrity and performance system that is exempt from disclosure under the Freedom of Information Act (5 U.S.C 552), or controlled unclassified information pursuant to Executive Order 13556. If the applicant asserts within seven calendar days that some or all of the information made publicly available is covered by a disclosure exemption under the Freedom of Information Act, USAID will remove the posting within seven calendar days of receiving the assertion. Prior to reposting the releasable information, USAID must resolve the issue in

accordance with USAID's Freedom of Information Act procedures.

c) Make an Award with Specific Conditions

If the risk assessment of a potential recipient identifies high risks, an award may still be made if the applicant can correct its deficiencies within a reasonable period of time, and if the award includes specific conditions that can appropriately mitigate the effects of the applicant's risk. Such specific conditions are described in 2 CFR 200.207 and ADS 303.3.9.2 or the other applicable regulations and policies cited above. These specific conditions may include items such as:

- Requiring payments as reimbursements rather than advance payments;
- Withholding authority to proceed to the next phase until receipt of evidence of acceptable performance within a given period of performance;
- Requiring additional, more detailed financial reports;
- Requiring additional project monitoring and reporting;
- Requiring the applicant/Recipient to obtain technical or management assistance; and/or
- Establishing additional prior approvals.

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Agency Point of Contact: BHA.MSIFellowship.FY22RFA@usaid.gov

If there are future amendments for additional rounds of applications, USAID/BHA may provide specific contact information for questions and applications in the amendment.

2. Questions and Answers

Questions regarding this NOFO should be submitted via email to the Agency Point of Contact listed above no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Content and Form of Application

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:

- Lead applicant
 - Name of the lead organization 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 consortium members
- Consortium members
 - Name of consortium member
 - Identification and signature of the primary contact person at the consortium (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);

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.

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

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
- 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

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, as amended. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time.

USAID/BHA will only accept applications submitted through www.grants.gov. Organizations must register their organization and registration information is located at the "Application Registration" option at www.grants.gov. The one-time registration process usually takes no more than five days and applicants should start the registration as early as possible. The Apparently Successful Applicant(s) will be invited to upload their final application documents to the [USAID/BHA Application and Award Management Portal \(AAMP\)](#).

5. Technical Application Format

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

a) Cover Page (1 page maximum)

b) Table of Contents (2 pages maximum)

Include major sections and page numbering to easily cross-reference and identify merit review criteria.

c) Executive Summary (2 pages maximum)

The Executive Summary must include an application summary of two pages or less, providing a high-level overview of key elements of the Technical Application.

d) Technical Application (15 pages maximum)

The technical application will be the critical item of consideration in the selection of an applicant(s) for an award(s). The information provided in the technical application must be specific, complete, and presented concisely. The technical application must demonstrate how it contributes to achieving the objectives, including specific results anticipated. The weightings in the merit review criteria set forth in Section E of this NOFO indicate the relative order of importance of the merit review criteria, so that applicants will know which areas require emphasis in the preparation of the technical application. Applicants are advised that lack of completeness or superficiality of the application may constitute grounds for excluding it from consideration.

It is anticipated that the Technical Application(s) (as may be revised) will become the Program Descriptions for the award(s) resulting from this NOFO. Thus, applications submitted in response to this NOFO should be written clearly and in results-oriented terms in order to address what is proposed to be done, why it is proposed to be done, how it is proposed to be done, who will do it, where it will be done, when it will be done, and the anticipated results and impact.

The technical application must have a definitive strategy and plan, and must set forth in detail the applicant's approach, methodology, procedures, and techniques for the design, management, implementation, and monitoring of the proposed program. The application must also demonstrate the applicant's capabilities and expertise to successfully implement, manage, and monitor the proposed program. It is important that the technical application furnish

verifiable, objective supporting evidence of successful program management, implementation, and monitoring. The technical application should be specific, detailed, and include appropriate benchmarks or milestones.

