



**MILLENNIUM CHALLENGE CORPORATION (MCC)
ANNUAL PROGRAM STATEMENT (APS)
NOTICE OF FUNDING OPPORTUNITY (NOFO) NO.: 95332419N0001
Partnerships with MCC Program**

VERSION 5 / Amendment 0004¹

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NOFO Closing Date: March 25, 2021

CFDA #: 85.002 MCC Foreign Assistance for Overseas Programs

Pursuant to the Foreign Assistance Act of 1961 and the authority contained in the Millennium Challenge Act of 2003, as amended, the United States Government (USG), as represented by the Millennium Challenge Corporation (hereinafter referred to as "MCC"), is pleased to launch this Annual Program Statement (APS) No. 95332419N0001 for opportunities to support MCC in advancing our mission via partnership.

The APS facilitates a co-creative process to scope, design, and launch partnerships that leverage the unique capabilities of MCC and external entities. Partnerships enable MCC and external organizations to achieve outcomes that either party working alone could not realize. Through partnership, MCC seeks to increase the impact, scale, innovation, and sustainability of programs that advance our mission of poverty reduction through economic growth.

The purpose of this APS is to disseminate information to prospective applicants so they may develop and submit applications for MCC funding. Through this APS, MCC and external organizations can discuss their respective objectives and goals, determine how those interests align, and jointly identify ways to leverage and combine resources via partnership. This APS: (A) describes the types of activities for which applications will be considered; (B) describes the funding available and the process and requirements for submitting applications; (C) explains the criteria for evaluating applications; and (D) refers prospective applicants to relevant documentation available on the internet.

MCC is seeking concept papers for the following partnership opportunities (see [Section A.6](#) for details related to each opportunity):

1. Empowering African Women through Data Skills – Due Date: **Closed**
2. Environmental Economics Partnership – Due Date: **Closed**
3. Women's Entrepreneurship Partnerships – Due Date: **Closed**
4. Collaborative for Data Science in Africa – Due Date: **Closed**
5. Geospatial and Earth-Observation Analyses for Africa – Due Date: **Closed**
6. Strengthening Evidence and Economic Modeling Partnership – Due Date: **Closed**
7. **Fiscal Analysis Partnership – Due Date: May 10, 2020**

To be eligible for award, the applicant must provide all information and be fully responsive to all directions as required under this APS and meet eligibility standards in [Section C. Eligibility Information](#). This funding

¹ Any amendments that change the terms of this NOFO or the associated Partnership Opportunity Statements will be **highlighted** in an updated copy of the NOFO as part of the amendment package in grants.gov. It is MCC's intent to ensure that the version of the NOFO posted on Grants.gov at any point in time captures all changes and updates made to date.

opportunity is posted on www.grants.gov, and may be amended. Interested applicants should check the website regularly to ensure they have the latest information pertaining to this Annual Program Statement.

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

We hope you will consider responding to the partnership opportunity statements contained in this APS.

Sincerely,

Jacqueline H. Naranjo
Agreement Officer

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ACRONYMS

AO	Agreement Officer
APS	Annual Program Statement
CFR	Code of Federal Regulations
CGM	Contracts and Grants Management
DCO	Department of Compact Operations
DPE	Department of Policy and Evaluation
DUNS	Data Universal Numbering System
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation
NOFO	Notice of Funding Opportunity
SAM	System for Award Management
USG	U.S. Government

A. PROGRAM DESCRIPTION

A.1. AUTHORIZING LEGISLATION

The authorizing legislation is the Millennium Challenge Act of 2003, as amended. The award will be subject to [2 CFR §200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards](#) and MCC's Standard Provisions for Assistance Awards (see Annex A).

A.2. OVERVIEW OF THE MILLENNIUM CHALLENGE CORPORATION (MCC)

The Millennium Challenge Corporation (MCC) is a government corporation as defined in section 103 of title 5, United States Code, established by the U.S. Congress in the Millennium Challenge Act of 2003, 22 U.S.C. §7701, et seq. MCC's mission is to provide assistance that will support economic growth and poverty reduction in carefully selected countries that demonstrate a commitment to just and democratic governance, economic freedom, and investments in their citizens.

Eligible countries develop, in coordination with MCC, a program agreement (Compact) that is then implemented in five years. MCC also supports programs to assist countries seeking to attain eligibility for Compacts by supporting targeted policy and institutional reforms ("Threshold Programs"). Our model is defined by core principles of selectivity, country ownership, transparency, and a focus on results.

MCC provides selected well-performing countries with large-scale grants, in the form of compacts, to fund country-led solutions for reducing poverty through sustainable economic growth. MCC compact and threshold programs complement other U.S. and international development programs. Countries that receive MCC assistance are referred to as "MCC Partner Countries."

The accountable entity designated by each country to oversee implementation of its MCC-funded program is often referred to as a Millennium Challenge Account (or "MCA"). During implementation of the MCC-funded program, MCC maintains an oversight role, including a rigorous and transparent program of funds control and monitoring and evaluation. For more information on MCC, please visit www.mcc.gov.

A.3. INTRODUCTION

Partnering is widely recognized as a powerful multiplier of development impact. MCC pursues a variety of co-created and co-funded partnerships at the global and country levels that align public, private, and civil sector resources and acumen to reduce poverty and drive economic growth. Partnerships with businesses enable MCC to align private sector value chains, ecosystems, and innovations with MCC and country counterpart programs. Partnerships with academic and research institutions enable technological advancement in how MCC designs, monitors, and measures the effectiveness of programs. Partnerships with foundations enable MCC to leverage the financial investments and networks of like-minded funders to reduce risk or extend the impact of MCC's investments. Partnerships with non-governmental organizations enable MCC to align efforts to promote inclusive economic growth and strengthen national systems. MCC seeks to partner with organizations that share our goal of achieving poverty reduction through economic growth.

MCC is issuing this APS in order to develop partnerships² with organizations that share compact and threshold program and MCC institutional goals and align with the needs of MCC's current portfolio. MCC partnerships take many forms and benefit both MCC and our partner organizations by increasing our respective access to cutting-edge research, knowledge, data, technologies, networks and expertise, as well as co-funding. Partnerships can help open new markets, scale programs, drive innovation, and

² MCC's *Policy Regarding MCC Partnerships* defines a partnership as "A collaborative relationship between two or more entities -- governmental or nongovernmental -- in which the partners work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, competencies, and benefits, and mutually determine the goals, structure, governance, roles, and responsibilities of their collaboration." As used in this APS, the term "partnership" is not intended to mean or be construed as a partnership as defined by law.

transform the lives of people around the world. Successful partnerships are expected to involve collaboration between MCC and partner staff and support MCC's ability to achieve its mission and programmatic goals.

Partnerships must concentrate on priority development activities which fall within MCC's mission of poverty reduction through economic growth and align with its core principles of results, good policies, and accountability. MCC funds activities in the public sector where the government role is clear and preeminent, but through partnership hopes to draw more broadly on non-governmental partners to stimulate additional investment and innovative development practices.

MCC recognizes that partnerships offer the possibility of promoting greater effectiveness and sustainability in programming, and thus offer an opportunity to substantially increase the impact of MCC programs. Partnerships may support program priorities and objectives through every stage of the compact and threshold cycle – selection, development, implementation, and closeout – and the organizational effectiveness of the agency.

A.4. ANNUAL PROGRAM STATEMENT DESCRIPTION

This Annual Program Statement (APS) is issued to enable MCC to advertise, receive, and consider partnership opportunities and ideas for collaboration; and to make grant and/or cooperative agreement awards in an open, fair and competitive manner for the partnership opportunity statements detailed in this announcement. The APS enables MCC and select prospective partners to co-create partnerships around shared objectives and to align effort, resources, and risk.

With this APS, MCC is soliciting interest in innovative, co-funded partnership opportunities. In determining whether to provide such funding MCC will consider the nature of the concept paper and application, available funding, and the appropriate funding mechanism.

This APS will focus on co-funded partnerships in situations where partners would require funding from MCC to engage in partnership activities. MCC aims to create partnerships via this APS that are co-created during partnership formation and highly collaborative between MCC and partner teams in their implementation. MCC encourages applicants to consider what non-financial contributions (e.g., expertise, innovations, technologies, data, networks, etc.) they would bring to a prospective partnership; as well as what forms of engagement or non-financial contributions they would need from MCC in order to make the partnership successful. Additionally, prospective partners are required to provide cost share or matching in line with [2 CFR §200.306](#) as part of their application. Additional details regarding cost share requirements are found in [Section C.2](#). Applicants are also encouraged to consider additional sources of leverage in addition to the required cost share.

It is important to note that MCC is committed to country ownership, and some partnerships will be subject to concurrence by or engagement with MCC Country Partners. Where appropriate, MCC will support and facilitate this relationship to achieve effective and meaningful partnerships based on mutual interests and objectives. Therefore, applicants are hereby notified that concept papers and complete applications may potentially be shared with MCC Partner Countries during the co-creation and evaluation process.

This APS is designed to facilitate partnerships between MCC and external entities. MCC Partner Countries may also choose to utilize partnerships to facilitate the design or implementation of compact and threshold programs. **MCC Partner Country-led partnerships are facilitated via a separate MCA Funded Program Partnership Solicitation process and not via this APS.** Additional information about MCC and MCA partnering opportunities can be found on the "Partner With Us" page of MCC's website (www.mcc.gov/work-with-us/partnerships).

The anticipated period for submissions under this annual program statement is 24 months. At its discretion, MCC may issue addenda or updates to this APS, such as when new partnership opportunities arise, and when existing partnership opportunities close.

A.5. OVERVIEW OF THE APS PROCESS

The APS uses a four-stage, competitive application process for partnership formation that fits within the parameters of USG assistance awards:

- Stage I: Concept
- Stage II: Co-Creation
- Stage III: Application
- Stage IV: Award

A.5.1. STAGE I: CONCEPT

Organizations are invited to review the partnership opportunity statements in [Section A.6](#) and to submit a Concept Paper in response to any/all opportunities where your organization's capabilities and resources would align to or advance MCC's partnership goals.

Each partnership opportunity statement has a unique and defined time window for response, and MCC will review all concept papers received by the respective partnership opportunity statement due date. Concept papers are reviewed by MCC technical teams, which are comprised of subject matter experts from MCC, and potentially other entities, including MCC Partner Country Counterparts. The technical teams will review the concept papers on a pass/fail basis and recommend to the Agreement Officer which applicant(s) should be considered for co-creation discussions (Stage II). Applicants who submit a successful Stage I – Concept Paper and who fall within the criteria set forth in this APS will be invited to participate in the next stage of the APS process. MCC may choose to advance one or more applicants (or no applicants) to co-creation for a given partnership opportunity. Details about the required format and content of the concept paper can be found under [D.3. STAGE I – CONCEPT PAPER PRE-APPLICATION SUBMISSION](#).

