Notice of Funding Opportunity (NOFO) Issuance Date:	September 15, 2022
Deadline for Questions:	October 4, 2022
NOFO Closing Date/Time:	October 31, 2022, 4:00 pm Skopje time

Subject: Request for Applications (RFA), Number: 72016522RFA00010

Program Title: Private Sector Led Growth, Resilience and Response Activity

Reference: Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Potential Applicants:

The United States Agency for International Development (USAID) is seeking applications from qualified entities to implement the Private Sector Led Growth, Resilience and Response Activity, referenced herein as the "Activity". Eligibility for this award is not restricted.

This Activity aims to support economic growth in North Macedonia driven by the private sector. The goals of this Activity are to increase micro, small, and medium enterprises' (MSME) productivity; create demand driven professionals; improve access to finance for micro, small, and start-up firms and facilitate investments for MSMEs; strengthen existing public-private dialogue (PPD) mechanisms; and to improve North Macedonia's regional economic integration. For this purpose, the implementing partner under this Activity will engage in resource partnerships with the private sector for the development of joint interventions and enterprise-driven solutions.

Post-COVID recovery, Europe's energy crisis and the war in Ukraine are further constraining economic growth, while future unexpected events may further disrupt growth prospects and predictions. This Activity will shape its interventions in a way that will help the private sector to strengthen its ability to respond to, foresee, adapt to and leverage changing conditions. The vision for resiliency and improved capacity to respond to individual and global challenges must be embedded in the proposed program.

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 applying 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.7. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Please send any questions in the English language 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 a full application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

C. Berkowitz

Chad Berkowitz
Foreign Service 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.

PROGRAM DESCRIPTION

Private Sector Led Growth, Resilience and Response Activity

I) INTRODUCTION

USAID/North Macedonia's vision for the successful transition from a donor-recipient relationship to a strategic partnership is grounded in having local actors take the lead in creating and financing the country's development goals. Aiming to improve economic competitiveness, USAID/North Macedonia seeks to support the private sector and the government institutions to lead development interventions and to promote growth in productivity and reduce barriers for Euro-Atlantic market integration. Under the current Country Development Cooperation Strategy (CDCS), the Mission will leverage ongoing efforts and focus where USAID's assistance will make a lasting impact, and by identifying new initiatives that will be based on co-creation and co-investment principles. USAID would like to foster partnerships with the public, private and civil sectors in a meaningful way, as well as for initiatives that have the community's support. One of the key elements of those partnerships will be commitment to localization and shifting more leadership, ownership, decision making, and implementation to the local organizations and institutions with the capability, connectedness, credibility, and readiness to drive change in the country.

Through the new **Private Sector Led Growth, Resilience and Response Activity** , USAID seeks to (1) increase the productivity of micro, small, and medium enterprises (MSMEs) by introducing modern technologies, practices, and tools (including digitalization, e-commerce), and creating demand driven professionals to implement these initiatives, (2) help MSMEs become better qualified to access different sources of financing, (3) strengthen the public-private dialogue (PPD) for successful policy framework implementation, and (4) improve country's regional economic integration. The applicant should prioritize for technical assistance the sectors and/or sub-sectors mentioned in the Government of North Macedonia endorsed Smart Specialization and the Export strategies.[1] Initiatives from other high-potential sectors will be considered based on a justification for their relevance to the Activity goals and expected results. The Private Sector Led Growth, Resilience and Response is a $5.5 million activity over a 5-year period.

This Activity is one of many ongoing and planned USAID-funded activities and resource partnerships that will increase economic competitiveness and regional economic integration. The Activity will work collaboratively with these programs, as well as with programs supporting USAID's other two development objectives of the CDCS: increased youth contributions to society, and reduced corruption.

[1] According to the government officials both documents will be adopted by the end of 2022.

II) BACKGROUND

Economic growth in 2021 underwent a new trend following the 2020 COVID-caused recession. Private consumption picked up, exports and imports increased, with imports growing faster, thereby worsening the trade balance. On the productivity side, growth was reported in nearly all sectors with the fastest recovery occurring in trade, transport, tourism, manufacturing, and information and communications technology (ICT). However, in 2022 the economic trajectory turned. Europe's energy crisis and the war in Ukraine constrained economic growth, while future unexpected events may further disrupt growth prospects and predictions. These events further amplify challenges among MSMEs in North Macedonia. Consequently, the low productivity of MSMEs, the lack of a skilled workforce, limited access to finance for micro and small enterprises, and the selective/incomplete implementation of the policy framework remain to be the main challenges that hinder the competitiveness of the Macedonian private sector.

Part of the low **productivity** of Macedonian MSMEs is due to limited investments in new technologies and in innovations[2]. The economy's expenditure on research and innovation is low with only 0.4 percent of GDP compared to the average of 2.19 percent of GDP in EU countries, making the country fall into the 'emerging innovator' category, according to the 2021 European Innovation Scoreboard. Low investments in innovations and new technologies resulted in modest economic growth and weak integration of Macedonian companies into global value chains. Also, the key driver for growth as identified by the Government of North Macedonia, is the link between foreign direct investments (FDIs) and local companies is weak because local companies cannot meet the quality standards of products and services that FDIs require.

The objective of the latest government's Operational Program 2020-2024 is to increase the competitiveness of the economy through increased domestic and foreign direct investments, and introduce innovations, including digitalization, in all sectors that will significantly increase the productivity, quality and added value of products and services.[3] Additionally, the Ministry of Economy is working on developing the Smart Specialization strategy that will cover the agri-food (smart agriculture, food value added products); industry 4.0 (metal industry); ICT; and sustainable building materials; and the export strategy.

The Fund for Innovations and Technology Development (FITD) provides financial support to MSMEs to encourage the implementation of innovative solutions and processes, as well as technology transfer. The latest Government of North Macedonia initiative supported by the World Bank (WB) is the ongoing establishment of the MSME Investment Fund that will invest in start-ups in the green/digital sectors. The intent is to diversify the economy and exports towards more value-added products, improved productivity, creation of better paid jobs, and the introduction of non-bank financial products.