The technical application must provide the following information:

- The technical application must use the **Humanitarian Coordination, Information Management, and Assessment sector**, and applicable sub-sectors, keywords, and indicators identified in the [USAID/BHA Application Guidelines](#), as applicable. Unless otherwise indicated, a page in the technical application which contains a table, chart, graph, etc. will be counted as a page within the page limitation. Information which exceeds the page limitation will not be furnished to the USAID/BHA Selection Committee (SC).
- **Justification for Proposed Intervention(s):** The technical application must include a Justification for Intervention section that addresses the Overarching Goal and Objective 1 and 2 in Section A.
- **Technical Approach, Timeline, and Feasibility:** Describe how proposed activities address needs outlined in the justification for proposed intervention(s) section above and Objective 1 and 2 in Section A of this NOFO. Required parameters and program design elements are described in Section A(3), and co-creation elements are described in Section A(4). Your detailed technical approach should identify how you plan to implement those design elements, and any additional program elements you may wish to add.

This section should include methodologies, processes, or steps you will undertake to implement each proposed activity within the timeframes outlined in this NOFO. You may include timelines, charts, or other graphics for illustrative purposes. Proposed activities must fall under one or more of the sectors listed in the Sectors, Sub-sectors, and Indicators Table in the [USAID/BHA Application Guidelines](#). Applicants must review the relevant sector guidance in its entirety and address all questions and information requirements in the sector guidance.

- **Institutional Experience and Capability:** The technical application must include an Institutional Experience and Capability section that addresses the following information.
 - **Capability and Competence:** Applicants must describe their capability and competence to undertake the proposed activities in the Program Description and their capabilities and competencies to meet Objectives 1 and 2. **Applicants should describe capability and competence of all consortium members in a separate annex to the main application.** The information presenting the capabilities of the implementing organization(s) should spell-out clearly the pertinent previous work experience and accomplishments in developing and

conducting activities of the type being proposed.

- Demonstrated relevant experience, technical expertise and record in managing awards (U.S. and/or other donors) successfully to achieve results on similar programs through history of performance record, including objective-related expertise that demonstrate your organization's success in implementing similar programs.
 - Demonstrated commitment to advancing DEIA, especially any efforts to mainstream DEIA approaches across the organization through policies, programs, and training.
 - Demonstrated history of delivering humanitarian assistance and current operational presence in geographic areas beset by humanitarian crises, or prone to humanitarian shocks and stresses.
- **Coordination:** Technical applications must include a Coordination section that describes the following:
 - The roles and responsibilities of all consortium members, including division of labor between consortium members;
 - A description and any information on existing relationships between consortium members and MSIs, and plans for engaging with MSIs to recruit applicants for the fellowship;
 - Information on existing DEIA programs and initiatives led by consortium members;
 - A description of how you will coordinate, share information, and address problems across the consortium, with USAID/BHA, and with the MSIs.

In addition, this section should provide evidence of demonstrated understanding and ability to engage in intensive co-creation, and ability to work with multiple stakeholders.

- **Sustainability:** Technical applications must include a Sustainability Plan and Transition or Exit Strategy section that describes how program activities will be sustained beyond the life of the program. This includes how resources might be obtained to continue the activity or program, if appropriate.
- **Supporting Documentation:** The following documents are to be submitted in an annex and will not count towards the page limits listed for the technical application. No additional documents outside of the items listed below should be submitted nor will be reviewed by USAID/BHA.

(A) Monitoring and Evaluation Plan – Not to Exceed Five Pages

Applicants must include a Monitoring and Evaluation Plan as an Annex to the application as outlined below. The M&E Plan shall describe the technical resources and expertise that the applicant will utilize in implementing the proposed approach and how these resources will be organized to deliver the

desired outcomes. Applicants must demonstrate the ability to adequately monitor and evaluate the activities throughout the duration of the award. Applications shall include appropriate output, outcome and impact indicators for proposed activities where feasible and describe the methods, and how any data generated will be shared. Applicants should propose methods to verify monitoring data on relevant [USAID/BHA indicators](#).

(C) Draft Work Plan – Not to Exceed Five Pages

The Applicant must include a draft work plan for the program, including key tasks and deliverables required in the Program Description and clearly detail timing for deliverables. This plan will be finalized upon implementation of the Award.