MCC will publish the organizational name, address, point of contact, and point of contact email address for all organizations that submit a Concept Paper on <https://www.mcc.gov/work-with-us/partnerships>. MCC will not publish the actual Concept Papers. Best efforts will be made to notify applicants of the MCC's decision regarding their Concept Paper within 90 days of receipt.

A.5.2. STAGE II: CO-CREATION

Successful applicants who pass the Concept stage will receive a notification letter inviting them to participate in the next stage of the process, co-creation. Co-creation is a creative and deliberative stage where relevant teams from MCC and the prospective partner organization(s) work together to mutually shape a partnership project that could meet the objectives outlined in the Partnership Opportunity Statement.

MCC conducts separate partnership co-creation discussions with each organization that successfully moves from the Concept to Co-Creation stage, and may eventually award zero, one, or more than one awards for a given partnership opportunity statement.

During Concept Paper review, MCC may determine that several concepts are worth a co-creation discussion and may contemplate combining multiple concepts. In such case, MCC may request those applicants to form a teaming arrangement (one prime and one or more subrecipients). This is not an obligatory requirement and any of the applicants may opt out of such arrangement at any time before award, at which point the funding agency will reassess how and whether to proceed with the next steps. Once the team has been formed, MCC will invite the collective team for co-creation. If during the co-creation process, an agreeable project is not reached with the team, MCC may request a re-arrangement of the team and/or may hold individual co-creation sessions with the applicant(s) who individually meet the criteria per subsection E.2. *Merit Review Criteria*. At any time in the process, MCC may also decide to not move forward with either the team arrangement or the individual applicant(s).

During co-creation, MCC and the prospective partner(s) explore the “why,” “what,” “where,” “when,” and “how” aspects of the prospective partnership to gain a clear understanding of the shared goals and resources each party will provide or facilitate. Co-creation provides an open space for brainstorming, idea sharing, innovation, dialogue, and feedback. During the co-creation session(s), MCC and invited prospective partner(s) will map prospective approaches and challenges to addressing the needs outlined in the Partnership Opportunity Statements detailed under [Section A.6](#). MCC and invited prospective partner(s) will discuss scope and implementation strategies, potential capabilities and contributions each partner might bring to a partnership; risks and challenges to successful implementation; funding and cost sharing expectations, and the envisioned benefits of and approaches to a potential partnership. The co-creation process may be completed in a single, day-long (or *multiple* days-long) workshop; or progress over a series of shorter technical conversations between MCC and the prospective partner(s). MCC prefers that co-creation include at least one in-person design session at the MCC Headquarters in Washington, DC, though co-creation may also be conducted at a prospective partner’s location, an alternate location, or virtually, as mutually agreeable to the parties.

Following co-creation, MCC will decide whether to invite one or more organizations to submit a full technical application as well as a cost application in Stage III: Application. If a mutually agreeable, compelling vision is not arrived at during the Co-Creation stage, MCC will notify the applicant accordingly and the process will end for that applicant.

MCC will publish the organizational name, address, point of contact, and point of contact email address for all organizations that are invited to co-creation on <https://www.mcc.gov/work-with-us/partnerships>. MCC will not publish a summary of nor information shared during co-creation discussions.

A.5.3. STAGE III: APPLICATION

Successful applicants who pass the Co-Creation stage will be invited to submit a technical and cost application as part of Stage III. When the Agreement Officer notifies the prospective partner that they are invited to Stage III, if applicable, MCC will clarify pre-award requirements and any additional instructions and criteria for full application submissions, beyond those detailed under [SECTION D. APPLICATION AND SUBMISSION INFORMATION](#) below. After receipt of the full application package, additional clarifications/negotiations regarding the technical and cost application and/or the terms of the award may be necessary.

Applications are reviewed by MCC technical teams, which are comprised of subject matter experts from MCC, and potentially other entities including MCC Partner Country Counterparts. The technical teams will review the applications and recommend to the Agreement Officer which applicant(s) should be considered for award. The Selection Committee can recommend all, some, or no applications for award. MCC can eventually issue more than one award if funds are available and partnership objectives align; there does not need to be only one winner.

Though co-creation should provide ample insight for both MCC and the prospective partner(s) about the goals, governance, milestones, funding, and implementation plan for a given partnership, MCC reserves the right to invite Applicants to make pre-award oral presentations and teleconferences in support of their applications, and also may request to interview the Applicant’s proposed key personnel.

A.5.4. STAGE IV: AWARD

Once MCC has decided to proceed with the award of a cooperative agreement or grant to an external organization based on the results of the Application stage, MCC will work with counterparts from the prospective partner organization to negotiate any unique terms and conditions, finalize and sign the award agreement, and announce the partnership.

MCC will publish the organizational name, address, point of contact, and point of contact email address for all organizations that receive awards via the APS process on <https://www.mcc.gov/work-with-us/partnerships>. MCC will not publish the actual applications received from prospective partners. MCC

and the awardee(s) may also choose to announce or promote the partnership in other forums besides mcc.gov (e.g., via press releases, events/convening, etc.).

MCC will not reimburse prospective partners for any costs associated with developing concept papers, participating in co-creation, or submitting technical/cost applications.

A.6. PARTNERSHIP OPPORTUNITY STATEMENTS

MCC is currently inviting Concept Papers for the following Partnership Opportunity Statements. ***Additional partnership opportunities may be added over the course of the APS announcement period and partnership opportunities will be closed and removed as MCC's partnering interests are met.***

A.6.1. PARTNERSHIP OPPORTUNITY STATEMENT #1

Empowering African Women through Data Skills
Concept Paper Due Date: **CLOSED**

A.6.2. PARTNERSHIP OPPORTUNITY STATEMENT #2

Environmental Economics Partnership
Concept Paper Due Date: **CLOSED**

A.6.3. PARTNERSHIP OPPORTUNITY STATEMENT #3

Women's Entrepreneurship Partnerships
Concept Paper Due Date: **CLOSED**

A.6.4. PARTNERSHIP OPPORTUNITY STATEMENT #4

Collaborative for Data Science in Africa
Concept Paper Due Date: **CLOSED**

A.6.5. PARTNERSHIP OPPORTUNITY STATEMENT #5

Geospatial and Earth-Observation Analyses for Africa
Concept Paper Due Date: **CLOSED**

A.6.6. PARTNERSHIP OPPORTUNITY STATEMENT #6

Strengthening Evidence and Economic Modeling Partnership
Concept Paper Due Date: **CLOSED**

A.6.7. PARTNERSHIP OPPORTUNITY STATEMENT #7

Fiscal Analysis Partnership Concept Paper Due Date: May 10, 2020

MCC's mission is "Poverty Reduction through Growth." The analytic tools that MCC deploys to advance its mission focus on relaxing the binding constraints on growth, promoting efficiency through rigorous cost-benefit analysis, and achieving a required minimum rate of return. However, absent from MCC's standard analysis is a thorough understanding of how public policy helps to translate growth through fiscal policy mechanisms into poverty reduction.

Fiscal policy is the most powerful tool democratic governments have to reduce poverty through growth. Through this tool, governments determine how much firms and households contribute to revenue; how to allocate expenditures to support public services such as education, health or infrastructure; and how to support transfer programs to achieve social objectives, research and development and the stimulation of private investment. Historically, MCC has not incorporated distributional impact into early analysis and decision making as compacts are designed. However, MCC recognizes that distributional outcomes at the household level are important to addressing both poverty reduction and growth objectives. Increased capacity to model fiscal performance, measure how progressive or regressive it is, and understand which policy levers improve distribution and reduce poverty without creating costly distortions would better inform project design to contribute to MCC's mission of poverty reduction through growth.

Through partnership, MCC's Economic Analysis division aims to (1) analyze the effects of public expenditure and revenue mobilization across income levels so that consideration of inclusiveness and poverty reduction potential can be better integrated into early project development; (2) investigate opportunities to further disaggregate analysis of effects by region, gender, and other population characteristics to better inform decision making in project design and policy choice; (3) incorporate these analyses during the project development process to ensure economic growth driven by investments is pro-poor, inclusive, and promotes gender equity; and (4) expand learning opportunities across the development community regarding incidence analysis and the impact of policy design on development outcomes.

To achieve this, MCC seeks to partner with non-governmental or academic institutions that have specialized capacity and expertise with developing and deploying advanced tools for fiscal analysis in low and lower-middle income countries. MCC would bring to the partnership the presence, funding, and business model for application of innovative fiscal incidence analysis to inform rigorous design of development investments in lower and lower-middle income partner countries. MCC would expect partners to bring to the partnership cost share, capacity to support fiscal monitoring and apply state of the art modelling on fiscal incidence analysis, and the ability to facilitate peer review, to provide 'just in time' expertise needs, and to undertake new technical review support for application of the fiscal modelling tools.

Together, MCC and the selected partner(s) would develop fiscal analysis models for new selected countries MCC is currently working with and potentially for countries where the program design is still in early stages and where fiscal analysis could prove to be a valuable instrument for compact design. Some of these countries may already have 'off the shelf' fiscal models available for use, while others may require more bottom-up design and build out together with the identified partner. Given that MCC selects new partner countries each December, it would be valuable to have capacity in place to support MCC's Constraints to Growth Analysis (typically performed during the first 4 months after country selection) and Root Cause Analysis (typically performed 3 to 4 months thereafter) for newly selected countries in 2021. MCC partner countries with analysis underway (e.g., Kenya, Mozambique, Indonesia) can be more flexibly approached with more targeted fiscal analysis appropriate to later stages of analysis. The types of analysis expected may include analysis of the distributional impact of specific tariffs, taxes, or policy changes planned in compact design (e.g. power sector, water and sanitation, business environment reform, etc.).

MCC has a strong reputation for rigor, staff skilled in economic analysis and applied evaluation management, diverse geographical presence, and deployment of survey instruments and economic modelling that requires strong evidence to underpin its credibility. The partnership will bring this international expertise in fiscal analysis together with the deep analysis MCC does in newly selected countries to model fiscal performance, measure how progressive or regressive it is, and understand which policy levers improve distribution and reduce poverty without creating costly distortions to contribute to MCC's mission to reduce poverty through economic growth.

B. FEDERAL AWARD INFORMATION

B.1. ANTICIPATED NUMBER AND TYPE OF AWARDS

MCC expects that it will *primarily* issue cooperative agreements as a result of this NOFO; however, MCC reserves the right to issue grants if appropriate to the specific partnership opportunity. The actual number of assistance awards, if any, issued under this NOFO is subject to the number of partnership opportunities, the availability of funds, as well as the viability of full applications received. There is no predefined minimum or maximum number of awards MCC will issue via this APS. MCC reserves the right to not award any cooperative agreements or grants if that is determined to be in the best interest of the USG.

B.2. ANTICIPATED PERIOD OF PERFORMANCE FOR NEW AWARDS

It is expected that awards made as a result of the APS will have a period of performance from 12 to 60 months. Concept papers must be submitted by the established due date indicated in [Section A.6](#). Complete applications must be submitted by the mutually agreed upon due date identified in Stage III of the APS process.

