Digital Frontiers
Request for Application (RFA)

RFA No.	2022-11
Issue Date	April 5, 2022
Title	Training Cybersecurity Professionals for Humanitarian and Conservation Aid Organizations
Issuing Office & Email	Digital Frontiers c/o DAI, DigitalFrontiers@dai.com
Deadline for Receipt of Questions	April 12, 2022, 5pm EST, to DigitalFrontiers@dai.com
Anticipated Deadline for Application Submission	April 25, 2022, 5pm EST, to DigitalFrontiers@dai.com
Point of Contact	DigitalFrontiers@dai.com
Anticipated Award Types	Fixed Amount Award / Simplified / Standard Grant

DAI through the United States Agency for International Development (USAID), is seeking applications to improve the cybersecurity readiness of at least 45 humanitarian and conservation aid organizations via high-quality cybersecurity training to IT and information security personnel. Please refer to the Program Description in Section E for a complete statement of goals and expected results.

This initiative will be supported and managed by the Digital Frontiers Project, a buy-in mechanism available to USAID Bureaus and Missions from 2017 to 2023. Digital Frontiers works closely with USAID's Development, Democracy, and Innovation Bureau (DDI), the Innovation Technology and Research Hub's Technology Unit (ITR/T), USAID missions, the private sector, and international and local development organizations to identify successful and sustainable digital development approaches and scale their impact globally.

Digital Frontiers anticipates disbursing a total of $100,000 USD in award funding across one award. Digital Frontiers reserves the right to allocate grant award amounts based on technical evaluation of the applications received and assessment of the extent to which the applications fully cover the scope of work. The period of performance for this award will be up to 9 months.

DAI, as primary implementer of the Digital Frontiers program, reserves the right to fund any or none of the applications submitted.

Applications must be received via email to DigitalFrontiers@dai.com. Any questions concerning this RFA should be submitted in writing to the same email address.

Award will be made to the responsible applicant whose application offers the best value and meets the eligibility requirements.

Issuance of this RFA does not constitute an award commitment on the part of DAI, nor does it commit DAI to pay for costs incurred in the preparation and submission of an application. Further, DAI reserves the right to reject any or all applications received. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense. DAI reserves the right to fund any or none of the applications submitted.

Thank you for your interest in Digital Frontiers activities!

WARNING: Prospective Applicants who have received this document from a source other than the DigitalFrontiers@dai.com email address, should immediately contact DigitalFrontiers@dai.com and provide their name and email address in order that amendments to the RFA or other communications can be sent directly to them. Any prospective Applicant who fails to contact DigitalFrontiers@dai.com assumes complete responsibility in the event that they do not receive communications prior to the closing date. Any amendments to this RFA, questions and answers, or other communications will be issued from DigitalFrontiers@dai.com.

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Section A. Grant Application Instructions

Eligibility Requirements

Applicants must meet the following minimum requirements to participate in this RFA:

- **Type:** This RFA is open to registered US organizations. All Applicants must be willing to forego profit per 22 CFR 226.81.
  - o The following are not eligible:
    - ▪ Government entities
    - ▪ Organizations staffed by staff from USAID, DAI, or other USAID personal service or institutional support contractors, or their immediate family members.
- **Language**: Applications must be submitted in English. If English is not a team's first language, we encourage the competitors to use free translation services.

Responsibility Determination

Digital Frontiers will not enter into a grant agreement with an Applicant prior to ensuring Applicant responsibility. Required documentation includes:

- Evidence of legal documentation or licenses to operate in your country of registration
- Confirmation that products or services used in the performance of the grant are not from a Prohibited Country (explained in Section C)
- Evidence of a Unique Entity ID (UEI) number, CAGE/NCAGE code, and proof of registration with the System for Award Management (SAM) (explained in Annex 5). Evidence of these items are not required to submit an application, but must be provided if selected for a grant award
- Documentation that the Applicant can comply with the award conditions, has a satisfactory record of integrity and business ethics, and has the required financial capacity (explained in Annex 4)

Deadlines

Applications must be received via email to DigitalFrontiers@dai.com by April 25, 2022 at 5pm EST. Please include the RFA number (2022-11) in the subject line of the email.

Requests for clarification or additional information must be submitted in writing via email to DigitalFrontiers@dai.com by April 12, 2022 at 5pm EST. No questions will be answered by phone. Any verbal information received from a DAI or Digital Frontiers employee or other entity shall not be considered as an official response to any question regarding this RFA. Copies of questions and responses will be distributed via email to all prospective applicants who are on record as having received this RFA after the submission date specified in the Synopsis above.

Late Applications

All applications received by the deadline will be reviewed for responsiveness and programmatic merit according to the specifications outlined in these guidelines and the application format. Section C addresses the evaluation procedures for the applications. Applications which are submitted late or are incomplete run the risk of not being considered in the review process.