(D) Organizational Structure – Not to Exceed Three Pages

The technical application must also explain how the lead applicant's headquarters and field office(s) are organized. The applicant does not need to include these details for each member of the consortium.

(E) Code of Conduct

The mandatory standard provisions “Regulations Governing Employees” in **ADS 303maa, Standard Provisions for U.S. Nongovernmental Organizations** and “Recipient and Employee Conduct” in **ADS 303mab, Standard Provisions for Non- U.S. Nongovernmental Organizations**, require that recipients meet internal control requirements and have a code of conduct for their employees. USAID implementing partners must ensure that their employees conduct themselves in a professional manner when carrying out awards, consistent with the standards for United Nations (U.N.) employees in Section 3 of the **U.N. Secretary General’s Bulletin - Special Measures for Protection from Sexual Exploitation and Sexual Abuse**.

You must submit a copy of your organization’s Code of Conduct, ideally with a dedicated section on Protection from Sexual Exploitation and Sexual Abuse (PSEA) or PSEA Policy, as an annex. Additionally, sub-awardees receiving USAID/BHA funds must adopt a Code of Conduct. Awardees will be responsible for ensuring that sub-awardees have a Code of Conduct.

In the event that an implementing partner employee’s conduct is not consistent with these standards, our partners must consult/coordinate with the relevant Mission Director and the Agreement or Contracting Officer. The U.S. Ambassador may direct the removal of any U.S. citizen from the country and require termination of any employee from an award.

USAID further encourages implementing partners to report credible allegations of sexual exploitation and abuse to the USAID Office of Inspector General. Please see USAID's [Policy on Protection from Sexual Exploitation and Abuse](#) for more information about USAID's approach to this issue.

Implementing partners are required to report credible allegations of trafficking, the procurement of commercial sex acts, or the use of forced labor to the relevant Agreement or Contracting Officer and the USAID Office of Inspector General.

USAID policy requires its employees to report suspected cases of sexual exploitation, whether by Agency personnel or implementing partners, to the USAID Office of Inspector General.

Complaints can be submitted anonymously with an online form through the **Office of Inspector General Hotline website**, by telephone at 1-800-230-6539 or 202-712-1023, by email at ig.hotline@usaid.gov, by fax at (202) 216-3801, or by mail to the following address: U.S. Agency for International Development, Office of Inspector General, P.O. Box 657, Washington, DC 20044-0657

USAID has zero tolerance for sexual misconduct, including harassment, exploitation or abuse of any kind among staff or implementing partners. Additional information can be found at [USAID's Fact Sheet: Preventing Sexual Exploitation and Abuse](#).

(d) Risk Assessment and Management Plan

The Bureau for Humanitarian Assistance (USAID/BHA) recognizes the importance of assessing risk and integrating risk management into all awards, beginning at the application phase with your activity design and budget. Every application request under this NOFO must include a Risk Assessment and Management Plan.

VI. Business (Cost) Application

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

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

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

- a) **Cover Page** (one page maximum)
- b) **SF 424 Form(s)**

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

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

c) Required Certifications and Assurances Recipient

The applicant must complete the following documents and submit a signed copy upon request by the AO:

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

d) Budget and Budget Narrative

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

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, USAID/BHA Sector, and by year** for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. See link above to form SF-424A
- Detailed Budget, including a breakdown by USAID/BHA Sector and 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) Other Direct Costs – This may include other costs not elsewhere specified, such as report

preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

7) Indirect Costs – 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: In accordance with 2 CFR 200.414, eligible applicants may choose to apply a 10 percent de minimis indirect cost rate.

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.

Method 4 - Indirect Costs Charged As A Fixed Amount

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

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

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

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

If no approved federally recognized indirect cost rate negotiated between the subrecipient and the Federal Government exists, the pass-through entity must determine the appropriate rate in collaboration with the subrecipient in accordance with 2 CFR 200.332.