When feasible, it is MCC's goal to make awards within the same fiscal year an opportunity statement is advertised. Concept papers and/or applications received under this APS, but unable to be negotiated and awarded prior to the end of the fiscal year in which they are received, may be considered for award within the following fiscal year, subject to continued availability of funds.

B.3. SUBSTANTIAL INVOLVEMENT

Should a cooperative agreement be selected as the appropriate mechanism, MCC's involvement during the implementation of the award will be mutually-defined during the co-creation process. In general, however, MCC's role will be to assist the recipient in achieving the supported objectives of the agreement.

B.4. ANTICIPATED AWARD BUDGETS

The budget for each award issued under this NOFO will be discussed and negotiated during the co-creation phase based on the nature and scope of the proposed partnership opportunity. During the FY18 APS cycle, MCC made seven (7) awards ranging from approximately \$30,000 to \$1,500,000 in Federal funding (i.e., not including cost share); the *average* amount of Federal funding was approximately \$600,000. MCC reasonably expects that the opportunity statements under this APS will have a similar funding profile. See [Section H.1](#) for additional background information on MCC's FY18 APS.

C. ELIGIBILITY INFORMATION

C.1. ELIGIBLE APPLICANTS

Eligible applicants that may participate in this NOFO include but are not limited to:

- U.S.-based organizations
- Non-U.S.-based organizations
- For-profit entities
- Non-profit entities

An individual cannot apply as an applicant for MCC funding under this APS.

U.S. Government agencies (Federal, state and local) and host country government entities are **not** eligible to apply for MCC funding under this APS, neither as a prime nor as a consortium member. Furthermore, cost applications may not contain level of effort or other related costs for host country government staff.

All applicants must be legally recognized organizational entities under applicable law. In order to be eligible to receive U.S. Government funding, organizations must meet certain requirements. While these requirements do not have to be met in order to submit a concept paper under the APS, they will need to be met if the applicant is requested to submit a full application. Details of these requirements can be found under [Section D. APPLICATION AND SUBMISSION INFORMATION](#) below.

There is no limitation to the number of concept papers an applicant may submit under this APS.

C.2. COST SHARE OR MATCHING

Cost sharing or matching refers to the resources a recipient contributes to the total cost of an agreement, the portion of project or program costs not borne by the U.S. Government. Cost share may either be cash or in-kind contributions. Once committed to providing cost share and incorporation into an agreement's approved budget, the recipient is required to provide documentation showing that this obligation is met successfully. Cost Share/Matching funds proposed under this APS are pursuant to the uniform guidance under [2 CFR §200.306 – Cost sharing or matching](#).

Proposed cost-sharing must be used for the accomplishment of program objectives, and must consist of allowable costs under the applicable USG cost principles. Applicants invited to submit a cost application under Stage III – Application must identify in the budget submission, a separate budget category supported by detailed line items for the cost share. Information regarding the proposed cost share should be included in the SF-424 and the Budget and Budget Notes in compliance with the cost application instructions specified under [Section D. APPLICATION AND SUBMISSION INFORMATION](#).

Cost share contributions will be reviewed as part of the cost review in Stage III – Application. Although technical criteria are paramount, cost considerations may also be a factor for award and applicants that can demonstrate a more significant cost-share contribution above the stated minimum cost share required may be considered more competitive. Applicants are reminded that committed cost share becomes a binding requirement of the award.

In order to be eligible for award, non-profit entities applying under this NOFO must commit to a *minimum* cost share of 25% of the Federal funding amount proposed in the cost application budget.

In order to be eligible for award, for-profit entities applying under this NOFO must commit to a minimum 1:1 match ratio based on the Federal funding amount proposed in the cost application budget (e.g., the for-profit entity must match or exceed the Federal funding amount on a dollar-for-dollar basis).

Below are illustrative examples of the cost share and matching eligibility requirements under this APS:

Non-Profit Applicants requesting **\$100,000** in federal funding must propose a minimum **25% cost share contribution of \$25,000** to meet the eligibility requirement for non-profit entities – resulting in a total Federal and Non-Federal award cost of **\$125,000**:

Non-Profit APS Applicants Cost Share Requirement	25%
Federal Share:	\$100,000
Non Federal Cost Share:	\$25,000
Total Assistance Award Amount:	\$125,000

For-Profit Applicants requesting **\$100,000** in federal funding must propose a minimum **1:1 matching contribution of \$100,000** to meet the eligibility requirement for for-profit applicants – resulting in a total Federal and Non-Federal award cost of **\$200,000**:

For-Profit APS Applicants 1:1 Matching Requirement	1:1
Federal Share:	\$100,000
Non Federal Cost Share:	\$100,000
Total Assistance Award Amount:	\$200,000

C.3. LEVERAGE FUNDING

MCC also encourages applicants to consider providing leverage contributions in addition to cost share/matching. Leverage contributions are third-party funding or other resources that an applicant identifies during the application process to provide additional support for program implementation under a potential MCC-funded assistance award. Specifically, applicants are encouraged to suggest creative approaches to engaging third-party entities committed to the partnership objectives as a means of securing additional program funding or in-kind contributions. For instance, MCC welcomes any third-party assets, expertise, capabilities and other resources (e.g., equipment, training, licensing fee, etc.) that further the mutually-established partnership objectives.

Leverage describes the quantifiable contributions provided by third parties to the program. Given the strategic and programmatic value that leveraged funds/resources provide to the potential assistance award, applicants are expected to identify in their applications the enhanced results expected from any leverage proposed and provide and implement a mechanism for tracking and reporting that contribution.

Any proposed resource leveraging should be accompanied by letters of commitment from sources of third-party leverage as part of the Stage III – Application cost submission. In cases where leveraged funds/resources are not yet fully confirmed, the applicant – in their cost application submission – should speak to its plans for gaining a firm commitment from the third party (or parties) after award of the agreement.

Unlike cost sharing or matching, leverage funds are not binding and are not subject to traditional audit standards, as leverage funds are not intended to be held to the same level of commitment as the required applicant cost-share or matching described in [Section C.2](#). Leverage funding can be presented in a variety of forms, including but not limited to measurable non-federal financial cash contributions, third party in-kind contributions such as donated services, labor and tangible or intellectual property.

The entity receiving an award from MCC to implement program activities is responsible for ensuring, tracking and reporting on the mobilization and use of the leverage. MCC expects the award recipient to provide such information on a quarterly basis across the fiscal year, with an annual summary, in the quarterly technical and financial reports. Proposed leverage funding is *encouraged* in order to maximize the effectiveness of the program, but not *required*.

C.4. PROFIT OR FEE UNDER ASSISTANCE AWARDS

For-profit, or profit-making organizations, are eligible for award under this APS; however, pursuant to 2 CFR §200.400(g), profit or fee is unallowable for assistance mechanisms and will not be authorized under any award made under this APS. 2 CFR §200.101 states that, unless specifically excluded, all requirements applying to recipients also apply to subrecipients; therefore, fee/profit under assistance type awards is also prohibited for subrecipients – unless the prime recipient enters into a subcontract with a for-profit organization for the acquisition of goods or services (i.e., if a buyer-seller relationship is created), in which case fee/profit for the subcontractor is authorized. Forgone profit does not qualify as cost-sharing.

D. APPLICATION AND SUBMISSION INFORMATION

D.1. APS DOCUMENT INFORMATION

All APS-related correspondence and submissions (e.g., questions, Stage I – Concept Papers, Stage III – Applications, etc.) must be sent to the following email address: apspartnerships@mcc.gov.

MCC distributes all official documents for this NOFO through www.grants.gov.

Information regarding the identity and status of applicants under each opportunity statement will be published at www.mcc.gov/work-with-us/partnerships.

D.2. APPLICATION SUBMISSION REQUIREMENTS

Applicants are expected to review, understand and comply with the requirements of this APS and all subsequent amendments. Applications not conforming to the APS requirements may be considered non-responsive and eliminated from further consideration. All application documents shall be submitted in English.

The Applicant must submit all requested documents electronically to the email address and individuals listed above by the deadline noted in [Section A](#) for each partnership opportunity statement; hard copies will not be accepted. **Applications submitted via www.grants.gov will *not* be accepted or considered.** MCC reserves the right not to consider late or incomplete/non-responsive applications.

Each Applicant shall furnish only the information specifically requested, and in the format requested, when submitting required documents as described below. Do not submit unsolicited material or additional information not specifically requested as part of this NOFO.

D.3. STAGE I – CONCEPT PAPER PRE-APPLICATION SUBMISSION

As noted above under [Section A.5. OVERVIEW OF THE APS PROCESS](#) this is a four-stage, competitive application process for partnership formation which includes the following four stages:

- Stage I: Concept
- Stage II: Co-Creation
- Stage III: Application
- Stage IV: Award

Following are the formatting and content requirements for Stage I – Concept Paper submissions:

D.3.1. STAGE I – CONCEPT PAPER REQUIRED FORMAT

The applicant must submit the following documents at the prescribed page limits for the Stage I – Concept Paper Submission:

- Cover Page – (1 Page Limit);
- Organization Overview – (2 Page Limit);
- Concept Paper – (6 Page Limit); and
- Appendix – (3-5 Page Limit – see below).

A full detailed cost application is **NOT** required with the Stage I – Concept Paper submission.

The concept paper should be in 11-point Times New Roman font, single-spaced and not in excess of the page limits as stated above for each section. Applicants may submit both the Microsoft Word (required) and PDF (optional) files. **All concept papers MUST be in English and submitted electronically via email.**

Note: If any sections of the submitted concept paper exceed the designated page limit, MCC reserves the right in its sole discretion to take any appropriate action, including, but not limited to, excluding the pages in excess of the limit and/or eliminating the applicant from consideration.

D.3.2. STAGE I – CONCEPT PAPER REQUIRED CONTENT

COVER PAGE (1 page limit) must contain the following information:

- i. Name and full address of applicant organization;
- ii. Project Title;
- iii. NOFO number (95332419N0001);
- iv. Partnership Opportunity Statement number and name (ref: [Section A.6](#));
- v. Data Universal Numbering System (DUNS) Number for the Prime;
- vi. Type of organization (e.g., for-profit, non-profit, etc.);
- vii. Point of Contact (name, position title, phone number, e-mail address);
- viii. Proposed place and period of performance;
- ix. Total budget estimate (direct and indirect), with breakdown of estimated Federal contribution and applicant cost share/matching contribution (*Note: Budget figures are only preliminary estimates at this stage*);
- x. List of proposed partners/consortium members including the contact person's name, address, phone and email; and
- xi. Signature, name and title of applicant's authorized representative.