Lack of a **skilled workforce** due to a mismatch between demand and supply. Employers have difficulty filling job vacancies because they are unable to find workers with the appropriate

[2] Empirical research demonstrates that the effectiveness of investments in new technologies depends on the ability of firms and individuals to use the technologies, therefore it is important to consider pairing financial investments with capacity building (technical and managerial skills).
[3] In October 2021, the Government adopted the Growth Acceleration Plan (GAP) for the period 2022-2026, which had been prepared by the Ministry of Finance in cooperation with other relevant Government departments aiming to support the recovery of the economy and the growth of GDP.

technical, communication, management, and/or interpersonal skills required for the job. The missing collaboration link between educational institutions (vocational education [VETs] and faculties) and the private sector results in outdated curricula and the production of professionals that are unable to respond to labor market needs. This places a significant financial burden on companies in organizing on-the-job training and/or certification programs for their new employees, as well as on the job seekers who need to enroll in non-formal education programs (training providers) to obtain skills that the market demands.

There are a few positive examples of partnerships between the private sector, mostly FDI and VETs/faculties that have resulted in targeted training based on the needs of the companies, and in investments in new labs in the schools. The technical schools/faculties are more progressive in this regard, mostly because of the sectors where FDI operates. Additionally, the accelerators, hubs, private academies, and the chambers of commerce offer variations of training on a commercial basis. The results of these partnerships have been three-fold: job creation, workforce skills improvement, and teachers' professional development.

Access to Finance (AtF) is difficult for the micro, small, and start-up firms in a financial environment that overemphasizes bank-financing in North Macedonia. The most important factors for success in obtaining loans are good collateral and solid financial accounts. Banks lend only to MSMEs with at least three years of good business and financial records. Usually, they require a hard collateral because of deficiencies in the law on contracts and problematic enforcement. Savings houses and microfinance institutions serve the micro firms, but their reach is limited. Factoring and leasing are not yet sufficiently developed, partially due to the lack of an appropriate legal framework and partially due to the lack of awareness among the firms for these services. Business angels and investment funds are present in the financial market, but their full capacity is yet to be achieved since the investment readiness and the knowledge on how to apply for alternative financial instruments - and most of all to equity, quasi-equity and venture capital instruments - is still low. The Development Bank of North Macedonia (DBNM) provides lending to SMEs (export credit financing, working capital, microfinancing); credit insurance (domestic accounts receivable, export accounts receivable); factoring; and custom guarantees.

In principle, North Macedonia's policy framework is EU compliant, but implementation is selective and incomplete. The **public-private dialogue** (PPD) is not yet in full-force, despite many attempts from donors to support an all-inclusive, evidence-based dialogue. The USAID-supported PPD dialogue platform was commended by all four chambers of commerce, the founders, as a tool that brings the private and the public sectors closer together.

In the past couple of years, it became evident that the Western Balkan countries have recognized the need for regional integration to enhance the region's competitiveness in the context of EU accession and globalization. There are several ongoing regional initiatives aiming to improve regional economic integration and cooperation such as Berlin Process and Open Balkan. The framework exists for increased regional integration and some work has been done to advance the efforts; however challenges remain, such as political differences among the WB6 and a lack of coordinated efforts to improve the quality of infrastructure, misaligned policies and trade barriers.

III) STRATEGIC FOUNDATION AND DEVELOPMENT HYPOTHESIS

The goals of the Private Sector Led Growth, Resilience and Response Activity is to "*increase MSMEs productivity, create demand driven professionals, improve access to finance for micro, small and start-up firms and facilitate investments for MSMEs, strengthen the existing public-private dialogue (PPD) mechanisms and improve country's regional economic integration prospects"*. For this purpose, USAID/North Macedonia seeks to engage in resource partnerships with the private sector for the development of joint interventions and enterprise-driven solutions.

A **resource partner**[4] is an entity able to identify, create/co-create, invest/co-invest, and lead a joint intervention and/or enterprise-driven solution together with the implementing partner. The main objective of the Activities to increase and deepen the collaboration with private sector resource partners (business associations, chambers of commerce, companies, accelerators, centers of excellence, incubators, technological parks, investment funds, business angels, commercial banks, non-bank financial institutions, training centers, academic institutions, and similar), while leveraging public sector leadership on the initiatives that facilitate investment and stimulate mobilization of the country's public resources, and collaborating with the civil sector on promoting effective, transparent, and accountable expenditure of those resources.

This Activity is based on the understanding that *IF MSMEs introduce new technologies and innovations (including digitalization, e-commerce); education institutions, training centers, centers of excellence, and business support organizations collaborate with the private sector to develop modern training and certification programs; companies improve their financial and operational management; businesses elevate their interaction with the government through an evidence-based requests for policy reform; and the barriers for interregional trade and cooperation are eased and the value chain competitiveness strengthened through innovative and targeted solutions, THEN MSMEs will improve their productivity; the labor force will meet the private sector demands; companies will access finance and attract new investments; the regulatory framework will support the businesses' growth and the country's regional economic integration will improve.*

The Activity will help achieve the CDCS Development Objective 1 (DO1): Economic Competitiveness Improved, Intermediate Results 1.1: Productivity increased and 1.2: Integration in Euro-Atlantic regional markets expanded, and it will directly contribute to the following indicators from the mission's Planning and Monitoring Plan (PMP)[5]:

- # of private sector firms that have improved management practices or technologies as a result of USG assistance (F-EG5.2-2).

- % of participants who are youth in USG-assisted programs designed to increase access to productive economic resources (F).

[4] Resource partnerships are defined as formal agreements or collaborations with targeted stakeholders from the private sector, the host government, and/or civil society, employing USAID and local actors' investments, which can include financial, human capital, and/or other types of contributions. These partnerships are intended to ensure that local partners are in the lead in defining and advancing solutions for development.