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

e) Prior Approvals in accordance with 2 CFR 200.407

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

f) Approval of Subawards

The applicant must submit information for all subawards that it wishes to have approved at the time of award. Subawards not included in the original application may only be added later with the prior approval of the Agreement Officer. For each proposed subaward the applicant must provide the following:

- Name of organization
- UEI Number

- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not appear on the [United Security Council Consolidated Sanctions List](#)
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.331(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

g) Unique Identifier and SAM Requirements

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

1. **Applicants must include a UEI in applications (SF-424, field 8c) due on or after January 25, 2022.** The UEI is generated as part of [sam.gov](#) registration. Current [sam.gov](#) registrants have already been assigned their UEI and can view it in [sam.gov](#) and [grants.gov](#). Additional information is available at: <https://www.gsa.gov/about-us/organization/federal-acquisition-service/office-of-systems-management/integrated-award-environment-iae/iae-systems-information-kit/unique-entity-identifier-update> and <https://grantsgovprod.wordpress.com/2021/09/14/how-to-find-an-applicants-uei-within-grants-gov/>
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 ([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.

SAM registration: 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 sam.gov, navigate to Help, then to International Registrants.

h) History of Performance

Apparently Successful Applicants (lead applicant only) will submit past performance documentation. Only Apparently Successful Applicants will upload the completed Section A of this questionnaire to the [AAMP website](#). A successful applicant's history of performance is part of the pre-award risk assessment. The remaining sections will be completed by USAID.

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 ten years or three relevant 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 three years ; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

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

i) 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 Agreement Officer and incorporated into any resulting award.

Branding Strategy – Assistance

a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.

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

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

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all of the following:

(1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.

(2) The intended name of the program, project, or activity.

(i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brandmark, with the tagline "from the American people" as found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

(ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous support of the American People" next to the USAID Identity when acknowledging contributions.

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

(iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.

(v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

(3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.

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

(i) Describe the main program message.

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

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

- (iv) Provide any additional ideas to increase awareness that the American people support this project or program.
 - (5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.
 - (6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.
- e. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- f. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

Marking Plan – Assistance

- a. Applicants recommended for an assistance award must submit and negotiate a “Marking Plan,” detailing the public communications, commodities, and program materials, and other items that will visibly bear the “USAID Identity,” which comprises of the USAID logo and landmark, with the tagline “from the American people.” The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at <http://www.usaid.gov/branding>. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Marking Plan must include all of the following:
- (1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:
 - (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
 - (ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
 - (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
 - (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

- (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.
- (2) A table on the program deliverables with the following details:
 - (i) The program deliverables that the applicant plans to mark with the USAID Identity;
 - (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
 - (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
 - (iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and
 - (v) The rationale for not marking program deliverables.
- (3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:
 - (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
 - (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
 - (iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
 - (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
 - (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
 - (vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
 - (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

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

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

j) Funding Restrictions

For special considerations and information pertaining to ineligible and restricted goods, services, and countries, please see the USAID Automated Directives System (ADS) [Major Functional Series 300: Acquisition and Assistance, Chapter 312 - Eligibility of Commodities](#). It is the legal responsibility of USAID awardees to ensure compliance with all U.S. laws and regulations, including those that prohibit transactions with, and the provision of resources and support to, sanctioned individuals, groups, and organizations.

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 Agreement Officer.

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

k) Audits

The applicant must specify any costs associated with the required "Single audit," as defined at 2 CFR 200.501(b), for a non-federal entity that expends \$750,000 or more during the non-federal entity's fiscal year in federal awards.

l) Construction

Construction is not allowed under this NOFO.

m) Conflict of Interest Pre-Award Term

a. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.
2. The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

b. Organizational Conflict of Interest

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

SECTION E: APPLICATION REVIEW INFORMATION

I. Criteria

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.

The merit review (technical evaluation) criteria presented below, and the relative importance of each criterion, have been tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which applicants should address in their applications (also see Section D (c) above); and (b) set the standard against which all applications will be evaluated.

II. Review and Selection Process

In the Technical Description, applicants should carefully describe their Technical Approach that is consistent with both NOFO Objectives identified in Section A, and provide sufficient level of detail to evaluate the coherence of program activities as well as the proposed indicators.

a) Merit Review

Applications will be reviewed by USAID/BHA in accordance with the merit review criteria for the applications listed below (listed in descending order of importance where the Program Strategy and Approach is the most important factor). The sub-factors listed under each criterion below are intended to further explain the relevance of the evaluation factor and will not be scored individually. USAID/BHA will conduct a technical merit review in accordance with the following criteria.