Section B. Application Preparation Instructions

The deadline to submit RFA Applications is April 25, 2022 at 5:00 pm EST. A complete RFA application consists of the following sections:

- Technical approach and Management plan (maximum 3 pages)
- Workplan for implementation (Gantt chart)
- CVs of project team members (maximum 3 pages each)
- Past Performance Matrix (Annex 6)

Page Limitation: Applications should be specific, complete, presented concisely and shall not exceed **3 pages** (exclusive of CVs (no more than three (3) pages each), workplan, and Past Performance Matrix).

Technical applications must include the following elements:

1. **Project Description**: The applicant must provide a detailed description of the project, specifying its goal, activities, and results. Also, must explain how activities will address COVID-19-related risks and workplan that outlines how the Offeror will approach and achieve the milestones in the timeframe, and includes timeline for deliverables.

2. **Personnel.** The applicant should propose personnel with sufficient skills to accomplish project goals. Each applicant should provide curriculum vitae (no longer than 3 pages each) that demonstrate the personnel's ability to perform the duties outlined in the Program Description and in accordance with the evaluation factors found herein. DAI will evaluate the CVs to determine the individual's knowledge, skills, and abilities in the areas listed herein. Gender balance should be taken into consideration when proposing project team makeup.

3. **Organizational Capability and Past Performance:** Applicants must include at least three relevant past projects in the Past Performance Matrix (Annex 6) that demonstrate the core capabilities required to execute the proposed project. The information shall include the legal name and address of the organization for which services were performed, a description of work performed, the duration of the work and the value of the contract, and a current contact phone number of a responsible and knowledgeable representative of the organization. This information may be used for validation of experience or reference checks.

Instructions for Cost Application Submission
Your Cost Application should include a budget demonstrating the company's proposed use of grant funding.
- ➢ Cost Applications must include. A template is included in Annex 2:
  - Projected Grant Budget (Annex 3)
  - Budget Narrative (Annex 3)
  - Completed Financial Capability Questionnaire (Annex 4)
  - NICRA or Audited Financial Statements
  - Registration of Incorporation Documents
  - Personnel, finance, and procurement manuals

Completed Budget. All budget lines must be clearly linked to specific project activities. See attached Annex 3 for the budget template. Supporting information shall be provided, as necessary, in sufficient detail to allow a complete analysis of each line item cost.

Budget Narrative. The budget must have an accompanying budget narrative and justification that provides in detail the estimated costs for implementation of activities listed in the technical application narrative. The combination of the cost data and narrative must be sufficient to allow a determination of whether the costs estimated are reasonable. **The budget narrative must demonstrate that all budgeted costs do not exceed actual local market costs above any increment.** A budget narrative template is included in Annex 3. The following is provided as guidance involving specific types of costs:

- Salary and Wages: Direct salaries and wages should be proposed in accordance with the Applicant's personnel policies.
- Fringe Benefits: If the Applicant has a fringe benefit rate that has been approved by an agency of the U.S. Government, such rate should be used and evidence of its approval should be provided. If a fringe benefit rate has not been approved, the application may propose a rate and explain how the rate was determined. If the latter is used, the narrative should include a detailed breakdown comprised of all items of fringe benefits (e.g., unemployment insurance, workers' compensation, health and life insurance, retirement, etc.) and the costs of each, expressed in dollars and as a percentage of salaries. Alternatively, if the Applicant has no approved rate, it may elect to directly charge all project expenses.
- Travel and Transportation: The application should indicate the number of trips, domestic and international, and the estimated costs per trip. Specify the origin and destination for each proposed trip, duration of travel, and number of individuals traveling.
- Equipment and Materials: Specify all equipment to be purchased, including the type of equipment, the manufacturer, the unit cost, the number of units to be purchased and the expected geographic source.

- Communications: Specific information regarding the type of communication cost (e.g., mail, telephone, cellular phones, internet, etc.) must be included in order to allow an assessment of the realism and reasonableness of these costs.
- Subcontracts/Consultants: Information sufficient to determine the reasonableness of the cost of each specific subcontract and consultant expected to be hired must be included. Similar information should be provided for all consultants who are provided under the category for personnel.
- Direct Facilities Costs: Specific information regarding the cost of any facilities needed to perform program activities. The information provided should include the unit cost (rent), the time period the facilities are needed and the number of facilities. Only facilities that directly benefit the program activities should be included in this category; all other facility costs should be included in the indirect cost category.
- Other Direct Costs: This may include report preparation costs, passports and visas fees, training, medical exams and inoculations, insurance (other than insurance included in the Applicant's fringe benefits), as well as any other miscellaneous costs that directly benefit the program proposed by the Applicant. The narrative should provide a breakdown and support for all other direct costs. If seminars and conferences are included, the Applicant should indicate the subject, venue, and duration of proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs.
- Indirect Costs: The Applicant should support the proposed indirect cost rate, if any, with a letter from a cognizant U.S. Government audit agency (i.e. its current Negotiated Indirect Cost Rate Agreement) or with sufficient information for DAI to determine the reasonableness of the rates. For the latter, DAI would need:
  o Copies of the Applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID;
  o Projected budget, cash flow and organizational chart; and
  o A copy of the organization's accounting manual.