[5] Note: Once the activities are developed the indicators from the mission's Planning and Monitoring Plan (PMP) may be revised to better reflect the impact of the activities on the ground.

- # of private sector enterprises with improved participation in the local economy as a result of USG assistance.

- % change in net exports in targeted industries

IV) PROGRAM OBJECTIVES

Objective 1. Increased productivity of MSMEs

The Activity will cooperate with resource partners to introduce modern technologies/practices/tools (including digitalization, e-commerce); develop support programs for MSMEs interested in becoming FDI suppliers; improve the investment readiness of MSMEs (sales, marketing expansion, product development, management skills); and to create a demand driven workforce capable of implementing these interventions.

Potential resource partners: Accelerators, hubs, centers of excellence, technological parks, chambers of commerce, companies, VETs, universities, and others as applicable.

Expected Results:

- Improved MSMEs capacity to produce quality and value-added products and services.

- Improved MSMEs investment readiness.

- Increased sales as a result of technical assistance at targeted MSMEs.

- Improved skills of the workforce to respond to market demands.

Illustrative Indicators:

- # of MSMEs that maintained existing and/or established new contracts with FDIs.

- # of new technologies/practices/tools introduced in supported MSMEs.

- # of MSMEs that improved their investment readiness capabilities.

- Increased value of sales in targeted MSMEs.

- # of jobs retained and/or created as a result of market driven training and certification programs.

- # of new training and certification programs developed and/or introduced as a result of partnerships between private sector and education institutions, training centers, centers of excellence and business support organizations.

Objective 2. Improved MSMEs financial management capacity to access finance

The Activity will cooperate with resource partners to increase the use of the available commercial and alternative sources of financing. The technical assistance under this objective, in part, is closely related to the investment readiness support efforts in Objective 1.

Resource partners: NBFIs, Development Bank of North Macedonia, commercial[6] banks, FITD, USAID/Catalyze.

Expected Results:

- Strengthened MSME financial management that leads to easier access to finance and/or investments.

- Raised awareness of the NBFI products among MSMEs.

Illustrative Indicators:

- Value of loans obtained from the banks and/or non-bank financial institutions.

- Value of new investments (equity, quasi-equity, venture capital) in supported MSMEs.

- # of modern financial practices introduced as a result of USG assistance.

Objective 3. **Strengthened public-private dialogue (PPD)**

The Activity will provide targeted support to MSMEs on advocacy and lobbying through the PPD platform that was established by the Economic Chamber of Commerce of North Macedonia, the MASIT-ICT Chamber of Commerce, Economic Chamber of North-West Macedonia, and the Macedonian Chambers of Commerce, and supported by USAID.

Resource partners: Economic Chamber of Commerce of North Macedonia, MASIT-ICT Chamber of Commerce, Economic Chamber of North-West Macedonia, and Macedonian Chambers of Commerce through the PPD platform.

Expected Results:

- Strengthened collaboration between the public and the private sectors.

- Improved quality of private sector requests for policy reforms.

Illustrative Indicators:

- # of policy reforms (law, sub-law, procedure, and other) introduced and/or implemented as a result of USG assistance.

Objective 4. **Improved regional economic integration**[7]

[6] Note, there exist (digital) tools that significantly lower the financial education skills threshold (automated cost accounting, dashboards, etc.) according to user-friendly technology interfaces.

[7] NOTE: USAID has partnered with the Economic Chamber of North Macedonia (ECNM) for implementation of activities that are in line with this objective. More specifically, this partnership will aim to improve regional and international business cooperation of Macedonian companies with the Western Balkan and EU markets and to increase the competitiveness of export oriented companies and their integration into the regional and global value chains. Applicants will need to propose complementary activities that will not overlap with or contradict the programmatic activities that will be implemented by the ECNM.

Through a partnership with a local organization, the Activity will foster regional economic integration of North Macedonia's private sector through innovative[8] market-driven solutions. The work under this objective will address existing trade barriers and limitations and will aim to establish a conducive environment for regional trade. The efforts may include strengthened capacities of the institutions, bodies, and business support organizations to improve services and solve trade-related issues. In addition, this effort may target improved compliance with the World Trade Organization Trade Facilitation Agreement, Central European Free Trade Agreement and overall compliance of the private sector and government institutions with EU standards, particularly related to the EU Green Deal and proposed tax on carbon emissions. In addition, to build up competitive value chains that can increase productivity and expand markets, this activity will support the ability of the private sector to improve their capacity for digitalization/modernization, for green transitioning, for promotion of domestic potential to foreign investors and identification of the regional market opportunities. Efforts may include improved knowledge on targeted markets in the region, for example through assistance in standardization and required certification as well as eased access to adequate finance.

Resource partners: Relevant government institutions, business support organizations, consulting companies, marketing agencies, companies and other organizations on a national or regional level that can contribute toward the achievement of results.

Expected Results:

- Eased trade barriers[9]

- Strengthen value chain competitiveness[10]

Illustrative Indicators:

- Increased value of export in targeted MSMEs.

- % of intra-regional exports.

[8] For the purposes of this activity innovation can be technology, idea, process, policy, tool, service, new approach, etc.
[9] The focus areas may include but are not limited to: Addressed trade barriers and limitations (e.g., non-tariff/parafiscal fees) and improved ease of doing regional business (e.g., make it cheaper, easier and faster); EU economic compliant private sector and government institutions and more informed and responsive export-oriented companies on all regional and EU trade aspects (particularly related to the EU Green Deal and proposed trade tax on carbon emissions); Improved environment for regional e-commerce (e.g., improved intraregional payments, harmonization of postal operations, etc.); Supported implementation of the draft national smart specialization strategy that will set priorities to build competitive advantage; Strengthened institutions that are involved in realizing the CRM Action Plan; Improved compliance with the World Trade Organization Trade Facilitation Agreement and Central European Free Trade Agreement
[10] The focus areas may include but are not limited to: Improved companies' capacities for digitalization; Increased investments in new products, innovative technologies, green transition (particularly related to the EU Green Deal and WB6 Green Agenda), waste management and recycling, skilled workforce; Improved access to adequate finance that aims to support value chain competitiveness; Promoted climate-resilient value chains; Improved knowledge on targeted markets/consumers in the region; Strengthened regional marketing strategies and the abilities of the companies to identify regional market opportunities; Improved operations and productivity within the export oriented value chains; Improved standardization and required certification of businesses; Improved capacity to promote the potential of the value chains to foreign investors; Improved networking and linkages with the buyers from the region.

