



**NOTICE OF FUNDING OPPORTUNITY
(NOFO) N^o. 72026322RFA00005
AMENDMENT 000001**

NOFO Title: USAID Egyptian Pioneers
NOFO Issuance Date: June 20, 2022
NOFO Amendment 01 Date: July 14, 2022
Closing Date and Time: August 8, 2022, 5:00 p.m. (Eastern Daylight Time)

The purpose of this amendment is to:

1. Provide answers to all questions received in response to subject Notice of Funding Opportunity (NOFO).
2. Provide an updated conformed version of NOFO # 72026322RFA00005 with the revisions/additions highlighted in yellow.

Sincerely,

/s/

Justin Gunnoe
Agreement Officer



USAID | EGYPT

FROM THE AMERICAN PEOPLE

Issue Date: June 20, 2022
Deadline for Question: July 6, 2022, 5:00 p.m. (Eastern Daylight Time)
Closing Date and Time: August 8, 2022, 5:00 p.m. (Eastern Daylight Time)

Subject: Notice of Funding Opportunity Number 72026322RFA00005

Program Title: USAID Egyptian Pioneers

CFDA Number: **98.001**

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the USAID Egyptian Pioneers Activity. Eligibility for this award is not restricted.

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

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

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

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

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

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

Thank you for your interest in USAID/Egypt programs.

Sincerely,

/s/

Justin Gunnoe
Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID’s supplement, 2 CFR 700, as well as the additional requirements found in Section F. Set forth below is a description of the proposed program, covering:

1. Title of Activity;
2. Purpose;
3. Background;
4. Operation Priorities and Policy Guidance; and
5. Program Activities

1. TITLE OF ACTIVITY

USAID Egyptian Pioneers

2. PURPOSE

The purpose of the USAID Egyptian Pioneers activity is to build a more inclusive and capable workforce that elevates sectors critical to Egypt's economic growth. The activity will achieve this purpose through the following three results:

- (1) GOE ministries and other government institutions at the forefront of Egypt’s strategic development have greater leadership and technical capacity to develop and implement policies and practices to advance national priorities;
- (2) Emerging leaders in non-GOE entities modernize their knowledge, skills, and practice in priority sectors to tackle Egypt’s evolving public and private sector challenges and advance Egypt’s regional and international competitiveness; and
- (3) Young Egyptians of high financial need gain market-relevant knowledge and skills in fields that situate them to effectively fuel Egypt’s long-term inclusive economic growth.

USAID Egyptian Pioneers’ implementation, particularly in terms of targeted sectors and degree programs, will be guided by USG and Government of Egypt (GOE) priorities, with a special emphasis on sectors that directly contribute to Egypt’s public health and climate change goals.

3. BACKGROUND

a. Overview

The Egypt Human Development Report 2021 identifies several challenges related to investing in human capital in Egypt. With a growing population, the government’s capacity to deliver public services equitably and inclusively is important for Egypt to preserve stability and accelerate its development. However, Egypt scores relatively low in terms of Government Capacity, Civil Society Capacity, and has mixed results in Citizen Capacity.

In respect to higher education in Egypt, despite increased access to higher education among youth, skillsets of graduates have not kept pace with labor market needs. Young Egyptian degree-holders face substantial challenges and delays entering the labor market, largely due to gaps between the skills they possess and those in demand by the labor market. In 2019, the ILO estimated that the youth unemployment rate in Egypt was 27 percent. In March 2022, President Sisi spoke critically of the lack of relevant job opportunities for the thousands of university graduates. He stressed the need to improve the quality of education in the country to better prepare young graduates.

Gender equity in the labor market has been a persistent problem in Egypt. In 2020, Egypt ranked 134th out of 153 countries in the Global Gender Gap Index and 140th out of 153 countries in women's economic participation and opportunity. Only 18% of working-age women are participating in the economy, compared to 65% of men. Egypt has a young population, an expanding labor force, and an opportunity to bring more women into the labor force, all of which could be important drivers of economic growth over the long term.

Climate change presents increasing threats to Egypt's sustained growth, as the country is expected to experience significant direct negative impacts in the coming decades. The most significant effects will be rising temperatures and sea level rise in the Nile Delta and coastal areas, but other climatic impacts will be felt in the areas of rainfall, Nile River basin water flows, and dust storms. Egypt Human Development Report 2021 highlights the need to increase climate change education at all levels from decision makers down to the primary schools.

Decision makers in Egypt are introducing a number of policies to target these challenges. The policies seek to bridge the growing gap between a wide range of education outcomes and the demand in the labor market, as well as to update the institutional structures of the health, education and housing sectors in order to reduce overlap or conflict in their mandates. These efforts draw on commitments in Egypt's 2014 Constitution and on the three themes of the national sustainable development strategy, Egypt's Vision 2030. Investment in human capital relates to two themes under the strategy's social dimension – health, and education and training – as well as one theme under the economic dimension – knowledge, innovation and scientific research.

Egypt launched the Higher Education and Scientific Research Strategy 2030 and the National Science, Technology and Innovation Strategy 2030 to elaborate the contributions that higher education can realize against the broader development strategy. These higher education strategies have increased the number of public and non-public universities, with a diversification of educational programs and paths, including a presence in most geographical areas. Nonetheless, the highest unemployment rates are still found among graduates of higher education.

USAID/Egypt's Country Development and Cooperation Strategy (2020-2025; <https://www.usaid.gov/egypt/cdcs>) defines USAID's intended support to strengthen and advance priority Government of Egypt (GOE) reforms.

USAID is providing technical capacity building to improve the effectiveness and accountability of its public sector (Development Objective 1, or DO1); promoting social equity by improving access to and quality of essential basic services to ensure that underrepresented and marginalized individuals and communities are able to be healthy, educated, empowered, and contribute to Egypt's economy (Development Objective 2, or DO2); and, supporting economic development and linking individuals, particularly women and youth, to improved economic opportunities (Development Objective 3, or DO3).

The nine-year USAID Egyptian Pioneers activity will employ numerous strategies to holistically strengthen Egypt's human capacity in priority sectors. The activity will provide strategic post-graduate education and training opportunities for mid-career professionals in targeted GOE ministries and other governmental institutions. This will be complemented with high quality training for emerging leaders in non-GOE entities, empowering women and strengthening linkages between the public and private sectors. USAID Egyptian Pioneers will also attract a new generation of Egyptian youth into undergraduate degree programs uniquely tailored to better meet current and future public and private sector needs through merit- and needs-based undergraduate scholarships. Undergraduate scholarships will include comprehensive student support and workforce readiness services to improve employment outcomes. Collectively, these efforts will create a cadre of leaders in both governmental and private sectors to support Egypt's reform efforts and USAID's developmental goals.

b. USAID Egyptian Pioneers' Relationship to Other USAID Activities

USAID/Egypt has provided significant support to higher education and capacity building efforts in Egypt in the areas of scholarships, cultural exchanges, degree programs, institutional capacity building and university partnerships. USAID/Egypt's scholarship activities over the last 14 years have aimed to address education imbalances and build future leaders who can contribute to the achievement of Egypt's developmental goals. The USAID Egyptian Pioneers activity will build on lessons learned and best practices of previous and current scholarships and institutional capacity building activities. The activity will harmonize its effort with current USAID activities to benefit from the knowledge gained and lessons learned.

The USAID Egyptian Pioneers activity will collaborate closely with a planned complementary activity, USAID Partnerships for Educational Progress. The USAID Partnerships for Educational Progress activity will strengthen the higher education system to more effectively address Egypt's development priorities. These two activities were jointly designed to concentrate higher education resources in common sectors and achieve mutual benefits through shared GOE partners and other synergies. For example, USAID Egyptian Pioneers scholarships may attract more students into degree programs being strengthened through Partnerships for Educational Progress or Pioneers may provide post-graduate training and scholarships to mid-career professionals from the Ministry of Higher Education and Scientific Research to complement Partnerships' broader support to the sector.

USAID Egyptian Pioneers is also intended to complement other existing or future Mission activities across technical sectors with human capacity development investments, particularly

through the selection of sectors, degree programs, and other educational opportunities in line with evolving USG and GOE priorities and needs. The activity will actively explore and act on opportunities to collaborate with other USAID activities and complement their efforts with training and scholarships as appropriate and in consultation with USAID. For example, it is expected that USAID Egyptian Pioneers will reinforce efforts under USAID's planned Red Sea Initiative, which has a goal to conserve natural resources in the Red Sea through the institutionalization and expansion of sustainable tourism. USAID Egyptian Pioneers assistance may include targeted human capacity building to associated GOE ministries and/or scholarships in prioritized fields related to climate change, such as energy, water, and/or marine biology.

Two current USAID/Egypt activities that provide undergraduate scholarships, Local Scholarship Program (LSP, 2015-2024) and USAID Scholars (2020-2030), will operate in tandem with the USAID Egyptian Pioneers activity. Collaboration between the USAID Egyptian Pioneers and USAID Scholars activities will be particularly crucial, as both activities will be recruiting scholarship cohorts in 2023 and 2024 and will need to ensure complementary rather than duplication or competition. Current undergraduate scholarship activities also maintain close communication and coordination to share lessons learned and synchronize approaches when unexpected challenges arise, including with shared public university partners.

USAID/Egypt's current activity that provides mid-career scholarships, Graduate Scholarships for Professionals (GSP, 2017-2023) will have completed selection of all scholarship recipients prior to award of USAID Egyptian Pioneers, but will nonetheless be able to share lessons learned and best practices for identifying prospective scholarship students, connecting them to meaningful education and training opportunities, and ensuring their continued service and employment in their sectors.

The Center of Excellence for Water (COE/W, 2019-2024) and Center of Excellence for Energy (COE/E, 2021-2026) activities are strengthening the capacity of Egyptian public universities to respond to changing public and private sector needs for applied research and skilled graduates in their respective sectors. Strengthened degree programs in COE/W and COE/E partner universities could be good destinations for USAID Egyptian Pioneers' undergraduate and master's degree students, while the faculties of these universities may be considered for other mid-career opportunities.

The University Career Development Centers (UCCD, 2017-2026) activity is providing public university students with career mentoring, employability skills, English language training, private sector networking, internships and, ultimately, job linkages. USAID Egyptian Pioneers' undergraduate scholars who will join public universities will benefit from the services provided by the UCCDs. In addition, the USAID Egyptian Pioneers activity can build on the existing partnerships between the current UCCDs and the private sector.

The Local Scholarship for Public Universities (LSP-Public, 2015-2024) activity has established disability centers at five public universities and will expand to 15 additional public universities. These centers advocate for the rights of people with disabilities (PwDs) and promote policies and processes that remove barriers to active participation in all university activities and academic

success. The USAID Egyptian Pioneers activity will link their undergraduate scholars with disabilities to these centers so they can benefit from the comprehensive services.