ORGANIZATION OVERVIEW (no more than two (2) pages):

The Organization Overview should succinctly provide the following information about the Applicant:

- i. Introduction to the organization, its mission, structure, summary of relevant organizational experience, and qualifications of the Applicant (Prime) and proposed consortium partners (if any).
- ii. The organizational capacity, roles and responsibilities of the Applicant (Prime) and its partners to adequately manage and implement the Project with high quality and credibility; and
- iii. Applicant's consortium strategy, if applicable; and
- iv. Adherence to project local content requirements, if applicable to the specific opportunity statement.

CONCEPT PAPER (no more than six (6) pages):

The Applicant's vision for the project should be clearly described in the Concept Paper to enable MCC to distinguish the Applicant's suitability for this opportunity. The Concept Paper should therefore describe what would be done, expected target areas, and demonstrate that the Applicant has assembled a team well-suited to achieve the project outcomes within the envisioned timeline.

The Concept Paper must include:

- i. Concise title and objectives of proposed project, including the identification of country or countries of focus (if applicable).
- ii. Discussion of method of approach, amount of effort to be employed, and types of resources to be contributed by the respondent. If the Partnership Opportunity Statement has identified a compact-specific issue, then the concept paper should include a distinction between the components of the partnership that can be accomplished during the design and development

stage of a compact and the components that relate or extend to the compact implementation stage.

- iii. Brief discussion of how the proposed partnership activities will contribute to enhancing MCC's ability to design, oversee, and/or measure compact programs in light of MCC's mission of poverty reduction through economic growth; this should include options for how the partnership or its results will be sustained, incorporated or scaled upon termination of MCC co-funding.
- iv. Brief discussion of why the respondent considers the proposed partnership to be particularly appropriate to meet the objectives of MCC's partnership opportunity statement.
- v. Brief discussion of any elements of the partnership concept which the respondent considers to be unique, innovative, or unusual.
- vi. Discussion of the envisioned division of roles, level of effort, responsibilities and contributions between MCC and the prospective partner organization(s); this should also cover how risk within the partnership will be divided. Please identify particular roles or non-monetary contributions expected of MCC to meet the partnership objectives.
- vii. Proposed estimated budget, including anticipated cost share and potential leverage resources.
- viii. Proposed "public purpose" to be carried out by the recipient as a result of the partnership (ref: [2 CFR §200.24\(a\)](#)).
- ix. Any other support being requested by the respondent (e.g., funds, facilities, equipment, materials, personnel resources, etc.), based on the preliminary description of the project.

APPENDIX for STAGE I (no more than three (3) pages for an applicant *without* proposed subrecipients and five (5) pages for applications *with* subrecipients):

Relevant past performance and past experience information (for Prime and key sub-partner organizations). Applicants should provide at least three (3) past performance references for work over the last five (5) years on awards similar in nature or relevant to this award, preferably with U.S. government agencies, international development or donor institutions, international non-governmental organizations (NGOs) or the private sector.

The Government reserves the right to obtain information for use in the evaluation of past performance from any and all sources inside or outside the Government, including the references provided by the applicant.

The past performance information shall include the following matrix for each project submitted:

Award Number	Period of Performance (base and options)	Award Value
Technical POC		
Name	Email	Tel. Number
Contractual POC		
Name	Email	Tel. Number
Project Description:		
Relevant experience to partnership opportunity statement:		

Note: **Stage II – Co-Creation does not require the submission of any formal application documents. Therefore, the following sections continue with the formatting and content requirements for **Stage III – Application** submissions.*

D.4. STAGE III – TECHNICAL APPLICATION SUBMISSION FORMAT AND CONTENT (only for applicants specifically invited by MCC)

If the selection committee's review of the applicant's concept paper, and the ensuing co-creation discussions, result in a decision to request a full application, the Agreement Officer will inform the

selected applicant. The technical application should reflect the scope for the partnership as discussed and agreed upon during co-creation sessions between the applicant and MCC.

If MCC requests a full application, the Applicant shall furnish the information described in this section. Stage III – Application shall be submitted in two separate parts: (a) Technical Application, including past performance, and (b) Cost/Business Application. All Stage III – Application documents must be in English and submitted electronically via email as instructed in Sections D.1 and D.2 above.

DO NOT SUBMIT A FULL APPLICATION UNLESS SPECIFICALLY REQUESTED TO DO SO BY THE MCC AGREEMENT OFFICER.

D.4.1. STAGE III – TECHNICAL APPLICATION SUBMISSION FORMAT

The following are page limits associated with the technical application.

- Cover Page – (1 Page Limit).
- Executive Summary – (2 Page Limit).
- Technical Application – (10 Page Limit).
- Appendix (including past performance) – (30 Page Limit).

Any charts or tables included within the technical application sections will be considered against the page limits of those sections. The requirements for the technical application sections as described below are minimum requirements that must be included with the applicant's submission.

The Application should be in 11 point/Times New Roman font, single-spaced and not exceed the page limits as stated above for each application section. All required technical application documents must be submitted in both Microsoft Word (required) and PDF (optional) format.

DO NOT SUBMIT: Promotional literature and/or other materials regarding the Applicant as part of the technical appendices.

D.4.2 STAGE III – TECHNICAL APPLICATION REQUIRED SUBMISSION CONTENT

STAGE III – TECHNICAL APPLICATION COVER PAGE (1 Page Limit) must contain the following information:

- i. Name and full address of applicant organization;
- ii. Project Title;
- iii. NOFO Reference Number (95332419N0001);
- iv. Name and number of applicable Partnership Opportunity Statement (ref: Section A.6);
- v. Taxpayer Identification Number (TIN) (for U.S.-based Primes and sub-partners, if applicable);
- vi. Data Universal Numbering System (DUNS) Number for the Prime;³
- vii. Type of organization (e.g., for-profit, non-profit, etc.);
- viii. Point of Contact (name, position title, phone number, e-mail address);
- ix. Proposed place and period of performance;
- x. Total proposed budget (including direct and indirect expenses), with breakdown of proposed Federal contribution and applicant cost share/matching contribution;
- xi. List of proposed partners/consortium members including the contact person's name, address, phone and email; and
- xii. Signature, name and title of applicant's authorized representative.

³ Note that the Prime applicant must be registered and active in the System for Award Management (SAM) at the time of application submission; SAM registration can be a lengthy process and applicants are advised to allow sufficient lead time. SAM can be accessed at: <https://sam.gov/SAM/>.

STAGE III – TECHNICAL APPLICATION EXECUTIVE SUMMARY (2 Page Limit)

The executive summary must summarize the applicant's final proposed vision and technical approach to achieve project outcomes; list proposed target areas; highlight work plan milestones; and convey why the Applicant's proposed team is optimally suited to lead this innovative project.

STAGE III – TECHNICAL APPLICATION (10 Page Limit)

The technical application will be the most important factor for consideration in selection of the proposed Award. The technical application should be clear, complete and concise. The application should demonstrate the Applicant's capabilities and expertise with respect to the proposed Project and describe how the team proposes to achieve the Project's outcomes.

At a minimum, the application should include the components listed below:

1. Background/problem statement with expected impact
2. Explanation of partners and their expected roles, including financial and non-financial resources that will be brought to bear
3. Duration of activity and implementation schedule
4. Post-agreement phase out and/or sustainability plan
5. Proposed role of MCC and/or the in-country MCA (e.g., facilities, equipment, material, information, or personnel resources)
6. Key personnel and their contribution to the project
7. Anticipated risks and proposed mitigation strategies
8. Proposed financial management controls and systems

*LIST OF APPENDICES – STAGE III (Not included in the Technical Application page limit, but all appendix documents **when combined** are limited to a maximum of 30 pages.)*

1. Résumés for key personnel – not to exceed 3 pages for each résumé

Résumés must be in chronological order starting with most recent experience. Each résumé for the proposed Key Personnel positions (which should be clearly identified by the applicant) must be accompanied by a signed Letter of Commitment from the candidate (additional 1 page not included in 3 page limit) indicating his/her: (a) availability to serve in the stated position; (b) intention to serve for the full term of service (complete period of performance for the cooperative agreement); and (c) agreement to the compensation levels which correspond to the levels set forth in the cost application.

2. Staffing Plan

The applicant must submit an integrated staffing plan that lists all proposed positions and personnel under the Project; whether the position is full-time or part-time; and the planned person-months, days or hours each position will devote to the Project. In addition, the staffing plan must include an organizational chart that shows the structure and the relationships between positions.

While it is understood that the team may include personnel from both the Prime applicant organization and sub-partner organizations, the Applicant should demonstrate that the team is operationally integrated and works as *one* team, leveraging the respective organizational strengths and areas of expertise. The degree to which consortia have had prior opportunities to work together will be viewed favorably.

3. Organizational Qualifications and Management Plan

Management strategies and administrative approaches (e.g., plan, structure, policies and practices) proposed to accomplish the project requirements – including: (i) personnel, financial, and logistical

support; (ii) the role and level of effort for staff supporting these functions; and (iii) a realistic plan for monitoring the technical and financial activities and reporting on results. The merit of the management and administrative plan will also be reviewed to ensure cost-effectiveness and timely completion of planned activities.

4. Subrecipient Information and Letters of Intent (if applicable)

The applicant should list all proposed technical subrecipients and what role the partners have in relation to the program objectives. In addition, the consortium plan must include an organizational chart that shows the structure, governance and the relationships between prime and sub recipients.

Each subrecipient organization must provide a signed Letter of Commitment indicating the following information for each organization: (a) availability to participate in the potential program; (b) the length of participation as it relates to the program; and (c) agreement to the budget associated with each subrecipient set forth in the cost application. The letters need to briefly state the sub-awardee's role in the project.

5. Proposed initial approach to monitoring and evaluation (2-3 pages)

6. Final Team Relevant Past Performance and Past Experience Information (Applicant and Key Partner Organizations)

Applicants should provide at least three (3) past performance references for work over the last five (5) years on awards similar in nature or relevant to the proposed award, preferably with U.S. government agencies, international development or donor institutions, international non-governmental organizations (NGOs) or the private sector.

If subrecipients are proposed, the applications should also include at least two (2) past performances for the sub-awardees including references, per subrecipient, performed in the last five (5) years detailing work similar in nature to that which would be envisioned for this subrecipient under the technical application.

The Applicant must include the name, recent telephone number and email address of knowledgeable customer contacts. References from institutions that have characteristics similar to MCC are preferred.

The past performance information shall be provided in the following format:

Award Number	Period of Performance (base and options)	Award Value
Technical POC		
Name	Email	Tel. Number
Contractual POC		
Name	Email	Tel. Number
Project Description:		
Relevant experience to program description above		

MCC may contact references and use the past performance data regarding the organization, along with other information to evaluate the applicant's past performance. The Government reserves the right to obtain information for use in the evaluation of past performance from any and all sources inside or outside the Government.

D.5. STAGE III – BUSINESS/COST APPLICATION AND OTHER RELEVANT INFORMATION
(only for applicants invited by MCC)

The cost or business application is to be submitted under a separate cover from the Technical application. While there is no page limit for this portion, applicants are encouraged to be as concise as possible. While technical criteria are paramount, cost considerations may also be a determining factor for award.