- # of improved policies, reforms, practices or services for trade facilitation.

Partnership fund. One million USD ($1 million) from the total estimated budget will be dedicated to partially funding the joint interventions and/or enterprise-driven solutions under all four objectives. This will be contingent on the private sector and other stakeholder contributions. The successful applicant will be responsible for developing a plan that describes the type of entities that qualify for funding, the type of interventions/enterprise-driven solutions proposed, the eligibility criteria, the contribution percentages, and the overall management of the fund in the first three months of implementation. The Agreement Officer will approve the plan.

Resource partners. In July 2021, USAID signed a Memorandum of Understanding (MOU) with the Fund for Innovation and Technological Development, FITD (https://fitr.mk/) to increase the productivity of MSMEs by supporting the investment in technology and new product development; incentivizing cross-sector collaboration for improved MSME productivity through automation and digitalization; advancing access to finance for startups; developing mentorship programs for MSMEs to broaden and sustain their businesses; promoting new models of financing through various initiatives; and continue supporting Startup Macedonia in its effort to sustain and expand.

In August 2021, USAID signed an MOU with the fx3x company (https://fx3x.com) to jointly work on providing attractive training and employment opportunities for youth, and on improving the employability skills of youth through increased investments in human resources and technology. Some of the development initiatives that could take place include improving youth competencies for jobs in 3D animation, visual effects, and production-related careers; strengthening collaboration between the education system and the private sector to improve the digital skills of students; providing on the job training for requalification and specialization of youth and adults to equip them for better jobs, and targeted advanced training for digital and information and technology careers; and advocating for policy changes to improve the legislative environment for the private sector, including the digital media industry.

Additionally, USAID has conducted market research to identify other potential resource partners to the Activity. USAID will share the findings from the market research and the names of the entities once the activity is awarded. The successful applicant is encouraged to engage in partnerships with the entities that were identified and to use this research to identify others.

V) GUIDING PRINCIPLES

Private Sector Led Growth, Resilience and Response Activity must adhere to the following principles:

1. The Activity must partner with the private sector that will take the lead of the joint interventions and/or enterprise-driven solutions that will be based on the co-creation and co-investing principles. The overall activity must align with the USAID Private Sector Engagement Policy to the maximum extent possible.
2. The Activity must collaborate with the relevant government institutions that play a critical role in promoting growth in productivity and reducing barriers to expansion into Euro-Atlantic markets.

3. The Activity must be results-oriented and foster effective partnerships that will last beyond USAID's engagement. Sustainability of results and continuation of effective interventions are key.
4. The Activity must take into the consideration the new Agency Climate Strategy and help support global goals of reducing negative climate impacts and supporting environmental protection.
5. The Activity must incorporate interventions that can address increasing economic opportunities for youth. (Please see section: XI - Synergies with other USAID-funded activities).
6. The Activity must consider how activities reduce corrupt practices and mitigate vulnerabilities to corruption. (Please see section: XI - Synergies with other USAID-funded activities).
7. The Activity must work within local systems towards sustainable results that are locally owned.

VI. CORE TEAM, KEY PERSONNEL QUALIFICATIONS AND DUTIES

This activity includes the following required key personnel positions: Chief of Party (CoP), Deputy Chief of Party (DCoP), and component leads.

(a) The **Chief of Party (CoP)** is responsible for the overall management, oversight, implementation, and reporting in accordance with the award and approved work plans. S/he must possess the following experience and qualifications, verifiable from his/her Curriculum Vitae (CV) (**maximum 3 pages**).

- S/he must have experience in managing activities focusing on private sector development, private sector engagement, workforce development, and/or business enabling environment.
- S/he must have at least seven years of experience successfully leading complex projects and effectively managing a team of senior subject matter specialists.
- S/he must also have a proven ability to coordinate and collaborate with a broad and diverse set of stakeholders while maintaining effective working relationships with government officials, public agencies, companies, CSOs, members of academia, and other development partners.

The Chief of Party can either be an expatriate or a local hire. However, if the Chief of Party is an expatriate, s/he must mentor a locally hired Deputy Chief of Party (DCoP)/Component Lead from the start of the project to take over full management responsibility from the expatriate CoP by the end of the second year of the activity.

(b) The applicant has to design one of the component lead positions to serve also as the Deputy Chief of Party and to provide extensive support and leadership for the operational and administrative implementation of the Activity. The Deputy Chief of Party must have extensive previous project experience and must have in depth familiarity with donor requirements as well as local legislation and regulations. The Deputy Chief of Party will also be responsible for the duties of the Chief of Party when necessary, and thus must have project management experience and the ability to collaborate with other donors and projects, and the ability to

integrate different project components under an overarching objective. To be successful, the DCoP must also have the ability to communicate effectively on the technical aspects of implementation among multiple parties on multiple different levels.

(c) In the event that the applicant selects an expat Chief of Party, then the Deputy Chief of Party will take over leadership at the beginning of year three. At this time of transition, the project must hire a replacement component lead to manage thematic responsibilities that the DCoP is transitioning out of.

The applicant should maintain a non-exclusivity and should not provide CVs for the DCoP and the Component Leads at the application phase. The applicant, though, will have to explain the skills, knowledge and experience each component lead will possess. The DCoP/Component Leads should be seasoned subject matter experts who have adequate experience and qualifications to successfully carry out the work and achieve the expected results listed in the RFA under the three Activity objectives. Once the activity is awarded, the applicant will identify the component leads who will be subject to approval by the Agreement Officer's Representative (AOR).