USAID Egyptian Pioneers will also participate in education exchange group meetings organized by the Public Affairs section of the State Department. These meetings provide opportunities for a wide range of USG education partners to share progress and best practices and improve collaboration and coordination. The USAID Egyptian Pioneers activity will also ensure that its graduates are introduced to alumni networks for USG scholarship recipients.

c. USAID Egyptian Pioneers' Relationship to USAID Country Development Strategy (CDCS)

The USAID Egyptian Pioneers activity directly supports USAID/Egypt's Country Development and Cooperation Strategy (2020-2025). Its results will advance USAID/Egypt's Development Objective (DO) 1: Effectiveness of reforms of key GOE entities strengthened, and Intermediate Result (IR1): "Effectiveness of Key entities increased". The USAID Egyptian Pioneers activity will improve the efficiency and technical capacity of GOE ministries and governmental institutions by providing necessary knowledge, training and higher education opportunities to GOE professionals to better equip them to deliver on their individual developmental goals. It will support these entities to achieve the planned reforms in the Egypt Vision 2030 strategy. This activity will empower women to take leadership and decision-making positions, establish private sector partnerships, and build a cadre of leaders across all sectors.

The USAID Egyptian Pioneers activity will support CDCS DO 2: Enabling Conditions Promoting Social Equity Improved" and its IR1: "Quality of Education Improved Through Providing High Quality Tertiary Education Opportunities for Egyptian Youth", to fill in the gap between the skills required by the Egyptian labor market and the outcome of the Egyptian higher education system. The activity will provide undergraduate scholarships to talented Egyptian students from underserved communities to enable them to become future leaders who participate in achieving Egypt's developmental goals. Conferences and network events will be held to improve public-private sector partnerships to support education reform efforts. Digital platforms will be created to support young Egyptian entrepreneurs, especially female entrepreneurs.

The activity will support CDCS DO3 "Inclusive Economic Development Increased" and its IR3.3: "Economic Empowerment Opportunities for Women and Youth expanded". The activity will attract Egyptian youth into degree programs uniquely tailored to better meet current and future public and private sector needs through merit- and needs-based undergraduate scholarships. Recipients will receive comprehensive services to promote educational success and obtainment of meaningful employment in their selected fields.

4. OPERATING PRIORITIES AND POLICY GUIDANCE

The following operational guidance will be crucial for the successful and sustainable implementation of this activity and must be applied to all aspects of implementation.

a. Private Sector Engagement

Egypt has a vibrant private sector, yet improvements to the business enabling environment are needed to achieve inclusive economic growth over the long term. Accordingly, the USAID Egyptian Pioneers activity will cooperate and collaborate with both the GOE and the private sector to ensure that Egypt's economy serves all Egyptians and also benefits from their contributions. In accordance with USAID's Private Sector Engagement (PSE) strategy, the award recipient will seek opportunities to incorporate PSE from the beginning and consistently throughout the activity. Strategies should specifically consider and address prevalent gender imbalances in Egyptian work environments, opportunities for digitization and digital skills building, and Egypt's needs for innovations that advance development priorities. Linkages between the public and private sectors will be strengthened through networking events and digital platforms that support knowledge transfer and experiences exchanges.

b. Gender, Diversity, Equity and Inclusion

As described above, gender equity has been a persistent problem in the Egyptian labor market. The USAID Egyptian Pioneers activity will build the capacity of female public- and private-sector professionals with a special emphasis on equipping them with the skills and technical training that will position them to assume decision-making and leadership positions. The USAID Egyptian Pioneers activity will employ nationwide outreach and communications campaigns to ensure that scholarships are awarded to advance diversity, equity, and inclusion, with particular emphasis on geographic representation and inclusion of women and people with disabilities in currently under-represented fields. In line with USAID's global commitment to disability inclusion, the activity will incorporate principles of Universal Design for Learning to identify and reduce barriers to access and success. Scholarship recipients with disabilities will be linked to USAID-supported Disability Service Centers, soon to be available at 20 public universities throughout the country.

c. Target Population and Geographic Location

The USAID Egyptian Pioneers Activity will work nationwide. For the undergraduate scholarships, the activity will target Egyptian students from underserved and marginalized communities to obtain degrees in Egypt. Each selected student will be eligible to study at either a non-public university or in a reputable fee-based/credit-hours program at a public university. For the postgraduate scholarships and training opportunities for GOE key entities, partner ministries will be selected based on sector priorities mutually agreed with USAID/Egypt on an annual basis. For the training opportunities for non-GOE entities, the selection of organizations, companies, and individuals to receive scholarships and training will be driven by sector assessments and human capacity development plans. Selected individuals will pursue post-graduate opportunities either in the U.S. or Egypt.

d. Climate Change

The Egypt Human Development Report 2021 highlights the need to increase climate change education at all levels from decision makers down to the primary schools. The USAID Egyptian Pioneers activity will prioritize climate change and make investments in different aspects of climate change mitigation and adaptation, targeting cross-sectoral challenges such as water, energy and agriculture. At a minimum, USAID Egyptian Pioneers will explore and act on opportunities to collaborate with activities under USAID/Egypt's planned Red Sea Initiative. Within and outside of that initiative, USAID Egyptian Pioneers will explicitly contribute to climate mitigation, climate adaptation, and other climate priorities for Egypt by targeting scholarship and other human capacity development investments to fields that explicitly link to Egypt's climate goals. Mid-career scholarships and professional training will provide immediate expertise to Egypt's public and private sector to address immediate needs and achieve short-term goals. Undergraduate scholarships will attract larger numbers of promising Egyptian youth into fields critical to Egypt's long-term climate goals. Topics of capacity building related to climate change might include, but are not limited to, emissions reduction, resilience, and disaster risk management.

e. Collaborating, Learning and Adapting

Collaborating, Learning, and Adapting (CLA) principles support responsiveness to changing context, evidence, and opportunities. The recipient will continuously review progress and challenges, integrate and document lessons learned, and adapt interventions according to CLA concepts, as specified in ADS 201.3.4.10 and ADS 201.3.7. CLA objectives include:

- **Generate Knowledge.** The recipient should generate new knowledge and evidence through a learning agenda developed in collaboration with USAID and other stakeholders. In filling knowledge and evidence gaps, the recipient should provide reporting, data, and analysis, and gather partners for inclusive reviews of the activity purpose and results. In addition to education sector learning priorities, the learning agenda could address some of the learning priorities of USAID's Country Development and Cooperation Strategy, which include: understanding how women's empowerment and inclusion affect outcomes; understanding the private sector's role in improving results; and understanding how technology affects development programming.
- **Share Knowledge.** The recipient is expected to increase knowledge sharing with stakeholders, local organizations, the GOE, experts, private sector, donors, regional and international organizations, and others to encourage learning.
- **Incorporate Agile and Adaptive Processes.** The recipient is expected to develop adaptive management and implementation processes. In coordination with USAID, the recipient's activity work plan, quarterly reports, and periodic progress review meetings should provide a forum for adaptation based on lessons learned and the evolving country context. The annual work plans must include an adaptive management plan to allow course corrections to respond to unintended effects, changing and emerging realities, and priorities. If circumstances arise that require programmatic changes, the recipient may and should alter activity designs with the AOR's approval, as long as the reprogramming (i) falls within the scope of work of the agreement, and (ii) does not hold the US Government to incur additional costs, in each case unless otherwise directed by the Agreement Officer.

f. COVID-19

The COVID-19 global pandemic has demonstrated how quickly development progress can be undermined and inequalities exacerbated when infectious diseases are not managed sufficiently. USAID Egyptian Pioneers will explicitly contribute to mitigating COVID-19 and future pandemic and/or public health impacts in Egypt by targeting scholarship and other human capacity development investments to fields that explicitly link to Egypt's response readiness and resilience. Mid-career scholarships and professional training will provide immediate expertise to Egypt's public and private sector to address immediate needs and achieve short-term goals. Undergraduate scholarships will attract larger numbers of promising Egyptian youth into fields critical to Egypt's long-term public health goals, such as nursing and public health, and as feasible within the activity parameters.

g. Target Sectors and Degree Programs

USAID Egyptian Pioneers' implementation, particularly in terms of targeted sectors and degree programs, will be guided by USG and GOE priorities, with a special emphasis on sectors that directly contribute to Egypt's public health and climate change goals. Priority sectors will be considered across multiple USAID activities so that different types of complementary investments can amplify outcomes. On an annual basis, USAID will lead a participatory process with USAID Egyptian Pioneers, other USAID activities, and the GOE to review and update priority sectors and sub-sectors. This process will inform parameters for the following cycle of scholarships under USAID Egyptian Pioneers. USAID anticipates that the first cycle of undergraduate scholarships will primarily support climate- and health-related degrees, with specific programs to be identified in partnership with USAID.

5. PROGRAM ACTIVITIES

The USAID Egyptian Pioneers activity design was informed by comprehensive consultations with a wide range of higher education stakeholders, including the Ministry of Higher Education and Scientific Research (MOHESR), public and non-public universities, non-governmental organizations, private sector representatives, and USAID/Egypt's full complement of technical teams. It also draws on more than 14 years of scholarship programming experience through multiple implementation modalities and contributing to diverse outcomes.

The USAID Egyptian Pioneers activity will be implemented over nine years. It will consist of domestic and international scholarships, training activities, and support services to build individual knowledge and skills to improve organizational capacity and performance of GOE entities. Training and scholarship opportunities will be provided to mid-career Egyptians to achieve activity goals in defined priority sectors. USAID Egyptian Pioneers will also provide undergraduate scholarships to young Egyptians from underserved and marginalized populations to study to obtain degrees and meaningful employment in the same priority sectors.

The USAID Egyptian Pioneers' recipient is expected to adopt a systematic, strategic approach to identifying and analyzing needs in key sectors and organizations, then addressing them through

appropriate and effective training and scholarships. The recipient must work closely with USAID, GOE ministries and institutions, private sector entities, public and non-public universities to ensure the activity addresses needs and capitalizes on opportunities that directly relate to USAID efforts to support the achievement of the GOE's development objectives. Key focal areas include, but are not limited to, climate change, women's empowerment, health and digitization.

Result 1: GOE ministries and other government institutions at the forefront of Egypt's strategic development have greater leadership and technical capacity to develop and implement policies and practices to advance national priorities.

USAID Egyptian Pioneers will partner with selected GOE ministries to comprehensively strengthen their human institutional capacity to deliver on priorities. It will improve the performance and leadership skills of GOE professionals, particularly women, so that key GOE institutions and individuals can better develop and implement policies to achieve Vision 2030 and evolving development priorities, including through improvements in public services. Partner ministries will be selected based on sector priorities mutually agreed with USAID/Egypt on an annual basis. For example, support for climate change may motivate partnerships with the Ministries of Water Resources and Irrigation, Environment, and/or Utilities and Urban Communities.

The USAID Egyptian Pioneers activity and its ministry partners will develop comprehensive human capacity development plans, informed by priority sector needs assessments, that guide the numbers, categories, and eligible individuals for scholarships. Plans can include scholarships for domestic or US-based master's degree programs, US-based post-doctoral research and studies, and domestic or US-based short-term training and certification programs. Three months of English language training may be provided on an as-needed basis to participants who receive masters and post-doctoral scholarships, before they start their studies.

Where appropriate, USAID Egyptian Pioneers will also consider the provision of short-term training to be delivered to teams, divisions, or other groups of GOE officials to address broad capacity gaps. Training topics may include, but are not limited to, leadership, management and administration, innovation, information technology transfer, promoting safe work environments for women, and building successful partnerships with stakeholders.