The business/cost application must include a detailed budget with major line items and an accompanying detailed budget narrative with descriptions of what the major line item resources will be used for. Cost-share resources should be distinguished from other resource contributions, including leverage resource contributions.

D.5.1. BUSINESS/COST APPLICATION REQUIRED FORMAT

The required business/cost application documents must be submitted in PDF, Microsoft Excel and Word format as detailed below.

The following business/cost application documents are required as part of the full application submission:

- a. Standard Forms (SF-424 series) (PDF format);
- b. Detailed Line Item Budget (Microsoft Excel);
- c. Detailed Budget Narrative (Word);
- d. Information on Third-Party Leverage Funds/Resources, if applicable (Word);
- e. Other documentation as required and requested by the MCC AO.

D.5.2. STAGE II – BUSINESS/COST APPLICATION CONTENT

- a. Standard Forms (SF-424 series) (PDF format)

The business/cost application must include the following Standard Forms (SF-424 series):

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

These forms can be downloaded from the following website: <https://www.grants.gov/web/grants/forms/sf-424-individual-family.html>.

- b. Detailed Line Item Budget (Microsoft Excel)

An overall budget for the entire proposed award period of performance should be included in the cost/business application. This budget should provide, in detail to the individual line item, a breakdown of the costs anticipated, as well as a breakdown of the overall funding between the prime and any subrecipients (if applicable). The detailed budget must be submitted electronically as an unprotected Microsoft Excel document with open and linked formulas.

The Applicant is requested to submit an overall budget summary detailing costs by the main budget elements as well as linked detailed line item budget tabs broken out by project year. **The budget summary and yearly breakdowns must include the proposed cost share information in addition to the amounts anticipated to be funded by MCC;** additional information regarding the required Cost Share Contribution details can be found below.

- c. Detailed Budget Narrative (Word)

The Applicant must submit a detailed narrative by line item which explains in detail the basis for how the individual budget line item costs were derived. The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost

estimate. The narrative must be detailed enough to identify the purpose of every cost item proposed, as well as understanding the basis for the costs, to enable MCC to determine the cost as fair and reasonable.

Cost Share/Matching Contribution Details (information to be incorporated within items a-c)

Cost share contributions will be reviewed as part of MCC's cost review. Information regarding the proposed cost sharing resources must be included in the SF-424A, Budget Information – Non-construction Programs submission as well as the detailed line item budget and budget narrative.

The Applicant must indicate the amount and percentage of cost-sharing resources which they are proposing to mobilize over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. In the detailed line item budget, applicants must also provide a breakdown of the cost share (financial and in-kind contributions) from the prime applicant and any proposed subrecipients. The Applicant shall provide a detailed breakout of the sources of cost share/matching contributions. This is to ensure compliance to 2 CFR 200.306(b). Sufficient information should be provided to verify this regulatory requirement. Ultimately, the Prime Recipient is responsible for tracking and satisfying the appropriate cost share/matching requirement in accordance with type of organization noted in the paragraph below.

Applicants must identify separate detailed line items related to the applicant's portion of cost share included in the budget submission at/or above the minimum **25% cost share requirement for non-profit entities and 1:1 matching contribution requirement for for-profit entities** as detailed under [Section C.2. Cost Share or Matching](#).

The accompanying budget narrative shall also include sufficient details about the cost share resources contributed to the total cost of the agreement to the extent necessary to demonstrate the feasibility and applicability of the proposed contributions to the program.

To be accepted and allowable, all cost share contributions must be:

- Verifiable in the Recipient's records;
- Incurred or earned during the period of the award;
- Not used to meet cost share requirements of any other U.S. federal program;
- Necessary and reasonable for proper and efficient accomplishment of the program;
- Allowable under the applicable cost principles; and
- Non-U.S. federal funds.

d. Information on Third-Party Leverage Funds/Resources, if applicable (Word)

In accordance with [Section C.3. Leverage Funding](#), MCC encourages applicants to consider providing leverage *in addition to* cost share/matching. If an Applicant proposes leverage funds/resources as part of their application, they must submit a breakdown reflecting the composition and estimated value of the resources, as well as an explanation of how the resources are expected to contribute to the program objectives. To the extent that the third-party agreements have been confirmed/solidified at the time of application submission, this section must also include letters of commitment from the proposed third-party leverage sources.

e. Other documentation as required and requested by the Agreement Officer

The cost/business application for Stage III should also include **evidence of responsibility** that the MCC Agreement Officer can use to determine that the Applicant:

1. Has adequate financial resources or the ability to obtain such resources as required during the performance of the Agreement;

2. Has the ability to comply with the agreement conditions, taking into account all existing and currently prospective commitments of the applicant, non-governmental and governmental;
3. Has a satisfactory record of performance (only a brief discussion of this issue is required in the cost/business application since past performance is an evaluation factor – the applicant may wish to discuss any notable issues regarding its record of performance that were not discussed in the technical application);
4. Has a satisfactory record of integrity and business ethics; and
5. Is otherwise qualified and eligible to receive an assistance award under applicable laws and regulations.

After submission of applications, additional evidence of responsibility documents considered necessary in order for the Agreement Officer to make a determination of responsibility may be requested. Please note that a positive responsibility determination is a requirement for award, and all organizations may be subject to a pre-award survey to verify the information provided in their application and to substantiate the determination.

D.6. UNIQUE ENTITY IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (SAM)

At the time of Stage III – Application submission, each applicant is required to:

- Be registered in the U.S. Government's System for Award Management (SAM) before submitting its Stage III application (**Please allow several weeks for processing through SAM.GOV.**);
- Provide a valid Dun and Bradstreet Number (DUNS) in the full application and in the cost application (SF-424); and
- Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application under consideration by a Federal awarding agency. To obtain information regarding the preceding, see the respective links: <https://sam.gov/SAM/> and <http://www.dnb.com>.

MCC will not make an award to an applicant that does not comply with all applicable DUNS and SAM requirements. If an applicant has not fully complied with the requirements by the time the Federal awarding agency is ready to make an award, the agency may determine the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

All applicants must be registered in SAM at the time of the Stage III – Application submission.

D.7. FUNDING RESTRICTIONS

All reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement and are in accordance with applicable cost principles under [2 CFR 200 Subpart E. Cost Principles](#) may be paid under the anticipated award. Funding approved under this agreement shall be strictly used for the implementation of the agreement as approved. Award recipients will be reimbursed only for costs that benefit the program description and which are allocable, allowable and reasonable.

E. APPLICATION REVIEW INFORMATION

E.1. APPLICATION EVALUATION REVIEW PROCESS

As noted above under [Section D. Application and Submission Information](#), applications received under this NOFO will be evaluated in a multi-stage application review process:

- Stage I: Concept Paper submission;
- Stage II: Co-Creation Discussions;
- Stage III: Complete Application; and
- Stage IV: Award

Applicants will first submit a concept paper (Stage I). If the concept paper passes the initial merit evaluation, applicants will be notified in writing to participate in co-creation discussions (Stage II). After co-creation discussions are concluded, the applicants may be invited by MCC to submit a full application under Stage III, which may result in an award (Stage IV) after receipt, review, evaluation and negotiation of the submitted application documents. A decision not to fund an application may occur at any phase of the evaluation process.

E.2. MERIT REVIEW CRITERIA

Each Application submitted in response to this NOFO for Phases I and III will be evaluated in accordance with the merit review criteria described in this section.

E.2.1. STAGE I – CONCEPT PAPER MERIT REVIEW CRITERIA:

For the Stage I – Concept Paper review process, concept paper submissions will be evaluated on a pass/fail basis based on the merit review criteria provided below:

Factor #1: Strategic Fit

- a) Demonstrated strategic fit and consistency with MCC Compact, Threshold, or agency objectives and goals as described in the opportunity statement.
- b) Does the proposed concept describe an activity that is likely to yield benefits to the public in the proposed country or countries of focus, or across all of MCC's program portfolio (i.e., does the proposed concept serve a public purpose)?

Factor #2: Technical Approach

- a) The degree to which the proposed technical approach and methodology can reasonably be expected to produce the intended outcomes.
- b) Level of innovation and creativity in the proposed program design and implementation.

Factor #3 Organizational Capacity/Past Performance

- a) Past experience relevant to the proposed Partnership Opportunity Statement.
- b) The applicant and subrecipients/partners have demonstrated organizational experience, and bring resources and expertise to successfully conduct and manage the project.

After the MCC selection committee reviews the Stage I – Concept Paper submissions, a pass/fail determination will be made on each Concept Paper. Best efforts will be made to notify applicants of the MCC's decision regarding their Concept Paper within 90 days of receipt.

E.2.2 STAGE III – FULL APPLICATION (BY MCC INVITATION ONLY) MERIT REVIEW CRITERIA:

Technical applications will be evaluated on an adjectival rating scale based on the following merit review criteria:

Factor #1: Professional qualifications and experience of the proposed integrated team

- a) Soundness and adequacy of the overall integrated staffing plan and allocation of responsibilities for key personnel to effectively and efficiently achieve partnership objectives. Visual organogram presents clear, lean and responsive organizational/partnership staffing structures to support the approach. The roles, responsibilities, forms of collaboration and lines of authority on the project team and between any sub-partners are clearly articulated.
- b) Proposed personnel qualifications and experience are clearly identified and demonstrate an ability to effectively manage the project and provide an adequate level of quality control. The proposed Key Personnel have the experience, expertise and skill sets to effectively execute their roles and responsibilities, which are relevant and appropriate for the proposed partnership approach.

Factor #2: Strategy and Technical Approach

- a) Level of innovation and creativity in the proposed program design and implementation approach.
- b) Extent to which the proposed strategy and technical approach maximizes potential outcomes related to the objectives of MCC's Partnership Opportunity Statement.
- c) Effectiveness of proposed timeline and approach to ensuring sustainability beyond the project end date.
- d) Feasibility of proposed MCC/MCA involvement in project implementation.
- e) Adequacy of proposed mitigation strategies for identified risks.

Factor #3: Past Performance of Proposed Team

Demonstrated track record of high quality performance, cost control, timeliness, and customer/donor/partner satisfaction on relevant previous projects.

E.3. COST EVALUATION (STAGE III ONLY)

While cost is generally less important than technical and is not a weighted evaluation factor, the cost applications of apparently successful applicants will be evaluated for cost effectiveness and cost realism, including the level of proposed cost share. Other considerations are the completeness of the application, adequacy of budget detail and consistency with elements of the technical application. In addition, the applicant must demonstrate adequate financial and management capability to be eligible for a responsibility determination.

All technical merit criteria being substantially equal, an applicant that offers greater cost share and/or leverage resources will be preferred for award.