Applicants should note that DAI policy prohibits the payment of fee/profit to the recipient under grants.

In addition, applications will be expected to include a **Completed Financial Capability Questionnaire,** found in Annex 4**,** which includes:
a. **NICRA or** (if no NICRA) **Audited Financial Reports:** Copy of the applicant's most recent financial report, which has been audited by a certified public accountant or other auditor satisfactory to DAI. If no recent audit, a "Balance Sheet" and "Income Statement" for the most current and previous fiscal year.
b. **Incorporation Papers or Certificate of Registration and Statute**

RFA Application Checklist:

Before submitting your application, please check to make sure the following are included:

☐ Technical Application

☐ CVs of named team members

☐ Budget

☐ Budget narrative

☐ Completed Financial Capability Questionnaire

☐ NICRA or Audited Financial Reports

☐ Incorporation Papers or Certificate of Registration and Statute

☐ Personnel, procurement, and finance manuals

Section C. Selection Process

Awardees will be selected by an Evaluation Committee, which will evaluate applications and select winners according to the following evaluation criteria and scoring system. To the extent necessary (if award is not made based on initial applications), negotiations may be conducted with each applicant whose application, after discussion and negotiation, has a reasonable chance of being selected for award. **Award will be made to responsible applicants whose applications offer the best value**.

An award will be made based on the ranking of applications by the review panel according to the evaluation criteria and scoring system identified below:

	EVALUATION CRITERIA		MAXIMUM POINTS
1	Technical Approach	• Proposed approach is creative and demonstrates deep understanding of the specified tasks; • Technical approach demonstrates the applicant's capacity to successfully complete all required deliverables while incorporating client feedback & respecting deadlines. • Technical approach details utilization plan for existing NGO networks (preference to be given to applicant with at least 30 NGOs to draw upon)	50 points
2	Personnel and Workplan	• Proposed personnel demonstrate required qualifications and ability of to successfully achieve outlined tasks. • Proposed personnel skill sets shows understanding of resources needed to achieve specified tasks; • Workplan demonstrates how the Applicant will approach and achieved the specified tasks within the required timeframe.	25 points
3	Past Performance	• Applicant has a record of positive past performance (at least three references) related to providing cybersecurity support to NGOs; • Past performance reflects USAID experience and successful leadership and delivery of training initiatives.	25 points

Conflict of Interest
Throughout the selection process, Digital Frontiers will take steps to ensure that members of the review panel do not have any conflicts of interest, or the appearance of such, with regard to the organizations whose applications are under review. An individual shall be considered to have the appearance of a conflict of interest if that person, or that person's spouse, partner, child, close friend, or relative works for, or is negotiating to work for, or has a financial interest in (including being an unpaid member of a Board of Directors), any organization that submitted an application currently under the panel's review. Members of the panel shall neither solicit nor accept gratuities, favors, or anything of monetary value from parties to the award. USAID staff, including USAID institutional support contractors and personal service contractors, and their families, are not eligible to compete for this award.

Signing of Grant Agreements
Upon USAID concurrence of the Applicant, a Grant Agreement will be prepared. After Digital Frontiers and the successful Applicant have signed the Grant Agreement, Digital Frontiers may provide training on financial management and reporting on grant funds. All reporting and contractual obligations will be explained to the grant recipients.

Section D. Special Grant Requirements

The applicant shall bear in mind the following special requirements **for any grants awarded** in response to this RFA:

Award Type: DAI anticipates awarding Standard, Simplified, or Fixed Amount Award grants as a result of this RFA.
- The Fixed Amount Award (FAA) format allows the award of a grant for very specific program elements, without requiring project monitoring of the actual costs subsequently incurred. It is intended to support specific activities, where costs are certain and where the accomplishment of grant "milestones" is readily discernible. Payments are fixed amounts and are made based on the grantee's successful submission or completion of the tasks delineated for that milestone.
- Simplified and Standard grants, in contrast, are reimbursed of actual expenses rather than fixed price deliverables. A higher degree of oversight is involved, though advances are permitted under these grants, which are better suited for more complex program descriptions where activities cannot be broken into concrete deliverables and/or the cost of activities cannot be clearly defined and predicted.