Selection of individuals to benefit from scholarships will be driven by the needs of the ministries, but should also advance diversity, equity, and inclusion, with particular emphasis on supporting women to assume higher levels of leadership. The USAID Egyptian Pioneers activity will also develop clear eligibility criteria in order to reduce the risks of nepotism and ensure that recipients have the necessary foundational skills, in some cases including English language, to benefit from available opportunities. Retention strategies and clear career progression plans should be developed and agreed by all stakeholders to reinforce retention of scholarship recipients in the public service. Final lists of beneficiaries, with associated scholarship details, should be approved by USAID/Egypt.

Alumni of these scholarships will participate in alumni events that connect them with alumni of other USAID- and State-funded scholarship activities. Alumni will be expected to continue to practice and apply their newly gained technical and leadership skills in their organizations and communities. All alumni names and contact information must be shared with the American Embassy's Public Affairs Alumni Office.

Expected results

- At least 60 scholarships for mid-career GOE professionals to obtain master's degrees, evenly split between degree programs in Egypt and in the U.S.
- At least 50 3-6 month scholarships for mid-career GOE professionals to pursue post-doctoral studies at U.S. universities.
- Short-term technical training delivered through U.S. university programs or visiting scholars to at least 250 mid-career GOE professionals.

Result 2 - Emerging leaders at non-GOE entities modernize their knowledge, skills, and practice in priority sectors to tackle Egypt's evolving public and private sector challenges and advance Egypt's regional and international competitiveness.

USAID Egyptian Pioneers will build leadership and technical skills for mid-career Egyptian professionals, especially women, who work in non-public entities to empower them to become leaders and change agents.

Result 2 is designed to be complementary to Result 1, providing for private sector advancements that support overall GOE development priorities. The selection of organizations, companies, and individuals to receive scholarships and training will be driven by the sector assessments and human capacity development plans described under Result 1. These selections will also be informed by the formation of public-private partnerships that can complement efforts across the USAID Egyptian Pioneers activity. For example, private companies may be required to offer internship and other workplace experiences to USAID Egyptian Pioneers' undergraduate students if their staff are to benefit from USAID Egyptian Pioneers' mid-career scholarships.

Selection of individuals to benefit from scholarships should advance diversity, equity, and inclusion, with particular emphasis on supporting women to assume higher levels of influence and leadership in under-represented fields. The USAID Egyptian Pioneers activity will also develop clear eligibility criteria in order to ensure transparency, reduce the risk of nepotism and confirm that recipients have the necessary foundational skills, in some cases including English language, to benefit from available opportunities. Career plans should be developed for these participants and a stakeholder's agreement should be signed to ensure that they are able to apply their learning and experiences to future managerial and leadership positions. Final lists of beneficiaries, with associated scholarship details, should be approved by USAID.

Alumni of these scholarships will participate in the alumni events described in Result 1. Alumni will be expected to continue to practice and apply their leadership skills in their organizations and communities. All alumni names and contact information must be shared with the American Embassy's Public Affairs Alumni Office.

Expected Results

- Short-term technical training delivered through U.S. university programs or visiting scholars to at least 200 mid-career professionals.

Result 3 - Young Egyptians of high financial need gain market-relevant knowledge and skills in fields that situate them to effectively fuel Egypt's long-term inclusive economic growth.

The USAID Egyptian Pioneers activity will award a minimum of 650 scholarships to young Egyptians from underserved and marginalized communities to study in majors that are a priority to Egypt's development, USAID developmental goals and labor market needs. Scholarships to earn four- or five-year undergraduate degrees at Egyptian public and non-public universities will be structured into four cohorts, beginning with a smaller number of students for the first two cohorts and increasing to larger numbers for cohorts three and four. Specific numbers of scholarships to be awarded in each cohort will be finalized with USAID as part of the annual work planning process.

Result 3 will focus on the same priority sectors as the prior results and the selection of universities and undergraduate degree programs will be driven by the sector assessments and human capacity development plans described under Result 1. Eligibility for undergraduate scholarships is restricted to Egyptians from underserved and marginalized communities who have demonstrated financial need. The USAID Egyptian Pioneers activity must employ nationwide outreach and communications strategies that guarantee geographic representation from all 27 governorates and promote gender diversity, equity, and inclusion, with a special emphasis on women and people with disabilities. Lessons learned from other activities showed that social media outreach activities are proven to be very effective in reaching young Egyptians from different governorates.

USAID Egyptian Pioneers will establish partnerships with both public and non-public Egyptian universities to enable successful experiences for all scholarship recipients. In order to satisfy USAID/Egypt's Congressional earmark, all scholarship recipients must be enrolled in not-for-profit institutions of higher education in Egypt that are currently accredited by a regional accrediting agency recognized by the United States Department of Education, or meets standards equivalent to those required for United States institutional accreditation by a regional accrediting agency recognized by such Department. (Note that these requirements are subject to change with future Congressional appropriations.) The curriculum of such institutions should encourage critical thinking and be taught in the English language. At a minimum, partner universities must be officially accredited, offer high-quality credit hour programs, and have active student clubs and activities. Committees and boards may be formed through USAID Egyptian Pioneers to help link these universities together to exchange experiences and successful models. The award recipient for USAID Egyptian Pioneers must submit documentation confirming adherence to this guidance for each institution prior to enrolling a scholarship recipient.

Students should be eligible for scholarships based on need, outstanding academic record, and leadership potential to contribute to the long-term political, economic, and social development of Egypt. USAID Egyptian Pioneers must structure scholarship packages to ensure that recipients

are prepared and supported to complete their degrees and transition to employment. Packages must include wellbeing services, leadership training, entrepreneurship training, internships, career advising and opportunities to earn a semester/summer abroad in the U.S. All scholarship recipients must have access to university preparation and English language training, including one full year of training for students enrolling in non-public universities and continuous supplemental training for students enrolling in public universities. Final list of beneficiaries and partner universities should be approved by USAID.

A combination of different assessment tools and techniques should be used to measure the applicant's abilities, fluency and skills in a specific subject. A selection committee will be formed to interview, evaluate and select USAID Egyptian Pioneers' scholarship recipients for the undergraduate scholarships. The selection committee may have representatives from public and non-public universities, private sector representatives and USAID. Final lists of beneficiaries and partner universities must be approved by USAID.

Alumni of these scholarships will participate in the alumni events described under Result 1. All alumni names and contact information must be shared with the American Embassy's Public Affairs Alumni Office.

Expected results

- At least 650 scholarships for promising Egyptian students with high financial need to obtain undergraduate degrees in public and non-public universities in Egypt.
- At least 10% of scholarships awarded to persons with physical disabilities (recommended 15%).
- At least 50% of scholarships awarded to female students.
- At least 65% of scholarship recipients study for a semester/summer in the U.S.
- At least 90% of scholarship recipients graduate within six years.
- At least 90% of scholarship recipients successfully complete internships or other types of work study of at least one month relevant to their field of study.

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID/Egypt intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. However, USAID/Egypt reserves the right to make more than one award if that is in the best interest of USAID/Egypt. Subject to funding availability and at the discretion of the Agency, USAID/Egypt intends to provide up to \$86 million in total USAID funding over a nine-year period.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is nine years. The estimated start date is October 13, 2022.

3. Substantial Involvement

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

- Approval of implementation plans annually, including planned activities for the following year and any subsequent revisions of the implementation plan, for any reason, including, but not limited to, where changed contexts or new information require a pivot in the Activity;
- Approval of Key Personnel, including any changes;
- Approval of an activity Monitoring, Evaluation and Learning (MEL) plan;
- Agency monitoring to permit specific kinds of direction or redirection of the work because of the interrelationships and collaboration with other projects or activities or where changed contexts require a pivot.
- Review and approval of proposed subawards or contracts (see 2 CFR 200).
- Review and approval of one stage of work, before work can begin on a subsequent stage during the period covered by the cooperative agreement.
- The ability to immediately halt an activity if the recipient does not achieve the specified results and/or targets as specified in the MEL Plan or otherwise fails to comply with the terms and conditions of the Cooperative Agreement. If results are not met, the Recipient will have the opportunity to institute a Mitigation Plan.
- Approval of the methodology for selection and final list of beneficiaries accepted for any training including travel to the U.S. by GOE staff, private sector staff or students.
- USAID/Egypt AOR membership in advisory, steering and any technical committees

established by the Activity.

- Invitation of the AOR to any meetings with government entities and high-level stakeholders.
- Invitation of the AOR to quarterly meetings between the Recipient and the complementary planned USAID Partnerships for Educational Progress activity as well as other current USAID activities.

5. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is 937, which is defined as the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source.

6. Nature of the Relationship between USAID and the Recipient

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

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SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

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

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

2. Cost Sharing or Matching

USAID/Egypt has not established a mandatory minimum recipient cost-share of the projected USAID funding for the expected assistance award. Cost sharing is encouraged even if it is not required as it may increase the impact of the Program.

3. Other

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

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

i. Agency Point of Contact

Name: Jamie Lewis
Title: Agreement Officer
Email: jamilewis@usaid.gov

Name: Sherry Biblawy
Title: Acquisition & Assistance Specialist
Email: sbiblawy@usaid.gov

Name: Justin Gunnoe
Title: Agreement Officer
Email: jgunnoe@usaid.gov

ii. Questions and Answers

Questions regarding this NOFO should be submitted by e-mail to Ms. Jamie Lewis at jamilewis@usaid.gov and Ms. Sherry Biblawy at sbiblawy@usaid.gov no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

iii. General Content and Form of Application

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

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

Any erasures or other changes to the application must be initialed by the person signing the application. Applicants may choose to submit a cover letter in addition to the cover pages, but it will serve only as a transmittal letter to the Agreement Officer. The cover letter will not be reviewed as part of the merit review criteria. Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all attachments for their records.

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

4. Application Submission Procedures

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

a. Submission

The Applicant must submit the applications electronically. Applications should be submitted through internet email with up to 25 MB per e-mail. After submitting an application electronically, Applicants should immediately check their own email to confirm that the attachments were indeed sent. If an Applicant discovers an error in transmission, please send the material again and note in the subject line of the email that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

Email submissions must include the NOFO number and Applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g., "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [Organization Name], Cost Application, Part 1 of 2".

Applicants are reminded that email is **NOT** instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, Applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID email server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, Applicants are discouraged from sending files in this format as USAID/Egypt cannot guarantee their acceptance by the internet server. File size must not exceed 25MB in size per email.

Telegraphic or faxed applications are not authorized for this NOFO and will not be accepted. USAID/Egypt bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

b. *Addresses*

Applications shall be electronically delivered to Ms. Jamie Lewis at jmilewis@usaid.gov and Ms. Sherry Biblawy at sbiblawy@usaid.gov.

c. *Marking*

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

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

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

i. Mark the cover page with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a Cooperative Agreement is awarded to this Applicant as a result of - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets ____; and"

- ii. Mark each sheet of data the Applicant wishes to restrict with the following legend:

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

5. Specific Application Instructions

This section addresses information on the content specific to a) Technical Applications and; b) Business (Cost) applications. Applications should be submitted in two separate parts. The Technical application should address technical aspects only while the Business (Cost) Application should present the costs, and address risk and other related issues.