E.3.1 EVALUATION FOR COST EFFECTIVENESS AND COST REALISM

MCC will review the cost/business application(s) of apparently successful Applicant(s) for Stage III for cost effectiveness (e.g., proposed budget versus proposed scope; proposed Federal versus non-Federal resources; etc.) and cost realism, as well as the following factors:

- 1. Allowability of Costs (2 CFR §200.403)
- 2. Reasonable Costs (2 CFR §200.404)
- 3. Allocable Costs (2 CFR §200.405)
- 4. Demonstration of financial and management capability to meet a responsibility determination.

E.4. ADDITIONAL CONSIDERATIONS FOR AWARD (STAGES I AND III)

During Stages I Concept Paper Merit Review and III Full Application Merit Review, the MCC Selection Committee will make recommendations to the Agreement Officer based on the merit review criteria at Section E.2 and the associated technical rankings. The Agreement Officer shall award in accordance with the rank technical order unless the application is justified to be selected out of rank order based on one or more of the following factors:

1. Availability of funding;
2. The amount/level of resource contributed by the recipient;
3. Duplicity of effort under a different program, contract, or assistance award;
4. Sustainability; and/or
5. Other program policy factors:
 - a. Alignment with MCC Compact, Threshold, or agency objectives;
 - b. Impact on beneficiaries, e.g. the public, MCC, MCA, etc.;
 - c. Timing of the award performance;
 - d. Ability of the applicant to meet the applicable requirements; and/or
 - e. Logistical concerns.

F. FEDERAL AWARD ADMINISTRATION INFORMATION

F.1. AWARD NOTICES

MCC will publish the names and points of contact for all organizations that submit Concept Papers in the APS section of the “Partner With Us” page of mcc.gov (www.mcc.gov/work-with-us/partnerships). MCC will also publish the names and points of contact for all organizations that are invited to Stage II: Co-Creation.

Best efforts will be made to notify applicants of MCC’s go/no-go decision within 90 days of receipt and evaluation of compliantly submitted *Stage I – Concept Papers*. Likewise, best efforts will be made to notify applicants under *Stage III – Application* of MCC’s decision within 90 days of receipt and review of their application submission.

F.2. QUESTION SUBMISSIONS

E-mails with questions must reference: 1) the organization’s name; and 2) the NOFO number and Opportunity Statement in the subject line of the e-mail. The submitting organization’s name, address and phone number must be included in the body of the e-mail.

Questions regarding this NOFO must be submitted in writing as outlined in [Section D.1](#) **within two weeks (14 days) of posting for each opportunity statement** (e.g., if an opportunity statement is posted on March 13, 2019, questions related to that project are due by 11:59pm on March 27, 2019). MCC will not pre-screen concept ideas or engage in pre-application discussions regarding whether a project might be a good fit; instead, applicants may ask general questions about MCC’s vision for a particular opportunity statement to help the applicant determine whether to submit a concept paper.

F.3. PRE-AWARD RESPONSIBILITY DETERMINATION AND RISK ASSESSMENT

For organizations that are new to working with the USG and MCC and/or for organizations with outstanding audit findings, MCC may perform a pre-award survey (for Stage III only) to assess the applicant’s management and financial capabilities. In addition, MCC will conduct a risk assessment of apparently successful applicants in accordance with 2 CFR §200.205 Federal awarding agency review of risk posed by applicants.

Upon consideration for award or during the discussions leading to an award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to make an affirmative or negative determination of responsibility.

Pursuant to [2 CFR §200.205 – Federal Awarding Agency Review of Risk Posed by Applicants](#) the following pre-award risk factors will be considered:

- Financial stability
- Quality of management systems
- History of performance
- Audit findings
- Ability to effectively implement the statutory, regulatory, and other requirements of federal awards

In accordance with 2 CFR §180.335 and 2 CFR §180.350, before entering into an agreement with the USG (and at any time *after* entering into an agreement, if circumstance change), the applicant must notify MCC if they know that they or any of their principals under the agreement:

- (a) Are presently excluded or disqualified [from doing business with the USG];

- (b) Have been convicted within the preceding three years of any of the offenses listed in §180.800(a) or had a civil judgment rendered against you for one of those offenses within that time period;
- (c) Are presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses listed in §180.800(a); or
- (d) Have had one or more public transactions (Federal, State, or local) terminated within the preceding three years for cause or default.

F.4. AWARD ADMINISTRATION

This NOFO includes in full text MCC's Standard Assistance Provisions, which will be applicable to awards issued under this announcement, as an annex for potential applicants to review prior to submitting applications for award. All awards under this NOFO will be administered by the cognizant AO for MCC and MCC's Standard Assistance Provisions will apply, unless otherwise negotiated prior to award.

In addition to the award Schedule and Program Description drafted and negotiated based on the Stage III technical and cost applications, all awards resulting from this APS will incorporate MCC's Standard Assistance Provisions (negotiated as applicable). Some awards may also incorporate specific requirements that recipients will need to comply with. These additional award-specific requirements will be identified in the award as "special award conditions."

F.5. PROGRAM INCOME

Program Income, per 2 CFR §200.80, is gross income earned by the non-Federal entity that is directly generated by a supported activity or earned as a result of the Federal award during the period of performance. Program income requirements will be subject to [2 CFR §200.307](#).

F.6. BRANDING AND MARKING

All awards issued under this NOFO will be held to MCC's "**Provision on Public Communications and Publications under MCC-Funded Agreements**," as detailed in MCC's Standard Assistance Provisions found under Annex A of this NOFO.

F.7. REPORTING

Award recipients will be required to submit reporting documents in accordance with the program description and award outcomes discussed during co-creation and finalized during award negotiations. Financial reporting will be in accordance with the requirements stated in the award document.

The required reports may include, but are not limited to the following:

- An annual work plan inclusive of a monitoring and evaluation plan (M&E);
- Quarterly progress-to-date reports;
- Required federal quarterly financial reports;
- Detailed annual reports; and
- A final end-of-program report.

The work plan should be aligned with the goals of the recipient's program description and clearly map to the expected results. The recipient must submit the required reports in accordance with the requirements set forth in the final negotiated award. The timing, format and other instructions for any applicable award reports will be codified in the award document and reviewed with the recipient at the time of award.

Any federal award issued under this NOFO with a Federal share over \$500,000 over the period of performance is required to adhere to the post award reporting requirements detailed under [2 CFR 200 Appendix XII – Award Terms And Conditions For Recipient Integrity And Performance Matters](#).

G. FEDERAL AGENCY POINTS OF CONTACT

G.1. EMAIL ADDRESS FOR QUESTIONS AND APPLICATION SUBMISSIONS

All questions, concept papers, applications and other related documents under this NOFO must be submitted electronically to the following email address: apspartnerships@mcc.gov.

G.2. MCC APS POINTS OF CONTACT (POCs)

G.2.1. AGREEMENT OFFICERS (AO) FOR AWARDS RESULTING FROM THIS APS:

Jacqueline Naranjo
Agreement Officer
1099 14th Street NW, Suite 700
Washington, DC 20005
Email: naranjoj@mcc.gov
(202) 521-2692

Taylor J. Wolf
Agreement Officer
1099 14th Street NW, Suite 700
Washington, DC 20005
Email: wolftj@mcc.gov
(202) 521-4078

Andrew E. Lee
Agreement Officer
1099 14th Street NW, Suite 700
Washington, DC 20005
Email: leeae@mcc.gov
(202) 521-3669

G.2.2. AGREEMENT SPECIALIST POCs FOR ALL SUBMISSIONS FOR THIS NOFO:

Yembeka Kapakasa
Agreement Specialist
1099 14th Street NW, Suite 700
Washington, DC 20005
E-mail: kapakasay@mcc.gov
(202) 772-6600

H. OTHER INFORMATION

H.1. BACKGROUND INFORMATION REGARDING ANNUAL PROGRAM STATEMENTS AT MCC

On November 9, 2017 MCC issued an Annual Program Statement (APS) on Grants.gov under Notice of Funding Opportunity (NOFO) No. 95332418N0002 for a period of one-year. This initial APS closed on November 8, 2018. It included six partnership opportunity statements in the original announcement, with the addition of three more added over the course of the year. The initial APS was intended to be utilized to award grants or cooperative agreements in each of the technical areas to organizations that offered promising partnership opportunities.

The APS partnership program is sponsored by MCC's Office of Strategic Partnerships (OSP) and managed/facilitated by MCC's Contracts and Grants Management (CGM) division. To date, MCC has received over 50+ Concept Papers from external organizations and launched eight (8) partnerships via assistance awards issued under NOFO No. 95332418N0002. In total, over \$4.5 million of Federal funds have been awarded under the previous NOFO.

H.2. KEY WEBSITES, APPLICABLE REFERENCES AND REGULATIONS

MCC Partner With Us Page:

<https://www.mcc.gov/work-with-us/partnerships>

US Assistance Regulation:

[2 CFR §200 UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS](#) is a set of authoritative rules and regulations about federal grants from the Office of Management and Budget (OMB).

Grants.gov SF-424 Forms Page:

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

SF-270 Request for Advance or Reimbursement and SF-425 Federal Financial Report Downloads:

<https://www.grants.gov/web/grants/forms/post-award-reporting-forms.html>

Data Universal Numbering System (DUNS):

<http://www.dnb.com>

System for Award Management (SAM):

<https://www.sam.gov/SAM/>

H.3. REVIEW OF APPLICATION MATERIALS BY EXTERNAL PARTIES

Based on the nature of the applicable opportunity statement, it may become necessary/appropriate during the course of the evaluation process to share an applicant's concept paper and/or full application with MCC's country-level counterparts (i.e., MCA employees and/or contractors). It should be noted that these individuals are neither USG employees, nor personal services contractors (PSCs) contracted by MCC. As such, MCC does not request/require these external parties to sign confidentiality agreements given that MCC cannot enforce them.

Applicants must clearly note **on the cover page of their concept papers and/or applications** if they object to MCC's sharing of their application materials with these outside parties. In the absence of such a statement on the cover page of the submission, MCC will assume that the applicant has no objection to the sharing of their application materials with MCC's in-country counterparts on a need-to-know basis.

H.4. DISCLAIMERS TO APPLICANTS

- a. The MCC Agreement Officer is the only authorized individual to obligate USG funds.
- b. The issuance of this APS does not constitute an award or commitment on the part of MCC, nor does it commit MCC to pay for costs incurred in the preparation and submission of a concept paper or application, or to participate in co-creation discussions. MCC reserves the right to fund any or none of the applications submitted.
- c. It is the applicant's responsibility to identify proprietary information included in their application submission which requires protection.

H.5. CLOSED PARTNERSHIP OPPORTUNITY STATEMENTS *(not currently open for applications)*

H.5.1 PARTNERSHIP OPPORTUNITY STATEMENT #1

Empowering African Women through Data Skills Concept Paper Due Date: CLOSED

A key priority for MCC is to advance the standing, inclusion and economic prospects for women in partner countries. Because of historical and cultural inequities, however, technology and its benefits skew away from providing opportunities for women. In alignment with MCC's priority, the MCC-PEPFAR Partnership (working as Data Collaboratives for Local Impact, DCLI) has focused on methods to spur the development of technical and practical capabilities of women to analyze and use data, as well as advocating for the availability of better data about women, their circumstances, and their economic contributions.