VII. LOCAL PARTNER FOR OBJECTIVE 4

The Activity applicant must identify a local partner under Objective 4: Improved Regional Economic Integration.

The local partner will be responsible for management of this component and will incentivize local actors to propose authentic and innovative ideas and market-based solutions for this development challenge; be willing to co-create in a collaborative process and be flexible to partner with relevant institutions to achieve results.

VIII. MONITORING, EVALUATION, AND LEARNING (MEL)

The Activity will establish in the first 90 days a project performance monitoring, evaluation and learning plan (MELP) that incorporates an Adaptive Management approach. The MELP will outline the systematic process of collecting and analyzing performance data and other information to track progress toward planned results and to proactively learn and adapt for future interventions. The MELP will be based on a baseline data that is determined in the first year. The Adaptive Management approach will promote collaborative learning and exchanges with development partners, beneficiaries, and stakeholders; coordinate efforts to increase synergies among the Activity development partners, and with the partners from the other USAID-funded activities; and it will support sharing lessons learned and best practices of partnering with the private sector.

IX. GENDER CONSIDERATIONS

In line with the USAID Gender Equality and Women's Empowerment Policy (2020), which aims to equally empower women like men to secure better lives for themselves, their families, their communities, and their countries, the Activity will utilize a gender-sensitive approach throughout its implementation. The activity will ensure that the role of women is recognized and enhanced in its interventions, such as partnering with private businesses owned and led by women, and women participating in workforce skills training and programs. When gender gaps arise, they will

be addressed by ensuring that both women and men benefit from this Activity. PSLGRRA will be inclusive and represent the interests of both women and men.

X. ENVIRONMENTAL SUSTAINABILITY AND CLIMATE RESILIENCE CONSIDERATIONS

Per ADS Chapter 204, all USAID activities are required to consider environmental sustainability and climate resilience issues in its design. An Initial Environmental Examination (IEE) including a climate risk management section will be prepared for this activity. The Activity will support green and environmentally friendly technologies, which will serve as pilot activities for promoting climate resilience, energy saving, cleaner production, and more efficient use of natural resources in targeted sectors and/or sub-sectors.

XI. SYNERGIES WITH OTHER USAID-FUNDED ACTIVITIES

Under the current strategy USAID is tackling key national needs for: (1) greater economic growth through improved competitiveness, (2) increased youth engagement to lower unemployment and disenfranchisement, which is resulting in dramatic levels of emigration and inertia, and (3) reduced corruption that is eroding faith in public institutions and the culture of accountability. Applicants should demonstrate an understanding of these USAID/North Macedonia priorities and how they have become a barrier to entry for investment in the private sector.

Corruption in North Macedonia is caused by a combination of factors that include weak political will, lack of rule of law, impunity, limited independence of public institutions, limited oversight within institutions and public apathy and acceptance of corruption as part of the system. Along with the lack of meritocracy, heavy politicization, poor public services and pollution, corruption is on the top of the list for reasons for the youth migration. When corruption is embedded in the society, there are larger outflows of highly educated young people and qualified workers, resulting in a brain drain and high levels of migration in general, which lower returns to human capital and slows economic growth. In addition, besides growth, corruption also affects a country's overall attractiveness for investment and cooperation.

The activities under the three DOs are designed to complement and to be mutually reinforcing to achieve better impact. USAID expects close collaboration and identification of synergies between the Activity and other USAID-funded activities, especially the Private Sector Regional Integration Support Activity[11], Youth Actively Create Opportunities (YACO)[12], and development initiatives focused on the fight against corruption[13]. The YACO activity will work to increase youth positive contributions to society and collective leadership through creating partnerships in

[11] NOTE: USAID has partnered with the Economic Chamber of North Macedonia to improve regional and international business cooperation of the Macedonian companies with the Western Balkan and EU markets and to increase the competitiveness of export oriented companies and their integration into the regional and global value chains. Applicants will need to propose complementary activities that will not overlap with or contradict the programmatic activities that will be implemented by the ECNM.
[12] See Youth Actively Create Opportunities (YACO) Activity Request for Applications (RFA), number 72016522RFA00006, published on Grants.gov.
[13] See Partnership Against Corruption (PAC), Request for Proposals (RFP), number 72016522R00003, published on SAM.gov, and Citizens Against Corruption (CAC) Activity Request for Applications (RFA), number 72016522RFA00009, published on Grants.gov.

support of economic opportunities attractive to youth; strengthen youths' competencies for jobs, progressive careers and civic life; and promote values and experiences that underpin self-reliance such as responsibility, independence, lawfulness, strong ethics, civic engagement, and striving for accomplishment. USAID's assistance to fight against corruption will focus on strengthening the national-level systems to reduce institutional vulnerabilities to corruption by taking action to address corruption when it occurs, and on increasing the citizen, civil society, media and private sector knowledge, engagement and collaboration in the fight against corruption so they can individually and jointly take action and exert pressure for improved government responsiveness and effectiveness in addressing corruption on national and local levels.

XII. DEVELOPMENT PARTNER COORDINATION

To avoid overlaps, to learn from their experiences and to achieve better outcomes, the Activity will establish formal collaboration channels with respective donors that have common development objectives and that have identified similar development problem areas. This primarily refers to the Swiss Agency for Development and Cooperation that among other things works on sustainable economic development in North Macedonia.

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement award pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide $5,500,000 in total USAID funding over a five-year period for this program. This to the extent the applicant's (full) technical and cost application confirms strict adherence to the cost principles and proposes impactful activities and interventions with associated fair, reasonable, and realistic costs.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is sixty (60) months. The estimated start date will be at or around December/January 2022.

3. Substantial Involvement

USAID shall be substantially involved during the period of the Agreement as set forth below:

a. Approval of Recipient Implementation Plans
b. Approval of specified key personnel
c. Agency and Recipient Collaboration or Joint Participation
d. Approval of Subawards
e. Agency Authority to Immediately Halt a Construction Activity

4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is 937. Geographic Code 937 is defined as the United States, the cooperating/recipient country, and developing countries other than advanced developing countries, and excluding prohibited sources.