The following documents should be attached:

a. *Technical Application*

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

b. *Business (Cost) Application*

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

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

a. *Technical Application Format*

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

The Technical Application Body is limited to twenty (20) pages (not including cover page, table of contents, executive summary, acronym list, and annexes). For readability, it is strongly advised

that offerors limit the number of acronyms used in the proposal. The Technical Application shall include:

- i Cover Page (maximum one (1) page, exclusive of page limit) See Section 4.c above for requirements
- ii Table of Contents (exclusive of page limit)
- iii Executive Summary (maximum two (2) pages, exclusive of the page limit)
- iv Acronym List (exclusive of the page limit)
- v Technical Application Body (20 pages) that includes the following sections:
 - a. Technical Approach
 - b. Management Approach and Staffing
 - c. Institutional Capability and Experience
- vi Annexes (exclusive of the page limit)
 - a. Annex 1, Draft Implementation Plan (covering the first year of implementation, no page limit)
 - b. Annex 2-A, Organizational Chart (no page limit)
 - c. Annex 2-B, Key Personnel Position Descriptions (1 page per position)
 - d. Annex 2-C, Key Personnel Resumes and References (three (3) pages per person)
 - e. Annex 2-D, Key Personnel Letters of Commitment (1 page per person)
 - f. Annex 3, Sub-awardees Letters of Commitment (1 page per organization)

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

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

i Cover Page:

Please follow the guidance in subsection 4.c above.

ii Table of Contents:

Not included in the page limit.

iii Executive Summary:

The Executive Summary shall summarize the most significant aspects of the Technical Application and shall not exceed two (2) pages.

iv Technical Application Body (20 pages):

- A. Technical Approach;
- B. Management Approach and Staffing; and
- C. Institutional Capability and Experience

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

A. *Technical Approach;*

The technical approach must clearly and in sufficient detail describe the conceptual approach, methodology and proposed interventions for the implementation, accomplishment and evaluation of the results. The proposed activity must be well-conceived, clear, technically sound, innovative and ambitious, yet feasible in achieving the objectives identified in this NOFO, with specific descriptions and illustrative examples of proposed interventions. Specifically, under this section, the applicant's activity description should:

- Be based on evidence and sound theories of change that illustrate how the proposed activities will achieve the desired results and cross-cutting themes.
- Demonstrate the applicant's understanding of the operational context in Egypt.
- Include illustrative indicators, methods, and proposed targets for measuring three results and proposed activities.
- Describe how the applicant will integrate gender, diversity, equity, and inclusion and appropriately address gender constraints in Egypt to achieve the activity results.
- Describe how the applicant will integrate collaborating, learning, and adapting (CLA) principles into implementation, monitoring, and adaptive management.
- Describe how the applicant will leverage the expertise, tools, and resources of the private sector to achieve the results of the activity.

In addition, the following annexes are authorized with respect to the Technical Approach Section:

- Annex 1, Draft Year One Implementation Plan (no page limit)

B. *Management Approach and Staffing*

The Management Approach and Staffing Section should include information sufficient to properly evaluate the application under the Management Approach and Staffing Criterion. The Management Approach and Staffing Criterion will be evaluated for the quality, clarity and effectiveness of the Applicant's overall management approach and staffing, including the subcontractors and home office technical support and subawardees, to implement activities and achieve results. It should explain the organizational structure and outline the relationship with sub-awardees and the roles and responsibilities of these entities, including home office staff, for achieving activity results. This Section should describe the lines of authority and decision-

making, as well as communication and reporting within the management structure. Applicants should also discuss how they will use consultants and in which technical areas.

The Management Approach and Staffing should concisely address the skills, experience and education of three key personnel positions, which are considered essential for implementation of the activity. The key personnel positions should be the Chief of Party, Deputy Chief of Party, and MEL Manager. These positions should be full-time, located in Egypt and have demonstrated experience in managing complex, international programs efficiently and effectively.

The desired qualifications of the Key Personnel are detailed below:

1. Chief of Party (COP)

The COP will have overall responsibility for the activity and serve as the principal institutional liaison to USAID/Egypt. S/he will be responsible for overall technical direction and strategic oversight of the activity. The following are the **desired** qualifications for this position:

- A BA in international development, social science or any other relevant majors. Master's degree is preferred.
- Demonstrated responsible experience in senior program management implementing international development activities.
- Proven experience as a COP or in a leadership position involving the administration of similarly sized, international donor-supported programs with skills in strategic planning, management, and supervision. Experience in higher education programs is preferred.
- Proven experience working in the broader Middle East North Africa (MENA) region.
- Proven experience with working with GOE ministries/entities as well as private sector companies.
- Proven ability to communicate a common vision among diverse partners and the ability to lead multi-disciplinary teams.
- Evidence of strong communication skills, both oral and written, to fulfill the diverse technical and managerial requirements of the agreement.
- Fluency in written and spoken English.

2. Deputy Chief of Party

The Deputy Chief of Party (D/COP) will work closely with the COP to undertake and support the day-to-day operations of the Activity. The following are the **desired** qualifications for this position:

- Progressively responsible experience in senior program management implementing complex, international higher education programs.
- Demonstrated management and technical expertise in the key implementing areas of the proposed Pioneers activity.
- Proven experience working in Higher Education activities, preferably in the MENA region.
- Progressive experience working with GOE entities/ministries and private sector entities in Egypt.

- Fluency in written and spoken Arabic and English.

3. Monitoring, Evaluation, and Learning (MEL) Manager

This individual will provide technical leadership to the timely capture and communication of program results, as well as ensure high-quality, timely, valid, and verifiable data collection, reporting, analysis, and learning. S/he will be responsible for ensuring the creation of a comprehensive strategy for monitoring, evaluation and learning for the USAID Egyptian Pioneers activity. The MEL Manager will lead USAID Egyptian Pioneers Monitoring, Evaluation, and Learning (MEL), overseeing a rigorous system of data collection and management that supports USAID Egyptian Pioneers senior management to assess performance and make evidence-based decisions about technical direction.

The following are the **desired** qualifications for the position:

- Progressive professional experience in M&E positions.
- Proven experience in monitoring and evaluating Higher Education and capacity building activities.
- Demonstrated ability to work collaboratively with institutional and private-sector partners and stakeholders.
- Experience working with and supporting government counterparts.
- Experience training partners and/or staff in MEL concepts and activities.
- Fluency in written and spoken Arabic and English.

The Management Approach and Staffing Section should also describe the overall staffing plan, beyond key personnel. The Applicant must demonstrate support for local capacity development as an explicit means to achieve and sustain the expected results. In-country, locally resident Egyptian expertise is the preferred source for recruitment, including key personnel as appropriate, as a means of ensuring strong linkages with local entities.

In addition, the following annexes are authorized with respect to the Management Approach and Staffing section:

- Annex 2-A, Organizational Chart (no page limit);
- Annex 2-B, Key Personnel Position Descriptions (1 page per position, not to exceed 3 pages);
- Annex 2-C, Key Personnel Resumes and References (3 pages per person, not to exceed 9 pages)
- Annex 2-D, Key Personnel Letters of Commitment (1 page per person, not to exceed 3 pages);

C. Institutional Capability and Experience:

Institutional capability will be evaluated on the extent to which the Applicant's organizational capability and experience demonstrates its ability to manage technical and administrative aspects of similarly complex higher education programs, achieve measurable results, and work effectively and efficiently with key stakeholders leveraging expertise to enhance impact.

The Institutional Capability and Experience Section should include information sufficient to evaluate the application under the Institutional Capability and Experience criterion. This Section should include a narrative regarding how recent and relevant contracts, grants, and cooperative agreements implemented by the prime applicant and/or its partner(s) demonstrates the applicant's capability to plan, implement, monitor, and achieve results similar to those described in the Program Description. The description should include the expertise, collective skills, and abilities of the applicant and its proposed partner(s).

The applicant should describe its recent and relevant experience and that of its proposed partners/sub-awardees in implementing activities of similar scale and scope completed within the last five years. The applicant must highlight past experience in achieving positive results in the field of higher education and capacity building, scholarship programs, or related sectors in accordance with the program description. The applicant must also demonstrate how it has effectively employed collaboration, learning, and adapting principles.

In addition, the following annexes are authorized with respect to the Institutional Capability and Experience section:

- Annex 3, Sub-Awardees Letters of Commitment (1 page per organization)

v Annexes:

In addition to the 20 page Technical Application Body, the following annexes are authorized as explained above. No additional annexes and other supporting documentation will be reviewed and evaluated.

A. Annex 1, Draft Year One Implementation Plan

The Applicant should submit a draft year one Implementation Plan. The draft Implementation Plan will be consistent with the guidance in the Program Description above, and include a timetable for the implementation of all planned activities intended to make progress towards the agreement's objectives as well as institutional responsibilities. While there is no page limit, applicants should note that the annex should be of a reasonable length and USAID/Egypt reserves the right to take appropriate action if this is abused by the Applicant.

B. Annex 2-A, Organizational Chart

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

The proposed organizational structure should provide clear lines of management, supervisory authority, and technical responsibility. The organizational chart should be sufficient to illustrate the complete human resources needs necessary to achieve the objectives of this Program.

C. Annex 2-B, Key Personnel Position Descriptions

The Applicant is authorized to include a no more than one (1) page annex for each key personnel position, outlining the roles and responsibilities of the position in detail, including overall responsibilities, specific duties, reporting lines, and other relevant details.

D. Annex 2-C, Key Personnel Resumes and References

This annex should include a complete and current resume/CV for each key personnel position, detailing the requisite qualifications and experience of the individual and references with contact information. Resumes should not exceed three (3) pages in length per person. Qualifications, experience and skills shall be placed in chronological order starting with most recent information.

Resumes shall include a minimum of three (3) references of professional contacts within the last five years, for each proposed key personnel candidate; with complete current contact information, including email addresses and telephone numbers. The list should include the key personnel name and position, reference name, organization, phone and email address. This information must be provided in the application – do not list ‘reference contact information to be provided upon request’ or similar language.

E. Annex 2-D, Key Personnel Letters of Commitment

For each key personnel, the Applicant must submit a signed commitment letter no more than one (1) page in length from each candidate indicating his or her: (a) availability to serve in the stated position, in terms of days after the award; (b) intention to serve for the stated term of service; and (c) agreement to the compensation levels which correspond to the levels set forth in the cost application.

F. Annex 3, Sub-Awardees Letters of Commitment

The applicant must include a letter of commitment no more than one (1) page in length for all partners who it expects to contribute to its implementation of the Activity. The letters should include:

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

b. Business (Cost) Application Format

A full Business (Cost) Application should be submitted. While no page limit exists for the cost application, applicants are encouraged to be as concise as possible while still providing the necessary details. The Business (Cost) Application must include:

- i Cover Page;
- ii SF 424 Form(s);
- iii Pre-Award Certifications, Assurances, and Other Statements of the Recipient;
- iv Other Budget Information;
- v Information on Prior Approvals;
- vi Subaward Information;
- vii UEI and SAM Information;
- viii History of Performance;
- ix Branding Strategy and Marking Plan;
- x Funding Restrictions; and
- xi Conflict of Interest.

The Agreement Officer reserves the right to request additional documentation as necessary to assess risk prior to award.

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

- i Cover page:

Please follow the guidance in subsection 4.c above.