As seen in the recently-published letter by Bill and Melinda Gates, for the world's marginalized women, digital connectivity, access to, and use of information can transform women's lives. In addition, by 2040, it is estimated that 90 percent of jobs globally will require some level of data use and there are at least 30 percent fewer women with such skills in the world. There is therefore a growing interest from private-sector firms, NGOs and multi-lateral organizations to cultivate greater participation of women in data analytics, visualization and data science. Data use can help empower women economically by enabling them to make better decisions – and by preparing them with skills that are increasingly needed in the global digital economy.

MCC is looking for co-funders and consortia to blend resources and work jointly on the enabling the use of data by and for women's empowerment in partner countries, and initially in Cote d'Ivoire and Lesotho. The "use of data" in this context pertains to a broad spectrum of activities from simple numeracy and data literacy to data preparation, visualization, and complex data analytics and data science, irrespective of sectors since the tools and methods to process and analyze data at each level are transferable. Examples of constraints that need to be addressed for more women to join the data revolution include: insufficient access by women to digital tools and platforms (cell phones, computers, internet), insufficient access to different categories of training, certification program and/or specialized degree-granting programs to mainstream data and tech use – and last but not least, concerted efforts to support female role models at every level so that young girls take an interest in numeracy, coding, programming, statistics, and data science.

While different ideas are welcome, this opportunity statement is a mechanism by which MCC and the DCLI program can contribute to or match resources to augment women's economic empowerment through access to and use of data. One specific need is in Cote d'Ivoire, where DCLI's partner, Sejen-CI, is working on extending the use of data science to women and youth with whom to design and launch an annual convening ("Women in Data Science" conference) of female practitioners engaged in data analytics and data science. It is intended as means to spur interest in this field, enable networking and encourage youth to pursue degrees and training in data analytics, statistics and data science. Another area of need is in Lesotho, where MCC is in the process of developing a compact and where there is an

interest in partners who can contribute to testing approaches to women's economic empowerment through digital financial inclusion.

Partnerships would be based upon mutual contribution and benefit, while also seeking to leverage third-party funds and/or capabilities. In particular, partners that can contribute the following will be of interest:

- Funders (foundations, governments, or other development organizations) that have an interest in building the skills that women will need to access jobs or to use data generally or in specific sectors; and which may be willing to contribute technical expertise or scaling grants toward this effort.
- Private-sector companies or academic / research institutions which have resources or capabilities to contribute to expanding opportunities for women in Africa through data, and tech skills - and which are willing to support the development of these capabilities through contributions of grants, equipment and/or tools.
- Governments, private-sector companies, NGOs, or consortia which can make available significant data sets, or which have innovative or advanced processing or analytical capabilities.

MCC, as a partner, has the potential to provide seed funding, to be augmented or matched by partner organizations; to share innovations and small scale efforts that are in need of scaling; to provide expertise in gender-related analyses; and to manage political and cultural connections with partner countries. MCC will be interested to evaluate and launch partnerships for the empowerment of women in the 2019 calendar year and beyond.

H.5.2. PARTNERSHIP OPPORTUNITY STATEMENT #2

Environmental Economics Partnership **Concept Paper Due Date: CLOSED**

The Millennium Challenge Corporation (MCC) is seeking a partnership to enhance analytical capabilities in various subfields of environmental and natural resource economics, including water resources, natural resource accounting, and climate change. The wide array of research findings, experiential knowledge, and analytical and empirical tools in these subject matter areas has expanded dramatically in recent years. Such resources include geospatial data, analytical frameworks and models, computing and communications technologies, and algorithms.

MCC's investments in its partner countries have included infrastructure, water resource development, sanitation, and agricultural enhancement projects. In addition to such investments, MCC also supports its partners with institutional and policy reforms to achieve more efficient resource use. Given the types of projects and reforms in which MCC commonly invests, MCC wishes to partner to more effectively access cross-disciplinary advances in modeling climate impacts and ecosystems services benefits. MCC seeks, moreover, to more systematically integrate these considerations in the agency's project assessment methods and economic analyses while contributing to the broader advancement of environmental economics in international development.

Illustrative areas in which MCC seeks a technical partner or set of partners include the following:

- Approaches to incorporating climate change and variability into cost-benefit analysis (CBA), including modeling of potential changes in both mean conditions and extreme events, conceptualizing and quantifying country-level co-benefits of climate change mitigation measures, economic valuation of resilience-enhancing investments, and the use of sensitivity analysis to characterize and assess outcomes of extreme events;
- Frameworks and data to integrate alternative approaches to environmental accounting into project design and cost-benefit analysis (CBA), potentially including cost and benefit flows from impacts on natural capital and ecosystem services; the underlying natural science phenomena and biogeophysical data that underlie many social science questions in these subject areas may also be of interest in the context of integrated and cross-disciplinary modeling frameworks;

- Frameworks for valuing and weighing tradeoffs among alternative uses of water for productive and household uses; and
- Economic analysis to support decision making under uncertainty and risk, including insights from the behavioral sciences on conceptualizing, communicating, and managing risks.

MCC seeks partners having social and natural science expertise that may be tailored and applied to problems such as those above. We are particularly interested in working with nongovernmental organizations, academic institutions, development assistance agencies, or firms working on similar international development challenges who can bring to the challenges expertise and knowledge in aspects of environmental economics and convene a range of other actors to develop viable tools.

A partnership is best-suited as a foundation for this collaboration for the following reasons:

- Typical problems in this area present a high level of complexity and ambiguity; the causal logic connecting these problems with their root causes tends to only gradually become apparent in the course of MCC's engagement with the partners and the shared project context.
- The volatile and unpredictable environments in which MCC works require flexibility in approach and action, including the ability to draw on diverse types of expertise.
- Environmental economics is a relatively young and evolving field in which diverse actors possess specialized expertise and modeling experience; significant advances might be achieved through cross-learning and collaboration on shared projects.

These features necessitate an agile approach to the collaboration offered by a partnership, under which various actors bring diverse resources and expertise and co-design and co-implement a shared effort.

MCC would bring to such partnership use cases for designing and implementing cost-effective projects using evidence-based approaches; complementary skills, knowledge, and expertise in planning and implementing development assistance; access to project sites, implementing partners, other relevant contacts, data, and co-funding. MCC's roles may include participation in problem identification and analysis, research design, planning and execution of fieldwork (including data collection), data analysis, and drafting and presenting results for target countries and other development actors.

In the context of a particular problem or issue, MCC would collaborate with potential partner(s) to develop work plans and identify specific outputs for use by MCC and its country partners or for the broader development community. Such outputs may primarily inform selection, design, or implementation of a particular project within a partner country or, alternatively, aim to develop or adapt more broadly-applicable analytical frameworks, models, and methods for application to a range of current and future MCC investments.

The following MCC partner countries are of particular interest as potential settings in which to develop, test, and apply frameworks and models:

- In **Tunisia**, MCC is seeking to refine its approaches to incorporating climate change into cost-benefit analysis (CBA), conceptualizing and quantifying country-level co-benefits of climate change mitigation measures, and using sensitivity analysis to characterize and assess outcomes of extreme events. Additionally, MCC is aiming to quantify the economic benefits of reducing groundwater overexploitation. Beyond country-level insights, this work may also advance understanding and practice in select subfields of environmental and natural resource economics.
- **Lesotho** is in the early stages of developing a compact with MCC, including an Integrated Land and Catchment Management Project. This Project includes quantifying benefit streams associated with maintaining ecosystem services in the catchments, evaluating trade-offs with different development scenarios in the catchment given the projected impact of climate change, and ultimately, evaluating the potential for ecosystems services payments to be self-sustaining.
- In **Mongolia**, the potential for climate change to increase water scarcity is likely to affect groundwater recharge rates and surface water flows. MCC wishes to better understand the implications of these changes for the operation and sustainability of its planned investments in wells and a wastewater recycling facility.

- **Nepal** is using geospatial information systems to identify and analyze the land-use trade-offs entailed in planning rights-of-way for power transmission lines. The investment analysis needs to balance costs and benefits, appropriately accounting for environmental/ecosystem impacts and potentially sensitive social needs.

The anticipated timeframe for the partnership(s) is three years with the potential for extension up to a maximum of five years total.

H.5.3. PARTNERSHIP OPPORTUNITY STATEMENT #3

Women's Entrepreneurship Partnerships Concept Paper Due Date: CLOSED

Women's economic empowerment leads to healthier economies, increased household incomes, and a more dynamic business environment. MCC's Gender Policy, first adopted in 2006, recognizes the contributions that gender equality can make to achieving MCC's mission to reduce poverty through economic growth. MCC has a corporate priority around women's economic empowerment, which includes a focus on entrepreneurship and financial inclusion. MCC is currently developing compacts in Lesotho, Tunisia and Timor-Leste. All three have identified barriers to women's economic empowerment and seek to promote sustainable women's entrepreneurship as part of their approach to promoting economic growth and poverty reduction.

Women face multiple, inter-related constraints in starting and growing businesses, and successful interventions may need to address barriers ranging from human capital and financial capital, to laws and markets, to socio-cultural and psycho-social factors. Evaluations have shown how different factors are of greater or lesser importance or interact in different ways in different countries. They have also shown that approaches to promoting entrepreneurship and financial inclusion have succeeded or failed depending upon components and contexts.

MCC seeks partners interested in working with us to help MCC successfully and sustainably address the barriers to women's (and ideally youth) entrepreneurship and sustainable business growth in compact countries, starting with Lesotho, Tunisia and Timor-Leste. In these countries, MCC has or will have initial analysis on barriers to women's (and ideally youth) entrepreneurship, and some additional analytical work could be needed. In Lesotho and Timor-Leste, the focus is on micro, small and medium enterprises (MSMEs), including existing enterprises and start-ups with potential. In Tunisia, the focus is on helping growth-oriented entrepreneurs scale their businesses.

MCC would like to work in partnership to adapt and test models and tools in Lesotho, Timor-Leste and potentially Tunisia, contributing to MCC's due diligence in the development of interventions. MCC is interested in testing options for interventions that could, through subsequent activity, be scaled up and evaluated at a later stage of the compact. Ideally, impact evaluation planning would also be part of this due diligence work so that the work can contribute to a broader learning agenda. This might include economic analysis to estimate ex-ante and ex-poste the benefits to individuals and households from interventions. MCC would then be interested in using this experience to refine the framework, tools, etc. for countries beyond the three included here.

Interventions of interest to be considered by partners and MCC may include training, mentoring, coaching, and acceleration programs, financial inclusion, and other approaches that respond to the contexts and address policy and institutional constraints to women's entrepreneurship. MCC is looking for partners with a strong record of clearly demonstrated, rigorous experience in this field, including not only analytical work but also strong business tools and models and demonstrated successful project development and implementation experience.