5. 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 Private Sector Led Growth, Resilience and Response Activity, 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.

6. Selection of Instrument

USAID/North Macedonia determined that there are sufficient sources that can meet the agency's needs. The Mission assessed that the key element in deciding on an assistance instrument was flexibility and innovation that is needed in the implementing approach in order for Private Sector Led Growth, Resilience and Response Activity to fulfill its goals. As a result, USAID/North Macedonia determined that the assistance instrument - cooperative agreement - best fits the Mission’s needs under EG.5 Program Area - Private Sector Productivity, as it will provide an opportunity to improve policies, laws, regulations, and administrative practices affecting the private sector’s ability to compete nationally and internationally.

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is not restricted.

USAID is interested in working with organizations with the potential to successfully implement the project in North Macedonia to support local efforts to address the challenges discussed above. We are encouraging coalitions and partnerships, as well as applications that aim to leverage USAID resources with other funding sources. While strong coalitions and partnerships are encouraged, any assistance agreement awarded under this funding opportunity will be issued to a lead prime implementing partner.

Local organizations, as defined below, are also eligible for the award.

When determining if an entity is a "local organization" for the purposes of this RFA, USAID will consider:

- Whether the entity is legally organized under the laws of North Macedonia.
- Whether the entity has its principal place of business or operations in North Macedonia.
- Whether the entity is majority owned and controlled by individuals who are citizens or lawful permanent residents of North Macedonia.
- Whether the entity is managed by a governing body, the majority of whom are citizens or lawful permanent residents of North Macedonia.

Entities which do not meet the above-listed "local organization" criteria will be considered ineligible to participate in the further award process.

While not an exhaustive list and provided for illustrative purposes only, the following types of non-U.S. organizations are encouraged to participate:

- Business associations and chambers
- Business support organizations
- Non-governmental organizations
- Private businesses
- Consulting companies
- Faith-based organizations
- Foundations
- Trade associations

USAID also welcomes applications from organizations that have not previously received financial assistance from USAID but will not prefer one type of organization over another.

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.

Please note that public/government organizations can contribute to this Activity, but are not able to apply for, or be party to, the award as either a prime or sub-awardee. Programs may not be partisan or political in nature.

USAID will not accept applications from individuals.

Public International Organizations are not eligible to apply for funding under this program as a prime applicant, and may not serve as a prime implementing partner.

All applicants must be legally recognized organizational entities under applicable law.

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.

2. Cost Sharing or Matching

There is no cost share requirement under this notice of funding opportunity. However, cost share can be provided on a voluntary basis, but will not be a factor in determining who will be receiving the award.

3. Other

a) An applicant may submit only one application as a prime under this notice of funding opportunity.

b) Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. **The successful applicant(s) may be subject to a responsibility determination assessment (Pre-award Survey) by the Agreement Officer.** The applicant's accounting and procurement systems, audit issues, and management capability may be reviewed as part of this process. **If notified by USAID that a pre-award survey is necessary, applicants must prepare in advance the required information and documents.** Prospective NGO applicants should refer to ADS Chapter 303.3.9.1 for additional information about pre-award surveys. A pre-award survey does not commit USAID to make an award to any entity.

SECTION D: APPLICATION SUBMISSION INFORMATION

1. Agency Point of Contact

Title: Foreign Service Agreement Officer
Mail Address: USAID/Kosovo's Regional Office of Acquisition & Assistance
U.S. Agency for International Development
Embassy of the United States of America
Rr. 4 Korriku Nr. 25 Arberia,
Pristina, Kosovo 10000

2. Questions and Answers

Questions regarding this NOFO should be submitted by e-mail, in English language, to Rade Knezevic at rknezevic@usaid.gov and Florentin Emini at femini@usaid.gov, no later than the date and time indicated on the cover letter.

The received questions, including any other information given to a prospective applicant concerning this NOFO, will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Content and Form of Application:

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

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

- Name of the organization(s) submitting the application.
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address).
- Program name, *i.e.*, **Private Sector Led Growth, Resilience and Response Activity**.
- Notice of Funding Opportunity number, *i.e.*, **72016521RFA00010.**
- 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 and as defined in section C.1.)

Any erasures or other changes to the application must be initiated by the person signing the application. Applications signed by an agent on behalf of the applicant must be accompanied by

evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

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

Applications must comply with the following:

- Written in English.
- Use standard 8 ½" x 11" (A4), single sided, single-spaced, 12-point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- A 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

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

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

4. Application Submission Procedures

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late applications will not be reviewed nor considered. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time. Applicants are encouraged to monitor www.grants.gov for amendments and updates to this NOFO.

Applications must be submitted by email to rknezevic@usaid.gov and femini@usaid.gov. Email submissions must include the NOFO number and applicant's name in the subject line heading. **Do not submit applications via Grants.gov as they will not be accepted.**

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".

USAID's preference is that the technical application and the cost application each be submitted as consolidated email attachments, *e.g.*, that you consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

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 or indicate in the file name if submitted via grants.gov 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.

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 mail 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/North Macedonia cannot guarantee their acceptance by the internet server. File size must not exceed 25 MB.

5. Technical Application Format

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

a) **Cover Page** (up to 2 pages), (See Section D.3 above for requirements)
b) **Table of Contents** (up to 2 pages)
c) **Technical Approach, Management Approach & Staffing Plan, and Draft Activity Monitoring & Evaluation Plan.** The technical application alone must not exceed 21 pages in length, which includes Technical Approach (15 pages maximum), the Management Approach & Staffing Plan (3 pages maximum), and Draft Activity Monitoring & Evaluation Plan (3 pages maximum).