- ii SF 424 Form(s):

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at <https://www.grants.gov/web/grants/forms/sf-424-family.html>:

- Instructions for SF-424
- Application for Federal Assistance (SF-424)
- Instructions for SF-424A
- Budget Information (SF-424A)
- Instructions for SF-424B
- Assurances (SF-424B)

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

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

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

- A. “Certifications, Assurances, Representations, and Other Statements of the Recipient” document found at <https://www.usaid.gov/sites/default/files/documents/303mav.pdf>

- B. Assurances for Non-Construction Programs (SF-424B)
- C. Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

iv Other Budgetary Information:

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

A. *General Guidelines:* The following general guidelines apply:

1. The Cost Application should be for a period of 108 (one hundred and eight months, or 9 (nine) years.
2. Budget should be stated in US Dollars and the USAID/Egypt support should total approximately \$86 million.
3. Applicants should assume notification of an award based on the estimated start of October 13, 2022.
4. Applicants must demonstrate in their cost applications that there is a minimum of \$60 million of the total estimated amount (TEA) allocated to the achievement of Result 3, in line with Congressional sub-directives for undergraduate scholarships. Costs may include, but are not limited to, tuition, stipends, personnel, and other direct or indirect costs. All undergraduate scholarship recipients must be enrolled in not-for-profit institutions of higher education in Egypt that are currently accredited by a regional accrediting agency recognized by the United States Department of Education, or meets standards equivalent to those required for U.S. institutional accreditation by a regional accrediting agency recognized by such Department (Note that these requirements are subject to change with future Congressional appropriations.) Applicants are responsible for providing evidence that the universities they partner with meet requirements and accreditation standards as specified above.

B. *Spreadsheets Required:* The following spreadsheets are required:

1. Summary Spreadsheet showing the cost for the major cost categories identified in Annex No. 1.
2. Separate detailed budgets that provide sufficient detailed information at the individual cost line item that is sufficient to allow USAID/Egypt to determine that the costs identified represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E. The types of costs should be organized based on the cost categories specified below in Annex 1. This budget should contain total amounts for each line item of cost for the entire 108-month period (not only should total amount of dollars over 108 months for each cost line item be included, but the cumulative number of units – days, trips, months should also be summed).

3. Separate sheets that breakdown the costs specified in Subsection B above to each of **the nine program years**. **NOTE: Applicants can alternatively include the detailed cost breakdown per year in the overall 108-month summary described above.**
- C. *Spreadsheet Format:*** The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount, if provided. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the review time required to make the award and may result in the rejection of the cost application.
- D. *Sub-Contracts/Sub-agreements:*** The budget shall include a summary and breakdown of the costs allocated to any sub-recipient or subcontractor involved in the activity (unless the agreement or contract is on a fixed-amount basis). Detailed subcontract or sub-agreement cost must be included in the overall detailed spreadsheet(s) described above, with subcontractor costs included in the appropriate cost category. Applicants also have the option of additionally including separate sub-agreement or subcontract budgets for the sake of clarity.
- E. *Budget Notes:*** Budget notes are required. These budget notes must provide an accompanying narrative by line item which explains in detail the basis for how the individual line-item costs were derived. The budget notes must be sufficient to ensure that USAID/Egypt can determine the purpose of every cost item proposed, as well as understand the basis for the cost estimate (units and unit cost).
- F. *Budget Categories:*** Further Guidance on Certain Costs: The following provides guidance on certain specific types of costs:
1. Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant’s budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant’s written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.
 2. Fringe Benefits – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed

breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

3. Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant’s normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
4. Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
5. Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant’s budget, including those related to fringe and indirect costs.
6. Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.
7. Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs, please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

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

Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the

approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See USAID's Indirect Cost Rate Guide for Non Profit Organizations for further guidance.

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

Eligibility: Any applicant that has never received a NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

Method 4 - Indirect Costs Charged As A Fixed Amount

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

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

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

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

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

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

vi Subaward Information:

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

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

vii UEI and SAM Information:

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

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

The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

- SAM.gov UEI <https://sam.gov/content/duns-uei>
- SAM registration: <http://www.sam.gov>

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

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

viii History of Performance:

The applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs that have been awarded or completed in the last five years. The information required is the information specified in Annex No. 2 to this NOFO.

The Applicant is authorized to include reference information for up to five projects/activities for itself and for each major sub-awardee. For the purposes of this NOFO, “Major Sub-awardee” is defined as a sub-awardee whose proposed cost exceeds 20% of the proposed total cost. This subsection should consist of the completed “Past Performance” in Annex No. 2 to this NOFO for every reference.

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

ix Branding Strategy and Marking Plan:

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

An optional BSMP template can be found in Annex 5 to this NOFO. The use of this template is **completely optional**, and Applicants are under no obligation to use it.

USAID/Egypt does not intend to make an award without an approved Branding Strategy and Marking Plan. ADS Chapter 320 sections concerning "assistance" apply to this NOFO. ADS Chapter 320 sections concerning "acquisition" do not apply to this NOFO. ADS Chapter 320 can be found on the USAID website: <http://www.usaid.gov/policy/ads/300/320>.

The following pre-award terms are relevant:

1. Branding Strategy – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the TEA of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
 - (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
 - (2) The intended name of the program, project, or activity.
 - (i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brand mark, with the tagline "from the American people" as found on the USAID Web site at <http://www.usaid.gov/branding>, unless the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
 - (ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous support of the American People" next to the USAID Identity when acknowledging contributions.
 - (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
 - (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. The RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

- (3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.
 - (4) Planned communication or program materials used to explain or market the program to beneficiaries.
 - (i) Describe the main program message.
 - (ii) Provide plans for training materials, posters, pamphlets, public service announcements, billboards, websites, and so forth, as appropriate.
 - (iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicants must incorporate the USAID Identity and the message, “USAID is from the American People.”
 - (iv) Provide any additional ideas to increase awareness that the American people support this project or program.
 - (5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.
 - (6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.
- f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- g. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

2. Marking Plan – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a “Marking Plan,” detailing the public communications, commodities, and program materials, and other items that will visibly bear the “USAID Identity,” which comprises of the USAID logo and brandmark, with the tagline “from the American people.” The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at <http://www.usaid.gov/branding>. The NOFO will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the TEA of the grant, cooperative agreement or other assistance instrument.
- e. The Marking Plan must include all of the following:
 - (1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:
 - (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
 - (ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, websites/Internet activities, promotional, informational, media, or communications products funded by USAID;
 - (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
 - (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.
 - (2) A table on the program deliverables with the following details:
 - (i) The program deliverables that the applicant plans to mark with the USAID Identity;
 - (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
 - (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
 - (iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and
 - (v) The rationale for not marking program deliverables.
 - (3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:

- (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
 - (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
 - (iii) Undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
 - (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
 - (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
 - (vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
 - (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.
- f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

x Funding Restrictions:

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

Construction is not authorized under this award.

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code

specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

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

xi Conflict of Interest:

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

(1) Conflict of Interest Pre-Award Term

(i) Personal Conflict of Interest

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

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

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SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

All applications that are timely received will be evaluated under the criteria set forth below, unless, in the discretion of the Agreement Officer, an application is eliminated from further consideration for failure to follow the instructions above.

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

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

- i Technical Approach (Most Important);
- ii Management Approach and Staffing (2nd most important); and
- iii Institutional Capability and Experience (3rd most important).

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

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

i Evaluation Criteria No. 1, Technical Approach (Most Important);

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

- Extent to which the technical approach demonstrates an in-depth understanding of the development and systemic context in Egypt and articulates how that understanding has informed the proposed strategies.
- Extent to which the technical approach clearly describes how proposed strategies will lead to achievement and sustainability of the results.
- Extent to which the proposed technical approach includes clear criteria and a systematic and transparent process for selecting scholarship recipients across all three results in line with stated parameters and expected outcomes, including those related to gender, diversity, equity, and inclusion. The proposed technical approach should incorporate principles of Universal Design for Learning (UDL) to support flexible learning environments that accommodate individuals with learning differences.

- Extent to which the technical approach will measurably improve women’s empowerment, including leadership, capacity building and development and implementation of sustainable policies and practices that advance national priorities.
- Extent to which the proposed technical approach will strategically engage the private sector to improve sustainability.
- Extent to which the technical approach effectively incorporates understanding of best practices, innovations, and likely challenges.
- Extent to which the proposed technical approach will generate and share knowledge and adapt programmatic strategies.
- Extent to which the technical approach includes a realistic plan to coordinate and collaborate across sectors with other USAID implementing partners and retain flexibility to be responsive to evolving priorities.

ii Evaluation Criterion No. 2, Management Approach and Staffing (2nd most important);

The Management Approach and Staffing Criterion will be evaluated for effectiveness to successfully implement activities and achieve Activity objectives and the quality, clarity, and responsiveness of the Applicant’s overall management approach and staffing, including the subcontractors and home office technical support. This includes, but is not limited to, the following considerations:

- Extent to which the proposed management approach is clear and consistent with the Activity objectives and results.
- Extent to which the proposed management approach shows effective utilization of local resources.
- Extent to which the proposed management approach provides details on how effective and efficient communication, coordination, oversight, quality control, and decision-making will take place within and across all organizations.
- Extent to which the proposed management approach will facilitate an efficient start-up.
- Extent to which the proposed management approach reflects clarity, logic, and feasibility of proposed roles, responsibilities, and reporting relationships of key and non-key staff members.
- Extent to which the proposed personnel possess the skills and expertise required to successfully implement the technical and managerial tasks required to implement the Activity.
- Extent to which the proposed overall staffing plan is effective and efficient. This includes that personnel, including Key Personnel and local and expatriate staff, possess the full range of complementary experience, skill, and expertise required to successfully implement the necessary technical and managerial tasks required to achieve the results described in the technical approach.

iii **Evaluation Criterion No. 3, Institutional Capability and Experience (3rd most important).**

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

- Clear description of the applicants' internal capabilities/resources and relevant work experience/history to demonstrate the capacity to successfully manage the proposed activity.
- Demonstrated capability and experience with technical areas in the Program Description.
- Demonstrated experience in the region, in working with host government institutions/ministries, and with the private sector.
- Demonstrated experience in managing similar activities of a similar size.
- Capability/Experience building partnerships and addressing, gender, diversity, equity, and inclusion.

2. Business (Cost) Review

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

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

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

The AO will perform a risk assessment (2 CFR 200.205). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” (2 CFR 200.207).

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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

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

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

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

2. Administrative & National Policy Requirements

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

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

- For U.S. organizations, 2 CFR 700, 2 CFR 200 and the *Standard Provisions for U.S. Nongovernmental Recipients* will be applicable.
- For non-U.S. organizations, the *Standard Provisions for Non-U.S., Nongovernmental Recipients* will apply. While 2 CFR 200 does not directly apply to non-U.S. Applicants, the Agreement Officer will use the standards of 2 CFR 200 in the administration of the award.
- For Public International Organizations (PIOs), the *Standard Provisions for Grants to Public International Organizations*, along with selected provisions from the Standard Provisions for Non-U.S., Nongovernmental Recipients and other negotiated provisions, will be used.
- For for-profit entities submitting an application, the cost principles in FAR Part 31 will apply in lieu of 2 CFR 200 subpart E.