MCC is interested in partners who can bring an evidence-based framework, strategies, operational tools, proven implementation tools and approaches and methodologies and work with MCC to apply or adapt

them to the MCC model and context, resulting in strong programmatic approaches and evaluations. For partners, this is an opportunity to apply approaches and ideas to address critical issues in MCC countries.

MCC expects to work collaboratively and co-creatively with qualified applicants to co-design partnership activities that leverage the unique capabilities of each organization and that achieve outcomes around aligned goals. Applicants may address one or more of the themes cited above in their applications. The partnership duration will be determined in co-creation but is anticipated for a period of one year.

H.5.4. PARTNERSHIP OPPORTUNITY STATEMENT #4

Collaborative for Data Science in Africa Concept Paper Due Date: CLOSED

MCC program experience (in Cote d'Ivoire, Lesotho, and Togo, amongst others) and our partnership with PEPFAR (working as Data Collaboratives for Local Impact, DCLI) continue to show that there are insufficient data skills and an insufficient data culture to support a healthy data ecosystem in many of our partner countries. This constraint limits the potential for greater country participation in decision-making in the development, implementation and sustainability of our investments. Nonetheless, there are signs of progress:

- In Cote d'Ivoire, the local National Statistics School (ENSEA), ORANGE and the Ivorian Polytechnic Institute (INPHB) developed a Master's degree in Data Science and an MCC-PEPFAR DCLI Investment in data fellows with our partners Sejen CI and Des Chiffres et des Jeunes are creating a center of capacity building in data science.
- In Tanzania, DCLI investments have led to the establishment the Tanzania Data Lab, a Tanzanian NGO that is building the capacity to analyze, visualize and use data for development; the Lab has also partnered with the University of Dar es Salaam and the University of Virginia Data Science Institute to launch a Master's in Data Science.
- In Kenya, efforts are underway to launch a hub for virtual data use training.

There is an urgent need to connect these emerging efforts to empower country-based stakeholders to become greater protagonists in their own development through the use of data for decision-making at all levels. At the same time, these efforts could greatly benefit from financial, technical and organizational contributions of organizations, companies or academic institutions involved in building data cultures and data science skills in the United States and/or globally.

MCC is looking for partners that would be interested in enabling greater collaboration among emerging data science training efforts and centers in Africa, such as the Tanzania Data Lab, the Sejen Virtual Lab in Cote d'Ivoire, a similar such center being considered in Lesotho, and the Kenyan data hub amongst others. Specifically, the partnership would seek to leverage third-party funds, resources of intangible value and/or capabilities to support collaboration amongst these centers of data skill-building, standardize the technology (systems, telepresence capabilities) approaches and/or curriculum to help optimize cost and efficiency of training, scale these efforts by supporting or seeding additional locations of data skill-building in strategic locations, and ensure social inclusion. As data supply, technology, mobile assets continue to increase, this partnership would provide a much needed coordination and scaling of efforts to build a data culture and data science skills in Africa. Specifically, the following kinds of partners would be of greater interest:

- 1) Academic institution with significant data science programs and seeking to support (in-kind, expertise and/or funding) the establishment of data science training in Africa.
- 2) Private sector IT and/or technology companies seeking to expand business in Africa as part of longer term strategy; and therefore willing to support (through funding, equipment and/or technical expertise) efforts to build country-based or regional data culture and skills.
- 3) Foundations or NGOs interested in contributing grants to connect and scale ongoing efforts to empower youth through education in data science as a means of preparing them for opportunities of the future.

Ideally, MCC would want to launch this partnership in the 2019 calendar year. This partnership is one of the several sustainability strategies of the DCLI program – but would also (through its regional effort to build data science skills among key stakeholders in Africa) contribute to sustaining MCC program efforts in partner countries in the region, particularly where those involve building greater use of data for decision making (e.g. Cote d'Ivoire, Lesotho, Togo).

The partnership duration will be determined in co-creation but is anticipated for a period of year.

H.5.5. PARTNERSHIP OPPORTUNITY STATEMENT #5

Geospatial and Earth-Observation Analyses for Africa Concept Paper Due Date: CLOSED

Rapidly improving capabilities to process and analyze geospatial and earth-observation data, coupled with opening of significant data sets, have set the stage for important advancements in the use of this data for making better development decisions and driving economic outcomes. MCC has the opportunity to participate in these advancements and to use them to enhance its work by being open to partnering with those already working in this space, and to providing some co-funding for these opportunities.

Time-series earth-observation analyses are most beneficial to environmental and readily-observable situations. For MCC, this includes areas such as agriculture, land management, roads and other transportation networks, and water and integrated catchment management. Compact development and project implementation decisions, as well as monitoring and evaluation of these activities, could all be well-served, and potentially revolutionized, through use of these new data sets and processing methods. Working with partner country counterparts to understand the results of data analyses, and the related environmental and social impacts, presents the potential for greater participation in decision making. Executing on a priority of improving data use in partner countries, and informed by its already-established connections through the MCC-PEPFAR Partnership (working as Data Collaboratives for Local Impact, DCLI), MCC would like to establish one or more partnerships to improve innovative use of earth-observation and geospatial data to support priorities in African partner countries such as Cote d'Ivoire or Lesotho.

MCC is interested in collaborating with partners to put to use earth-observation and geospatial data sets, as a way to innovate the methods used by the agency and its partner countries. These partnerships would be based upon mutual contribution and benefit. In particular, partners that can contribute the following will be of interest:

- Governments, private-sector companies, NGOs, or consortia which can make available significant data sets, or which have innovative or advanced processing or analytical capabilities.
- Private-sector companies or academic / research institutions which may be interested to expand their reach in Africa as part of a longer-term strategy, and which are therefore willing to support the development of partner-country capabilities in earth-observation or geospatial analysis.
- Foundations, governments, or other development organizations which have an interest in either the greater use of geospatial or earth-observation data; or in potentially-affected development sectors; and which may be willing to contribute facilitation or scaling grants toward this effort.

MCC, as a partner, has the potential to provide some funding, to be augmented or matched by partner organizations; to put new technologies or methods to use in decision-making for development projects; and to manage political and cultural connections with partner countries.

MCC will be interested to evaluate and launch geospatial and earth-observation partnerships in the 2019 calendar year. These partnerships can contribute to enhancing the way MCC partner countries develop, implement, monitor and evaluate projects, based on improved analytical information.

H.5.6. PARTNERSHIP OPPORTUNITY STATEMENT #6

Strengthening Evidence and Economic Modeling Partnership Concept Paper Due Date: CLOSED

MCC faces a demanding, yet opportune challenge: In order to effectively implement its core methodology – evidence-driven decision making – it must continually absorb and apply a burgeoning body of external evaluation and scientific evidence to inform and improve its investment decisions. MCC is recognized for its analytic rigor and the quality and adaptability of its program development around the use of rigorous evidence-driven design and decision making. This has been a key factor in generating bipartisan political support and in building a strong reputation among other development agencies and think tanks engaged in international development. The question ‘What works in economic development’ is a constant quest of the agency. MCC allocates 3% to 5% of compact funding to M&E and is committed to remaining current and innovative in the field.

However, since MCC’s founding, the global practice of rigorous program evaluation has expanded dramatically, both in terms of enhanced evaluation methods and data collection modalities, and in terms of the generalizable evidence that can and should inform MCC’s investment decisions. Since MCC’s small size limits its internal capacity to keep abreast of and internalize these rapidly evolving external developments, it must continually partner with organizations that are actively expanding the frontiers of the practical knowledge and the professional literature and use these partnerships to take stock of cross-cutting work drawn from evaluations, research and contexts well beyond MCC’s immediate field of focus. Partnering with one or more leading institutions to provide real-time engagement on available evidence and expertise (such as systematic reviews, compilation of relevant literature, application of new, but proven analytic tools and evidence, as well as ongoing engagement with thought leaders in the field) and drawing on such a partnership to gain access to an international network of experts in evaluation and applied development economics, will serve to raise the quality and quantity of evidence used to inform MCC’s evaluation and investment practices in a low cost effective manner. Such a partnership with these experts is critical to ensure that economic modelling, project design, and evaluation approaches remain at the cutting edge of development science and help to sustain MCC’s strong reputation for high quality, evidence-driven decision making.

The partnership has multiple aims, corresponding to the multiple uses of evidence in MCC:

- Develop a low-cost and demand-driven pathway for evaluators and economists to access available repositories of rigorous impact evaluation and related scientific evidence.
- Potentially support development of new, systematic reviews (synthesis of existing rigorous, attributable evidence on impact) of interventions for which MCC is considering or implementing development interventions.
- Support for specific initiative to compile systematic review evidence (impact evaluation and non-impact evaluation) on topics of special interest to MCC, including but not limited to women’s economic empowerment –especially women’s access to finance, women in the workforce (formal and informal), women in the productive use of energy/electricity -- for use in MCC operations and policy & evaluation departments.
- Facilitate MCC’s development of an external peer review network for MCC evaluation designs and economic modelling practices for MCC interventions under compact preparation, implementation, and close-out.
- Develop an external network for access to ‘just in time’ technical expertise on survey design, evaluation design, and economic modelling to support greater evidence driven practices in MCC.
- Upstream assistance on program logic and evidential underpinnings for upstream assessment of evaluability during compact and threshold program development.

- Support MCC's ability to engage with and learn from cutting-edge or new (to MCC) evaluation methodologies (e.g. big data applications for geo-spatial geographic information system [GIS] analysis, analysis of telephony and info impact analysis, etc.).

This partnership would offer a range of opportunities for MCC and partner agencies to jointly engage in applied learning and influence practice in real-time, drawing on the cumulative experience in applied development economics that has grown dramatically over the past decade. MCC's expanding portfolio of operations, soon to include regional integration initiatives, offers a rich opportunity set to test economic logic, measure impact, and to innovate for results. We envision the partnership to include direct engagement with economists early in program development, and with evaluators through the Evaluation Management Committees (EMCs), as these are constituted along the compact development path, to bring external expertise into program design, drawing on a rich network of global expertise relevant to the countries and interventions MCC supports.

Partnering agencies would be committed to expanding the use and learning from rigorous evaluation evidence, and to find additional partners in innovation, including in directions that MCC is pushing, to integration policy and institutional reform into program logic and evaluation more systematically.

The partnership is envisioned to be for two years in this initial phase and ideally launched toward the end of 2019 as new compacts and threshold programs approved in 2018 gain sufficient clarity to constitute EMCs and draw on such expertise and weigh design alternatives. This partnership opportunity is expected to be most relevant for the following countries: Indonesia, Ethiopia and Malawi.

H.6. LIST OF ANNUAL PROGRAM STATEMENT ANNEXES

Annex A – MCC Assistance Award Standard Provisions