A) Technical Approach:

The technical approach must demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program and specify the specific results to be achieved. The Technical Approach should convincingly articulate the Applicant's proposed activities to

accomplish the four stated objectives presented in the Funding Opportunity Description, focusing on what is technically and politically feasible within the duration of the activity. The Applicant should convincingly describe how the Applicant proposes to achieve the Program Objectives (See A.IV on page 8), detailing the results to be achieved and methodology employed. The Applicant should articulate why the approach proposed is the most effective means to realize the Activity Objectives and how the Guiding Principles (See A.V on page 12) will be leveraged to achieve sustainable results.

B) Management Approach and Staffing Plan:

Must include the key personnel - Chief of Party, who will be evaluated according to the listed under A.VI above (on page 13), and verifiable from his/her *Curriculum Vitae* (CV) (maximum 3 pages). The CV does not count against the page limit of the Management Approach and Staffing Plan.

Must discuss DCoP's and component leads positions, explaining their skills, knowledge, and experience each component lead will possess, in line with the requirements stated under A.VI above. The applicant must articulate in the narrative how its organizational capacity and experience demonstrates the institutional capability to plan, implement, and support complex programming and the range of activities in this RFA. The applicant must make clear the delineation of roles, responsibilities, authority, and processes for decision making within the implementation team.

Beyond a narrative description, an organizational chart must be provided. The chart shall show the staff roles, reporting lines, and relationships between the different positions, including for any proposed subawardees with defined lines of management, supervisory authority, and technical responsibility. The management plan shall clearly and logically address how consultants (if any) will be used to complement full-time project staff.

C) Draft Activity Monitoring and Evaluation Plan:

A draft Activity Monitoring and Evaluation Plan shall be submitted with the application and shall include:

a. Specific, quantifiable performance indicators (outputs, outcomes, and impact) and targets for the overall objectives;
b. A description of monitoring systems to measure progress against overall objectives of the Activity; and
c. A plan for data collection and measurement of overall outcomes and results, including collection of baseline data, and for the use of data collected by the Activity.

Here is a clear and plain language summary of the page limits related to the Technical Application:

SUMMARY TABLE FOR THE TECHNICAL APPLICATION

a.	Cover Page	Not to exceed 2 pages.
b.	Table of Contents	Not to exceed 2 pages.
c.	Technical Approach	Not to exceed 15 pages.
d.	Management Approach & Staffing Plan - Excluding the required Organizational Chart - Excluding the Chief of Party's *Curriculum Vitae* (CV)	Not to exceed 3 pages.
e.	Chief of Party's *Curriculum Vitae* (CV)	Not to exceed 3 pages.
f.	Draft Activity Monitoring and Evaluation Plan	Not to exceed 3 pages.
	TOTAL TECHNICAL APPLICATION	Not to exceed 28 pages.

6. Business (Cost) Application Format

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

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

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

a) **Cover Page**, (See Section D.3 above for requirements)
b) **SF 424 Form(s)**

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or use the forms provided as attachments:

Instructions for SF-424	https://www.grants.gov/web/grants/forms/sf-424-family.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html

Instructions for SF-424A	https://www.grants.gov/web/grants/forms/sf-424-family.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	https://www.grants.gov/web/grants/forms/sf-424-family.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

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

c) Required Certifications and Assurances

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

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

d) Budget and Budget Narrative

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

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

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

The Detailed Budget must contain the following budget categories and information, at a minimum (see attached budget format):

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 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) Construction will not be authorized under this activity.

7) Monitoring and Evaluation Costs - Pursuant to ADS 201.3.4.10, "Monitoring Activities/Implementing Mechanisms," recipients are required to provide in the budget a

separate line item for Monitoring, Evaluation and Learning (MEL). The line item must include costs for data collection, analysis, and reporting. This line item will be tracked during implementation of the activity.

8) Branding and Marking - The cost application must incorporate the estimated cost for Branding and Marking. Additional guidance is available in USAID Automated Directive System ADS 320 found at http://www.usaid.gov/sites/default/files/documents/1868/320.pdf.

9) 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.

10) 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 US Federal awards (regardless of agency) until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200 for further information.

Method 4 - Indirect Costs Charged as A Fixed Amount
Eligibility: Non-U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO.

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

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

If the applicant does not 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.

11) Funding Foreign Government Delegations to International Conferences - Funds in this agreement may not be used to finance the travel, per diem, hotel expenses, meals, conference fees or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences" (found at http://www.usaid.gov/sites/default/files/documents/1868/350maa.pdf) or as approved by the Agreement Officer.

e) Prior Approvals in accordance with 2 CFR 200.407

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

f) Approvals of Subawards

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

- Name of organization
- Unique Entity Identifier (UEI)
- 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.

g) SAM and UEI Requirements

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

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

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

SAM registration: 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.

h) History of Performance

The apparent successful applicant will be required to provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs in the past 5 years, and not to exceed 3 awards, as follows:

- Name of the Awarding Organization

- Award Number
- Activity Title
- A brief description of the activity
- Period of Performance
- Award Amount
- Reports and findings from any audits performed in the last 5 years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

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

i) Branding Strategy & Marking Plan

It is a Federal statutory and regulatory requirement (see Section 641, Foreign Assistance Act of 1961, as amended, and 2 CFR 700.16) that all overseas programs, projects, activities, public communications, and commodities that USAID partially or fully funds under an assistance award or sub-award must be appropriately marked with the USAID identity.

USAID requires the submission of a Branding Strategy and a Marking Plan by the "apparently successful applicant," meaning applicants must not submit a Branding Strategy and Marking Plan as part of their application. Only the apparently successful applicant will be asked to submit Branding Strategy and Marking Plan no later than 30 days after award.