These documents may be accessed through the internet as follows:

- 2 CFR 200: <https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200>
- 2 CFR 700: <https://www.ecfr.gov/current/title-2/subtitle-B/chapter-VII/part-700>
- Standard Provisions for U.S., Nongovernmental Recipients: <https://www.usaid.gov/ads/policy/300/303maa>
- Standard Provisions for Non-U.S., Nongovernmental Recipients: <https://www.usaid.gov/ads/policy/300/303mab>
- Standard Provisions Public International Organizations: <https://www.usaid.gov/ads/policy/300/308mab>
- FAR Part 31: <https://www.google.com/url?q=https://www.acquisition.gov/far/part-31&sa=D&source=hangouts&ust=1605076347782000&usg=AFQjCNG7-yKq-4TXxvnWr1iAOVJ2Jf3OyA>

See Annex 3, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

3. Reporting Requirements

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

The Recipient will be expected to provide the following reports. All approved quarterly, annual reports, implementation plans, and technical reports shall be posted to the Development Experience Clearinghouse (DEC), as appropriate, and excluding proprietary information, personally identifiable information, cost or pricing information, or other sensitive information. .

a. Implementation Plans

The Recipient will work closely with the AOR to develop the final year one implementation plan using the draft year one plan included in the application. The final version of year one implementation plan will be due within the first 75 days from the effective date of the Cooperative Agreement. Thirty (30) days before the beginning of each subsequent fiscal year, the Recipient will submit an annual implementation plan. On an annual basis, USAID will lead a participatory process with USAID Egyptian Pioneers, other USAID activities, and the GOE to review and update priority sectors and sub-sectors. This process will inform parameters for the following cycle of scholarships under USAID Egyptian Pioneers. If during the course of implementation, the Recipient wishes to make changes to the plan, the Recipient must submit the requested changes in writing for technical review. The Implementation Plan will be consistent

with the guidance in the Program Description above. Annual implementation plans are expected to reflect discussions with the Government of Egypt and joint planning exercises with the activity.

The implementation plans should include:

- Proposed activities and expected progress towards achieving results and performance measures tied to indicators agreed upon within the monitoring, evaluation, and learning (MEL) plan;
- Timeline for implementation of the year's proposed activities, including target completion dates;
- Deliverables, targets, anticipated results, and key indicators against which the Recipient will be evaluated;
- Plans for collaboration, learning, and adaptation;
- Information on how activities/tasks will be implemented;
- Key monitoring and evaluation activities planned to be conducted in that year, such as annual internal Quality Assessments, routine surveys, and quarterly data entry into USAID's management information system;
- Personnel and staffing requirements to achieve expected outcomes;
- Major equipment to be procured, as applicable;
- Details of collaboration with sub-recipients and other major partners;
- Detailed annual budget plan; and,
- Demobilization plan (Final year Implementation Plan only).

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

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

b. Monitoring, Evaluation, and Learning (MEL) Plan

Monitoring and evaluation improve performance and provide feedback loops to inform adaptive planning and management. The recipient will design and implement a Monitoring, Evaluation,

and Learning (MEL) Plan that meets ADS 201.3.4.10 requirements. The recipient must submit an Activity MEL Plan to the AOR within 90 days of an award. The MEL Plan will permit the efficient and timely measurement of progress toward activity results, aid in activity management, and provide other data as agreed between USAID/Egypt and the recipient. The recipient will regularly monitor: fidelity of implementation, key intermediate and final results, context, dosage of implementation, and beneficiaries' feedback.

A final list of indicators, including mandatory Foreign Assistance Framework Standard Indicators and gender sensitive indicators, will be confirmed in collaboration with USAID/Egypt after the award is made. Required indicators include:

- CBLD-9: Percent of USG-assisted organizations with improved performance
- ES 2-52: Number of individuals affiliated with higher education institutions receiving capacity development support with USG assistance
- Cross-cutting: Number of beneficiaries using technology or digital services supported through USAID activities
- PSE-1: Number of USG engagements jointly undertaken with the private sector to achieve a U.S. foreign assistance objective
- PSE-2: Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives
- Youth -1: Number of youth trained in soft skills/life skills through USG assisted programs
- ES 2.2: Number of individuals attending higher education institutions with USG scholarship or financial assistance.
- ES 2-1: Number of host country higher education institutions receiving capacity development support with USG assistance.
- GNDR-2: Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment).

All people-level indicators must be disaggregated by gender. The Recipient is responsible for collecting the baseline data. Baseline data may be compiled using both primary and secondary sources, as needs dictate. The Recipient must ensure that baseline data are collected early in the award lifespan, before any implementation has occurred, and baseline data collection is designed based on a plan for analysis of the data. In addition to the above-required indicators, applicants are encouraged to propose other indicators that would be finalized after the award is made. The Recipient will work with USAID/Egypt and any designated third party on monitoring, evaluation, and learning activities during the activity. These learning activities may include midterm and/or final evaluations and qualitative and quantitative reviews. The Recipient must maintain a robust MEL system and share data as required to support external evaluations.

The MEL plan should include baseline data and targets based on a USG fiscal year (reporting on progress should be based on achievements and results that occurred in the fiscal year ending September 30). The Activity MEL Plan should be revised as needed in response to changes in the activity or context that occur during the life of the activity. If during the course of implementation, the recipient wishes to make changes to the plan, the recipient must submit the requested changes in writing for technical review. The AOR will review and provide approval on

any updates to the MEL Plan. The MEL Plan and its updates should not be submitted to USAID's DEC.

The MEL plan will include sections with the following elements:

- List of key project objectives, expected results and project outputs (output is a count of services delivered or items produced) as well as a brief description of the linkages between the project outputs and its expected results.
- Performance Indicators Reference Sheets (PIRs), which include a definition and detailed description of the performance indicators to be tracked including: unit of measure; data source; method of data collection; justification/management utility; baseline values; annual targets; annual actual data; frequency and schedule for data collection; individual responsibility for data collection and availability of data; and detailed plans for data analysis, review and reporting.
- Sufficient indicators and targets should be presented at both the activity output level and at the outcome level to permit USAID to judge the efficacy of the activity being proposed.
- Performance Indicator Tracking Table (PITT) is an Excel file that tracks all quantitative performance data. It lists baseline figures, quarterly and/or annual actuals, quarterly and/or annual targets, and life-of-project targets, disaggregated as appropriate. The PITT will be submitted to USAID on a quarterly basis as part of the Quarterly Report.
- The activity's monitoring approach, including relevant performance indicators of activity outputs and outcomes;
- Plans for collaborating with any external evaluations planned by the Mission;
- Any proposed internal evaluations;
- Learning activities, including knowledge capture at activity closeout;
- Estimated resources for these monitoring, evaluation, and learning activities that are a part of the implementing partner's budget; and
- Roles and responsibilities for all proposed monitoring, evaluation, and learning actions.

c. Data Quality Assessments (DQA)

DQAs must be conducted for all indicators and must be updated no less than every three years or more often as needed when indicators are modified or there is a new implementer. Indicators must be measured using primary and secondary data. Data quality must be evaluated based on the following criteria: validity, integrity, precision, reliability and timeliness. The implementer must identify and address data limitations and ensure that alternative measurements allow reasonable monitoring and evaluation strategies. The Recipient is also responsible for conducting DQAs for data reported by grantees under this award. The Recipient must keep verification documents and a proper audit trail for reported data.

USAID will annually verify and validate all data reported by the Recipient. USAID will conduct a formal data quality assessment every three years for selected indicators. The Recipient shall maintain data and supporting documentation that can be accessed for verification and validation.

d. Reporting

i. Quarterly Program Performance Monitoring and Financial Report

The Recipient will submit separate Quarterly Program Performance Monitoring and Financial reports to USAID/Egypt within 30 days after the end of each quarter of the fiscal year during the performance period. The Recipient must submit the Federal Financial Form (SF 425) on a quarterly basis to USAID/ Washington M/CFO/CMPLOC unit, the Agreement Officer and the AOR.

The Quarterly Program Performance Monitoring must be written clearly and concisely in grammatically correct English. The Quarterly Program Performance Monitoring reports shall include the following information:

- An Executive Summary that can be shared with GOE counterparts and education sector partners.
- A description of activities and key achievements.
- An assessment of overall progress to date against performance indicators, targets, and actual outputs.
- Discussion of partnerships, collaboration, or knowledge sharing.
- Discussion of collaboration, learning, and adapting.
- Discussion of gender and inclusion.
- Discussion of what the activity has done to advance sustainability.
- Elaboration of major activities planned for the next quarter.
- Discussion of communications and outreach efforts.
- Social media stories and success stories that highlight beneficiaries, successes, progress, and activities. These must be well-written and include accompanying pictures and graphics that can be shared on social media and other media outlets.
- If the activity undertakes capital improvements or other activities with environmental impact, the report must also contain a section specific to Environmental Compliance and include activity summaries along with environmental impacts, success or failure of mitigation measures being implemented, results of environmental monitoring, and any major modifications/revisions to the activity, mitigation measures or monitoring procedures.
- Information on accrued expenditures to date;
- A listing of all sub-agreements, including a scope of work with detailed descriptions of the related program, in which the Recipient is engaged during the annual reporting period; and
- Any other information relating to program performance established in the resultant Cooperative Agreement or by the AOR at the time of the report.

ii. Annual Program Performance Report

The Recipient will provide to USAID a concise Annual Program Performance Report in lieu of the fourth quarterly report. These reports are due 15 calendar days after the reporting period (no report is required for the final year). The first annual report will cover the remaining months in that same fiscal year following the signature of the Cooperative

Agreement. Subsequent reports will cover 12 months and be due at the end of the fiscal year.

In addition to the requirements of the Quarterly Program Performance Monitoring reports, Annual Program Performance Reports shall contain the information listed below:

- Success stories for each project result;
- A summary of the actual activities and results during the reporting period compared with the plan established for the reporting period;
- Examples of how the activity has implemented collaborating, learning, and adapting principles;
- An explanation of why results were surpassed or were not achieved and why activities were delayed or not carried out during the reporting period. Indicate corrective actions taken or a plan to ameliorate or change performance if appropriate. For each corrective action, the Recipient will designate responsible parties and establish a timeframe for completion.

The AOR will acknowledge receipt of all Annual Program Performance Reports and will provide verbal or written feedback within 30 days after receipt of the report. If the AOR deems it necessary, there will be a meeting with the Recipient to discuss the contents of the Annual Program Performance Report.

Upon receiving AOR approval, the Recipient will submit the approved Annual Program Performance Report to USAID's DEC.

iii. Final Program Performance Report

A Final Program Performance Report will be required. The Final Program Performance Report will cover the entire period of the award. The Recipient shall submit a draft of the final report to the AOR within 60 days following the estimated completion date of the Cooperative Agreement. This Final Program Performance Report will include the following information:

- A description of the cumulative results achieved;
- An assessment of the impact of the program, including a summary of lessons learned and important success stories; and,
- A summary of progress made in achieving indicator targets from the M&E plan (based on valid data collection and analysis).

e. Closeout Plan

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

f. Submission to the Development Experience Clearinghouse and Publications

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

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

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

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

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

4. Program Income

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

Currently no program income is anticipated under this award.