Criteria 1: Technical Merits of the Application - Most Important

The merit review will consider the extent to which the technical application:

- Activities are consistent with Section A of this NOFO.
- Ability to prepare, plan and implement activities identified in the applicant's proposed program description.
- Demonstrated understanding and ability to engage in intensive co-creation, and ability to work with multiple stakeholders.
- Appropriateness and technical soundness of proposed methods and activities to addressing needs and the objectives of the NOFO within the proposed timeframe, including clear and logically presented activities, outputs, outcomes, and result targets with implementation/work plan.
- Demonstrated ability to provide oversight and technical assistance to all consortium members.

Criteria 2: Coordination and Collaboration - Second Most Important

The consortium requirement and structure of this program, requires a strong ability to coordinate amongst diverse coalitions of stakeholders. The merit review will consider the extent to which the applicant details:

- How the lead applicant plans to approach coordination, including with all consortium members, with MSIs, and with USAID/BHA. This will include reviewing the appropriateness and feasibility of the applicant's coordination approach.
- How the lead applicant plans to deconflict with other relevant fellowship programs (planned or ongoing).

Criteria 3: Institutional Experience and Capability - Third Most Important

Applicants will also be evaluated based on their institutional capability and experience, specifically:

- The applicant's capability and competence in meeting the NOFO's objectives, specifically in terms of the applicant's previous experience in the activities proposed in the program description.
- Demonstrated relevant experience, technical expertise and record in managing awards (U.S. and/or other donors) successfully to achieve results on similar programs through history of performance record, including objective-related expertise that demonstrate your organization's success in implementing similar programs.
- Demonstrated commitment to advancing DEIA, especially any efforts to mainstream DEIA approaches across the organization through policies, programs, and training.
- Demonstrated history of delivering humanitarian assistance and current operational presence in geographic areas beset by humanitarian crises, or prone to humanitarian shocks and stresses.

Criteria 4: Justification for Proposed Intervention(s) - Fourth Most Important

The applications will be evaluated based on the justification provided for the proposed program in terms of each of the evaluation criterion below:

- Identified and quantified need(s) based on credible information such as assessments or surveys using sound methodology, and the appropriateness of proposed intervention(s) to meeting those needs.
- The extent to which activities target identified needs.

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

I. Federal Award Notices

The notice of award signed by the AO is the authorizing document, which USAID will provide electronically to the point of contact identified in the application of a successful applicant. Award of the agreement(s) contemplated by this NOFO cannot be made until funds have been appropriated, apportioned, 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.

II. 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](#).

III. Reporting Requirements

Financial Reporting

Successful applicants will find specific award administration information and reporting requirements in signed award documents. Awardee must comply with all the reporting requirements in the award. The awardee will be required to submit performance and financial reports that are compliant with 2 CFR 200 Subpart D's Performance and Financial Monitoring and Reporting.

Performance Reporting

Successful applicants will find specific award administration information and reporting requirements in signed award documents.

ADS 540 requires awardees to submit documentation created during the course of a USAID award to the USAID Development Experience Clearinghouse (DEC), such as assessments, analyses, studies, articles, baseline surveys, midterm and final evaluations, and appropriate components of the Annual Results Report (ARR). Prior to submitting materials, awardees should contact the AOR to ensure that the final and cleared materials are agreed upon for DEC submission, if required by the terms of the award. Awardees should upload all documents

through the DEC. Any dataset created or collected with USAID funding must be submitted to the Development Data Library (DDL). For dataset submission guidance refer to ADS 579.

SECTION G: FEDERAL AWARDING AGENCY CONTACTS

NOFO Points of Contact

Any questions concerning the first round of applications for this NOFO, its appendices, Technical References, must be submitted in writing to BHA.MSIFellowship.FY22RFA@usaid.gov by date listed on Cover Page. If there are future amendments for additional rounds of applications, USAID/BHA may provide specific contact information for questions and applications in the amendment.

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)