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 Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

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

(1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
(2) The intended name of the program, project, or activity. Acronyms are strongly discouraged.
(i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brandmark, with the tagline "from the American people" as found on the USAID Web site at http://www.usaid.gov/branding, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
(ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous support of the American People" next to the USAID Identity when acknowledging contributions.
(iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
(iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
(v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
(3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.
(4) Planned communication or program materials used to explain or market the program to beneficiaries.
(i) Describe the main program message.
(ii) Provide plans for training materials, posters, pamphlets, public service announcements, billboards, Web sites, and so forth, as appropriate.
(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, "USAID is from the American People."
(iv) Provide any additional ideas to increase awareness that the American people support this project or program.
(5) Information on any direct involvement from the 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

Marking Plan – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, 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. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

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

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

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

e. The Marking Plan must include all of the following:

(1) A description of the public communications, commodities, and program materials that the applicant plans to produce, and which will bear the USAID Identity as part of the award, including:

(i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;

(ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;

(iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and

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

(v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

(2) A table on the program deliverables with the following details:

(i) The program deliverables that the applicant plans to mark with the USAID Identity;

(ii) The type of marking and what materials the applicant will use to mark the program deliverables;
(iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
(iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and
(v) The rationale for not marking program deliverables.

(3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:

(i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goals 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, 6 laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
(iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
(v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
(vi) Offend local cultural or social norms or be considered inappropriate. The applicant must identify the relevant norm and explain why marking would violate that norm or otherwise be inappropriate.
(vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

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

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

j) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.330 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

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

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

Please note that the issuance of this NOFO does not constitute an award commitment on the part of the U.S. Government, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of an application. The applications are submitted at the risk of the submitter. All preparation and submission costs are at the submitter's expense. In addition, final award of any resultant grant cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award.

A decision not to fund a program may occur at any phase of the evaluation process. No program expenditures will be paid by USAID/North Macedonia except those covered in an award signed by the USAID Agreement Officer. USAID reserves the right to fund any or none of the applications received.

k) Conflict of Interest Pre-Award Term

CONFLICT OF INTEREST PRE-AWARD TERM (August 2018)

a. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official’s impartiality. The term “conflict of interest” includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

2. The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

b. Organizational Conflict of Interest

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

(End of Pre-Award Term)

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

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

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

Note that merit review criteria are distinct from any eligibility criteria that may be included in Section C.

a) Merit Review

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following criteria shown in descending order of importance, where criterion 1 is more important that criterion 2.

Criterion 1: Technical Approach

The extent to which the proposed approach is:

- Innovative (innovation can be technology, idea, process, policy, tool, service, new approach).
- Relevant to the above discussed development challenges and responsive to the private sector and country needs.
- Feasible, *i.e.*, likely to be implemented, or work, or be useful in attaining the desired objectives.
- Aligned with the objectives sought under the Program Description in this RFA.

Criterion 2: Management Approach and Staffing Plan

Demonstrated managerial resources and organizational structure of the Activity team to effectively implement the proposed Activity.

The extent to which the Applicant convincingly demonstrates a logical and well-thought-out management approach and staffing plan that demonstrates how the Applicant will effectively and efficiently organize, mobilize, and manage the necessary resources to implement the proposed interventions to achieve the Activity goals, objectives, and expected results, as well as meaningfully engage all relevant stakeholders to ensure ownership of interventions from the very start.

Key personnel, *i.e.*, listed Chief of Party (CoP), Deputy Chief of Party (DCoP), and Component Leads' knowledge and qualifications, will be evaluated within the Management Approach and Staffing Plan according to the criteria specified in section A.VI and D.5.c.

Criterion 3: Draft Activity Monitoring and Evaluation Plan

The extent to which the Applicant's Activity Monitoring and Evaluation Plan is logical and sound for data collection and measurement of the Activity performance indicators and targets, and ultimately, overall Activity progress toward the set goals and objectives.

b) Business Review

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

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

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

The AO will perform a risk assessment (2 CFR 200.206). The AO may consider the completed pre-award survey to assess risk in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with "specific conditions" (2 CFR 200.208).

c) ORAL PRESENTATION

During the evaluation process USAID reserves the right to request an oral presentation of the technical application from the apparent successful applicant, to better understand the outlined specifics of the proposed approach, as well as other key elements presented in the technical and cost application.

The presentation may take between one and two hours, including the time allowed for questions and answers, and is likely to be delivered virtually through Google Meet application.

More specific instructions regarding the oral presentation (if any) will be included in the invitation that will be sent in due time.

d) CO-CREATION

USAID reserves the right to engage in co-creation activities with the short-listed applicant in order to further strengthen the technical and cost application.

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

2. Administrative & National Policy Requirements

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

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

For Non-US organizations: Standard Provisions for Non-U.S. Non-governmental Organizations.

See Annex 2, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

3. Program Income

Program income is not expected to be generated under this award. However, any program income that is generated under the resulting award shall be in accordance with ADS 303, 2 CFR 200, 2 CFR 700, USAID Standard Provisions for U.S. Non-Governmental Organizations, and USAID Standards Provisions for Non-U.S. Non-governmental Organizations.

4. Environmental Compliance

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(https://www.usaid.gov/our_work/environment/compliance/22cfr216)) and in USAID's Automated Directives System (ADS) Parts 201 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.

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

Primary:
Rade Knezevic
Acquisition and Assistance Specialists
Email: rknezevic@usaid.gov

Secondary:
Florentin Emini
Acquisition and Assistance Specialist
Email: femini@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

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.

A) Applications with Proprietary Data

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the cover page with the following:

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

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

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

B) VAT Guidance:

USAID Programs in North Macedonia are VAT Exempt. The awardee must initial the activity registration procedure with the Secretariat for European Affairs and the Public Revenue Office. For more details, please lookout for the project registration guidance available at: https://www.sep.gov.mk/en/page/?id=34#.YxC1wHZBxaQ

ANNEX 1 - SUMMARY BUDGET TEMPLATE
(Enclosed within the RFA package)

ANNEX 2 - STANDARD PROVISIONS
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 "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.

ANNEX 3 – CERTIFICATIONS, ASSURANCES, REPRESENTATIONS, AND OTHER STATEMENTS OF THE RECIPIENT

The Certifications, Assurances, Representations, and Other Statements of the Recipient can be found at:
https://www.usaid.gov/ads/policy/300/303mav

ANNEX 4 - SALARY RANGE from LOCAL COMPENSATION PLAN
(Enclosed within the RFA package)

(END of NOFO No. 72016522RFA00010)