5. Environmental Compliance

a. Environmental Policy

- i. The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID’s activities on the environment be considered, and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID’s Automated Directives System (ADS) Parts 201.5.10g and 204 (<https://www.usaid.gov/who-we-are/agency-policy/series-200>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Respondent environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.
- ii. In addition, the recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID/Egypt. In case of conflict between host country and USAID regulations, the latter shall govern.
- iii. No activity funded under this CA will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as “approved Regulation 216 environmental documentation.”)

b. IEE

A Request for Categorical Exclusion (RCE) number ME 22-54 dated June 13, 2022, has been approved for the Program anticipated to be awarded as a result of this NOFO. The RCE covers activities expected to be implemented under this CA. The RCE for this activity will be shared with the apparently successful Applicant at a later stage.

If during implementation, activities are considered under this Initial Environmental Examination (IEE) that are outside the covered framework, activities other than those described in the subject categories and that directly affect the environment, an amended IEE shall be submitted for concurrence. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

c. Implementation Planning

- i. As part of its initial implementation plan, and all implementation plans thereafter, the Recipient, in collaboration with the USAID/Egypt Agreement Officer’s Representative (AOR) and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned

activities under this CA to determine if they are within the scope of the approved Regulation 216 environmental documentation.

- ii. If the Recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID/Egypt review and approval. No such new activities shall be undertaken prior to receiving written USAID/Egypt approval of environmental documentation amendments.
- iii. Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID/Egypt.

6. Other Requirements

USAID/Egypt intends to incorporate the following special provision in any resulting cooperative agreement from this NOFO.

1. SECURITY RISK AND FRAUD INQUIRIES FOR SCHOLARSHIP RECIPIENTS:

A. In addition to whatever requirements there are for security risk and fraud inquiries for scholars traveling to the United States, the Recipient will ensure that the following steps in A, B, and C are taken. For all scholarships (no matter where the study under a scholarship may take place) that begin after the start date of this award to scholars who are not Government of Egypt employees, the implementing partner will conduct a security risk and fraud inquiry, which includes at least the following steps:

(1) check to see if the scholar is included in any of the terrorism databases (ie, SAM.gov (which now incorporates and the Excluded Parties List System (EPLS)), the Specially Designated Nationals and Blocked Persons List maintained by the US Treasury (online at: <http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx>) and the UN Security Designation List (online at: http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml)); scholars on these lists are not eligible for scholarships; reconduct this check on an annual basis;

(2) conduct reference checks and review identification documents to verify the identity of the scholar;

(3) obtain and review a police record of the scholar to consider when determining eligibility for the scholarship. If the police record includes a case involving terrorism, the implementing partner will notify the AOR.

B. Implementing partners will conduct monitoring of the scholar's progress, including making inquiries into any disciplinary or allegedly criminal behavior, which should be used in determining continued eligibility for the scholarship in consultation with the AOR;

C. Implementing partners will keep records of its security risk and fraud inquiries so that AORs and other USAID representatives may check the implementing partners' processes."

[End of Provision]

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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

Any questions regarding this NOFO may be addressed to Ms. Jamie Lewis at jamilewis@usaid.gov and Sherry Biblawy at sbiblawy@usaid.gov.

2. Acquisition and Assistance Ombudsman

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

The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov

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SECTION H: OTHER INFORMATION

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

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ANNEX 1 – BUDGET FORMAT

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

Budget Categories	Year 1	Year 2	Year 3	Year 4	Etc.	Total All Years
1) <i>Personnel</i> a) International Staff i) Long-Term Expatriate Staff ii) HQ Technical Staff b) Local In-Country Staff i) Program Staff ii) Operational Staff						
2) <i>Fringe Benefits and Allowances</i> a) Fringe Benefits b) Allowances						
3) <i>Travel</i> a) International travel b) Local and domestic travel (car rental, taxis etc.)						
4) <i>Equipment and Supplies</i> a) Equipment (equipment with a unit cost greater than \$5,000) b) Supplies (equipment with a unit cost less than \$5,000, including but not limited to workstations & chairs, file cabinets, computers, cellular phones, printers, etc.). This cost category does not include office supplies, which should be included under Miscellaneous Direct Costs.						
5) <i>Contractual/Subawards</i> a) Direct Program activities (including fixed-price, but not cost type, subcontracts AND NOT subawards). b) Training; c) MEL; d) Consultants (including but not limited to expatriate consultants, local consultants, studies, analyses, etc.) e) Subgrants; f) Subcontracts (cost type)						
6) <i>Other Direct Costs</i> a) Equipment operation costs (e.g., including but not limited to, vehicle rental/lease, vehicle and equipment maintenance/fuel/repair, motorcycle						

fuel/maintenance, generator fuel/maintenance, software licenses) b) Insurance/Travel (e.g., DBA, Medevac, visas, permits, immunizations, exams, vehicle insurance, equipment insurance, other insurance) c) Office operation costs (e.g., rent/utilities/repairs/maintenance, security services, office supplies, make ready costs) d) Communication costs (e.g., general communications expense, mobile/cellular communication, internet, printing/photocopying, courier) e) Other (e.g., professional fees – audit/legal/payroll, branding & marking, banking fees)						
Total Direct Charges						
7) <i>Indirect Charges</i> a) Material Handling b) Overhead c) G&A						
TOTAL (Direct and indirect costs)						

ANNEX 2 – PAST PERFORMANCE INFORMATION (PPI)

1. Award Number:
2. Contractor/Recipient (Name and Address):
3. Type of Award:
4. Complexity of Work: Difficult _____ Routine _____
5. Description, location, and relevancy of work:
6. Dollar Value of Work: _____ Status: Active _____ Completed _____
7. Date of Award: _____ Award Completion Date (including extensions): _____
8. Type and Extent of Subawards:
9. Name, Address, Telephone Number, and E-mail Address of the Awarding Contracting/Agreement Officer and/or the Contracting/Agreement Officer's Representative (and other references as applicable):

ANNEX 3 - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at:
<https://www.usaid.gov/ads/policy/300/303maa> and
<https://www.usaid.gov/ads/policy/300/303mab>).

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

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

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

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
X		RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	X	RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
	X	RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
	X	RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
X		RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
	X	RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
	X	RAA12. INVESTMENT PROMOTION (NOVEMBER 2003)
X		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
X		RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)

	X	RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
X		RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
X		RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
X		RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
X		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
	X	RAA25. PATENT REPORTING PROCEDURES (NOVEMBER 2020)
	X	RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
X		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
X		RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	X	RAA29. RESERVED
	X	RAA30. PROGRAM INCOME (AUGUST 2020)
	X	RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
X		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (NOVEMBER 2020)
X		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
X		RAA8. SUBAWARDS (DECEMBER 2014)

X		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
X		RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
X		RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
	X	RAA12. PATENT RIGHTS (JUNE 2012)
X		RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	X	RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)
X		RAA 15. COST SHARE (JUNE 2012)
	X	RAA16. PROGRAM INCOME (AUGUST 2020)
X		RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
X		RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
	X	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	X	RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
	X	RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
X		RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
X		RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	X	RAA30. RESERVED
	X	RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

ANNEX 4 – REFERENCE MATERIAL

The following reference materials could be useful in the preparation of the technical applications:

- USAID/Egypt’s Country Development Cooperation Strategy (CDCS) 2020 – 2025 located here: <https://www.usaid.gov/egypt/cdcs>
- USAID/Egypt Learning Agenda Summary Tables

USAID/Egypt Learning Agenda - Summary Tables

Learning Priority 1: Understanding how women’s empowerment and inclusion affect outcomes

Corresponding cross-cutting theme: Empower women across sectors

Women’s empowerment is both a cross-cutting theme in the Results Framework as well as a Learning Priority. It is also expected to be mainstreamed throughout all of the portfolios in order to achieve results across sectors. Women’s empowerment is explicit in targeted IRs (in DOs 2 and 3) and also highlighted in a Sub-IR under DO1. And it is a key component of the larger CDCS Goal. The Learning Questions will help the Mission to understand how advancing this critical dimension of programming dynamically influences all the DOs.

Learning Agenda Table

Learning Priority	Learning Questions
<u>Understanding how women’s empowerment and inclusion affect outcomes</u>	Q1. How are activities that are focused on women’s empowerment and inclusion mutually reinforced to achieve our goal? What is an effective management approach for maximizing the desired impact across the portfolio?
	Q2. What are the drivers behind changes in behavior that impact women's empowerment? What are the most effective interventions/tools impacting behavior change?
	Q3. How can programming overcome the barriers to women’s entry and retention into the labor force (particularly the private sector)? What are the motives/incentives to hire, retain, and promote women across sectors?
	Q4. In what ways do reforms (institutional and regulatory) affect women’s empowerment objectives?

Learning Priority 2: Understanding the private sector's role in improving results

Corresponding cross-cutting theme: Engage the Private Sector for input and improved outcomes

Engaging private sector actors has been identified as a cross-cutting theme in the CDCS. Determining the extent to which, where, and how various Private Sector Engagement (PSE) approaches are effective in improving development outcomes is a Learning Priority. The theory of change behind the prioritization is that “if the Mission engages private sector in areas of shared value, then the Mission will achieve greater development outcomes than it would without this engagement.” When the Mission partners/collaborates with the private sector, this is based on the assumption that the private sector will add value. The learning questions under this priority aim to test this assumption and surface any areas where impediments or challenges consistently appear.

Learning Priority	Learning Questions
<p>Understanding the <u>private sector</u>'s role in improving results <i>(This priority is aligned with Agency PSE Evidence and Learning Plan Question 1: “How and to what extent does private sector engagement improve development and humanitarian outcomes?”)</i></p>	<p>Q1. How do different approaches* to private sector engagement affect results? Specifically:</p> <ul style="list-style-type: none"> - What benefits accrue from working with the PS? - What <i>isn't</i> worth continuing with the PS? What should be Increased/decreased in terms of activities/engagement? - What impediments to success appear consistently? <p><i>*Approaches to consider include:</i></p> <ul style="list-style-type: none"> - Convening private sector with government actors - Shared value partnerships with private companies (led by USAID or its IPs) to improve development outcomes <p><i>DFC deals</i></p>

Learning Priority 3: Understanding how ICT affects our development programming

Corresponding cross-cutting theme: Strengthen ICT adoption across sectors, in particular for marginalized groups

ICT is a cross-cutting theme in the Results Framework as well as a Learning Priority. USAID is promoting ICT adoption based on the assumption that ICT adoption has the potential to advance social equity and inclusive economic growth, and increase GOE effectiveness and accountability. Accordingly, the activities under this learning priority seek to test the assumption that increased use of and access to ICT improves development outcomes, and further explore what factors influence ICT adoption, and strategies and initiatives that USAID should undertake to ensure that ICT reaches key groups equitably and that unintended consequences of digitalization and attendant amalgamation of personal data are foreseen.

Learning Agenda Table

Learning Priority	Learning Questions
Understanding how <u>ICT</u> affects our development programming	Q1. a) What factors influence ICT adoption (or lack of adoption in certain circumstances /among certain populations/consumers)? b) What barriers exist for investors/providers to increase access to ICT?
	Q2. What concrete steps should USAID interventions take to be sensitive to the digital divide in order to ameliorate disparities (and avoid reinforcing them)?
	Q3. How does access to technology affect programming, specifically in the areas of: <ul style="list-style-type: none"> • Transparency? • Social equity? • Economic growth?
	What unintended consequences may result from digitization of public records?

Learning Priority 4: Understanding how to maximize effective collaboration for programmatic impact

Corresponding cross-cutting theme: Adopt a facilitative approach and include stakeholders across the Program Cycle

Effective collaboration is an important component of successful programming and a means to ensuring that the results will be more sustainable with stronger ownership.

Learning Agenda Table

Learning Priority	Learning Questions
Understanding how to maximize <u>effective collaboration with a common goal</u> for programmatic impact	Q1. What are the most effective programmatic opportunities for integration across sectors? How do we collaborate across the Mission to improve results across the portfolio?

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ANNEX 5 – OPTIONAL BRANDING STRATEGY AND MARKING PLAN (BSMP) TEMPLATE

Note: Applicants may choose to use this template to guide the drafting of the Branding Strategy and Marking Plan. Notes and guidance provided in italics should be deleted in the final plan.

(Insert Program Name)
Branding Strategy and Marking Plan
Program by *(Insert Applicant's Full Name)*

BRANDING STRATEGY

A. POSITIONING

- **Name of Program:**

(Note: Avoid any acronyms and abbreviations.)

- **Activities of Program:**

(Briefly explain the program activities.)

- **Logo of Program:**

(Note: Programs should not create their own logo except under certain special circumstances. Confirm here that there will be no program logo or state why a program logo is necessary to achieve programmatic goals. Program logos must be approved by USAID/Egypt and USAID's Bureau for Legislative and Public Affairs.)

B. PROGRAM COMMUNICATIONS & PUBLICITY

- **Program Audience:**

(List primary and secondary audiences for program communications and briefly indicate the importance of each.)

- **Communications & Program Materials:**

(Indicate the key communications formats that will be used to reach the primary and secondary audiences. These may include specific social media platforms, websites, printed materials, advertising, press engagement, etc.)

- **Main Message:**

(Craft a main message that is key to communicating the purpose and impact of the program. This should be a clear, concise statement that can be repeated in all public communications.)

USAID’s primary message “**from the American people**” or “**Made possible with the support of the American people**” will also be incorporated into all programs’ communications materials, which will be marked with the USAID Logo in compliance with the USAID Graphic standards manual: https://www.usaid.gov/sites/default/files/documents/1869/USAID_GSM-02_04_2020.pdf.

- **Key Milestones and Opportunities:**

(List the opportunities during the course of the program that will lend themselves well to public outreach. These include, but are not limited to, the following:)

- Launching the program
- Workshops and trainings
- Site visits
- Highlighting deliverable milestones
- Publishing reports or studies
- Spotlighting trends
- Sharing success stories
- Featuring beneficiaries as spokespeople
- Showcasing before-and-after photographs
- Securing endorsements from ministry or local organizations
- Promoting final or interim reports
- Communicating program impact/overall results

C. ACKNOWLEDGEMENTS

(Indicate here whether there will be any direct involvement from the host-country government ministry. If yes, will it be acknowledged as co-sponsor or not?)

(Indicate if there are any other groups whose logo will be used on program materials and related communications.)

(Explain how USAID will be acknowledged.)

During all public events (seminars, public meetings, conferences, workshops, roundtables discussions, trainings, etc.), verbal acknowledgment of the USAID support and contribution will be made to emphasize USAID’s brand.

MARKING PLAN

The purpose of this Marking Plan is to describe the public communications, commodities, activity materials, and other items that will visibly bear or be marked with the USAID Logo in compliance with the USAID Standard Graphic Manual, ADS 320, and 2 CFR 700.16.

The USAID logo must appear on materials produced for programmatic purposes with equivalent or greater size and prominence than the logo of the implementing partner, a recipient, another donor, or any third party. Program materials include the examples set forth in ADS 303 M.13.a and 2 CFR 700.16.

All use and reproduction of the USAID logo must be in compliance with design guidelines set forth in the [USAID Standard Graphic Manual](#).

The USAID Logo will be placed at the left and the recipient logo at the right in compliance with the USAID Graphic Standards Manual.

A host-country symbol or ministry logo or other U.S. Government seal or logo may also be added, if applicable.

USAID reserves the right to request a pre-production review of USAID-funded public communications and program materials for compliance with the approved Marking Plan. Materials subject to approval include: 1) items such as invitations, handouts, agendas, certificates, banners, etc., used for high-visibility events to which the public and/or media are invited; 2) items intended for permanent display such as plaques; 3) placements, such as advertisements, to be displayed visually in mass media.

Any ‘public communications’, as defined in 2 CFR 700.1, funded by USAID, in which the content has not been approved by USAID, must contain the following disclaimer:

“This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert Applicant name] and do not necessarily reflect the views of USAID or the United States Government.”

In case there are Sub-recipients, to ensure that the marking requirements “flow down” to sub-recipients of sub-awards, recipients of USAID funded grants and cooperative agreements or other assistance awards will include the USAID-approved marking provision in any USAID funded subaward, as follows:

“As a condition of receipt of this subaward, marking with the USAID Logo of a size and prominence equivalent to or greater than the recipient’s, sub-recipient’s, other donor’s or third party’s is required. In the event the recipient chooses not to require marking with its own logo by the sub-recipient, USAID may, at its discretion, require marking by the subrecipient with the USAID Logo.”

A. PROGRAM MATERIALS THAT WILL BE MARKED:

(Include the categories below that are applicable to the program and add any other relevant items.)

- (1) Programs, projects, activities, public communications, and commodities partially or fully funded by USAID;
- (2) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other physical sites;
- (3) Technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
- (4) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
- (5) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities.

B. TABLE SPECIFYING PROGRAM DELIVERABLES THAT WILL OR WILL NOT BE MARKED WITH USAID LOGO:

Any items not anticipated below but produced under the program will also be subjected to USAID branding guidelines, as appropriate.

PROGRAM DELIVERABLES THAT WILL BE MARKED:

- *The specific program deliverables that the Applicant will mark with the USAID Logo*
- *The type of marking*
- *When in the performance period the applicant will mark the program deliverables and where the applicant will place the marking*

PROGRAM DELIVERABLES THAT WILL NOT BE MARKED:

- *What program deliverables will not be marked with the USAID Logo, and*
- *The rationale for not marking these program deliverables.*

Category	Type of Marking	Remarks
Administrative		
Stationery products (administrative business)	USAID Logo will not be used on stationery products intended for administrative use.	Pertains to letterhead, envelopes, mailing labels, fax cover sheets, rental agreements, supply purchases, letters to the host country officials regarding taxes, customs or any other

		governmental entity. These materials will not use the USAID Logo.
Stationery products (program-related)	USAID Logo will be used, co-branded with the other logos.	Pertains to letters that accompany program materials.
Business cards	USAID Logo will not be used on business cards.	
Office signs	USAID Logo will be used, co-branded with the other logos.	
Program deliverables	USAID Logo will be used, co-branded with the other logos.	
Program website or social media	<p>Social media should acknowledge USAID and other partners in the “Profile” or “About” section.</p> <p>The USAID logo should not be placed at the top of a website home page in order to avoid confusion about website ownership and content control. The USAID logo should be placed alongside other partners, if any, with equal size and prominence at or near the bottom of the home page.</p>	<p>Per Graphic Standards Manual section 4.3: Assistance programs’ social media channels do not need to reflect the look-and-feel of official USAID platforms and should not use the USAID logo as a profile picture. Use an approved program logo or a photo reflective of the program as the profile picture.</p> <p>See ADS 557.3.4 for <i>standalone</i> project websites, defined as “a website developed for a project... hosted on a separate server and/or domain from usaid.gov or an implementing partner’s corporate site.” ADS 557.3.4.2 sets out an approval process for such websites.</p>
Technical		
Technical reports and studies	The USAID Logo will be printed on the cover of documents funded under this award and co-branded with the other logos.	USAID-approved disclaimer will be included on the cover at the bottom.
Briefing papers, memoranda	USAID Logo will be used, co-branded with the other logos.	
Training materials and manuals	The USAID Logo will be printed on the cover of training documents	USAID-approved disclaimer will be included on the title page at the bottom.

	funded under this award, co-branded with the other logos.	
PowerPoint presentations	The USAID Logo will be placed on the title slide and alongside any other logos throughout the presentation.	USAID-approved disclaimer will be included
Posters and/or banners for conferences, meetings, and seminars or any other public events	The USAID Logo will be printed on the posters and/or banners funded under this award, co-branded with the other logos.	USAID will be verbally acknowledged in events.
Videos	The USAID Logo will be applied on videos, co-branded with the other logos.	For USAID-produced videos, the USAID logo animated bumper will be added to the end of the video.
Program materials	The USAID Logo will be printed on all program materials funded under this award and co-branded with the other logos.	
Promotional		
Event signs, banners, and exhibition booths materials	The USAID Logo will be printed on the materials for events funded under this award, co-branded with the other logos.	USAID will be verbally acknowledged in events.
Program promotional materials (e.g., press releases, success stories, beneficiary announcement of research, testimonials, findings, or program results)	The USAID Logo will be printed on the materials for promotional materials funded under this award, co-branded with the other logos.	USAID will be verbally acknowledged in events.
Commodities	USAID Logo will be used, co-branded with the other logos.	

Exceptions:

(If no presumptive exceptions are required, please include the below language)

Exceptions to marking requirements specified above are not anticipated at this time. Unforeseen circumstances that merit exceptions to marking requirements will be coordinated with the AOR on a case-by-case basis and will be subject to the Agreement Officer’s approval.

(The Applicant may request approval of Presumptive Exceptions to marking requirements in the Marking Plan. Read the presumptive exceptions below to determine if one or more apply to the

program. If the Applicant is requesting any of the exceptions, keep those requirements in the plan and delete the rest.

The marking requirements stated in 2 CFR 700.16(a) through (e) may not apply if marking would:

(i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials, such as election monitoring or ballots, and voter information literature; political party support or public policy advocacy or reform; independent media, such as television and radio broadcasts, newspaper articles and editorials; public service announcements or public opinion polls and surveys.

(ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent.

(iii) Undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as “by” or “from” a cooperating country ministry or government official.

(iv) Impair the functionality of an item, such as sterilized equipment or spare parts.

(v) Incur substantial costs or be impractical, such as items too small or other otherwise unsuited for individual marking, such as food in bulk.

(vi) Offend local cultural or social norms, or be considered inappropriate on such items as condoms, toilets, bedpans, or similar commodities.

(vii) Conflict with international law, such as the internationally recognized neutrality of the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, or other organizations.

These exceptions are presumptive, not automatic, and must be approved by the Agreement Officer. Apparently successful applicants may request approval of one or more of the presumptive exceptions, depending on the circumstances, in their Marking Plan. The Agreement Officer will review requests for presumptive exceptions for adequacy, along with the rest of the Marking Plan. When reviewing a request for approval of a presumptive exception, the Agreement Officer may review how program materials will be marked (if at all) if the USAID Logo is removed. Exceptions approved will apply to sub-recipients unless otherwise provided by USAID.)

Costs of Implementation:

All costs related to the Branding Strategy and Marking Plan have been incorporated into the proposed budget.