US Government Registrations

There are mandatory requirements for grantees to obtain the following items/registration before a grant can be awarded. Without registering in the required databases, DAI cannot deem an Applicant to be "responsible" to conduct business with and therefore, DAI will not enter into an agreement with any such organization. The award of a grant resulting from this RFA is contingent upon the winner providing an Unique Entity ID (UEI) number, a Commercial and Government Entity/NATO Commercial and Government Entity) CAGE/NCAGE code, and proof of registration in the System for Award Management (SAM) system.

Applicants must obtain the following before award:
  i. UEI Number
  ii. Registration with SAM.gov
  iii. CAGE/NCAGE

Instructions for obtaining a UEI number, SAM registration, or a CAGE/NCAGE are provided in Annex 5.

Prohibited Countries: Prohibited countries are countries that the US Government does not do business with, previously referred to as foreign policy restricted countries. The Applicant may not procure goods or services from the Office of Foreign Assets Control (OFAC) comprehensive sanctioned countries: Cuba, Iran, North Korea, Sudan, and Syria. By submitting an application in response to this RFA, the Applicant certifies that proposed equipment will not be procured from vendors located in one the OFAC prohibited countries above, nor will the origin of any of the parts be from a prohibited country.

Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or Equipment – Applicants warrant that all services and products included in their application are compliant with the restrictions contained in 2 CFR 200.216. Grant funds cannot be used to procure or obtain equipment, services, or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. As described in Public Law 115-232, section 889, covered telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).

Full text of this restriction may be accessed here: https://www.ecfr.gov/cgi-bin/text-idx?SID=e3052be29eb6a936bcf083bf38cacd7d&mc=true&node=se2.1.200_1216&rgn=div8

Separate Account: A separate account must be established to house all funds provided under the grant, as well as all interest income.

Permitted Uses of Program Income: The Grantee will inform DAI of any program income generated under the grant and agrees to follow USAID's disposition requirements for such program income, which is in accordance with 2 CFR 200 Subpart D. Program income earned under this agreement shall be applied and used in the following descending order:

1. Added to funds committed by USAID and the recipient to the project or program, and used to further eligible project or program objectives;
2. Used to finance the non-Federal share of the project or program; and
3. Deducted from the total project or program allowable cost in determining the net allowable costs on which the federal share of costs is based.

If the terms and conditions of the award do not specify how program income is to be used, then number 2) shall apply automatically. Grantees who are commercial organizations may not apply Option 1) to their program income.

Use of Funds: Funds provided under any grant awarded shall be used exclusively for grant purposes. Diversion of grant funds to other uses will result in cancellation of award and retrieval of funds disbursed to the grant recipient.

Reporting Procedures: A description of reporting requirements will be included in the Grant Agreements.

Project Monitoring: DAI staff will monitor projects in terms of programmatic (and financial aspects, should a simplified or standard grant be awarded). Grant recipients will be expected to facilitate monitoring by making relevant information available to DAI staff.

Restrictions: The Grant Funds provided under the terms of this Agreement shall <u>not</u> be used to finance any of the following:

1. Goods or services which are to be used primarily to meet military requirements or to support police or other law enforcement activities,
2. Surveillance equipment,
3. Equipment, research and/or services related to involuntary sterilization or the performance of abortion as a method of family planning,
4. Gambling equipment, supplies for gambling facilities or any hotels, casinos or accommodations in which gambling facilities are or are planned to be located,
5. Activities which significantly degrade national parks or similar protected areas or introduce exotic plants or animals into such areas, or
6. Establishment or development of any export processing zone or designated area where the labor, environmental, tax, tariff, and/or safety laws of the country in which such activity takes place would not apply.
7. Pharmaceuticals,
8. Pesticides,
9. Logging equipment,
10. Luxury goods (including alcoholic beverages and jewelry),
11. Establishing or expanding any enterprise that will export raw materials that are likely to be in surplus in world markets at the time such production becomes effective and that are likely to cause substantial injury to U.S. producers,
12. Activities which would result in the loss of forest lands due to livestock rearing, road construction or maintenance, colonization of forest lands or construction of dams or other water control structures,
13. Activities which are likely to have a significant adverse effect on the environment, including any of the following (to the extent such activities are likely to have a significant adverse impact on the environment):
    i.) Activities which may lead to degrading the quality or renewability of natural resources;
    ii.) Activities which may lead to degrading the presence or health of threatened ecosystems or biodiversity;
    iii.) Activities which may lead to degrading long-term viability of agricultural or forestry production (including through use of pesticides);
    iv.) Activities which may lead to degrading community and social systems, including potable water supply, land administration, community health and well-being or social harmony.
14. Activities which are likely to involve the loss of jobs in the United States due to the relocation or expansion outside of the United States of an enterprise located in the United States, or
15. Activities which the Grantee is aware are reasonably likely to contribute to the violation of internationally or locally recognized rights of workers,
16. Activities to support the <u>production</u> of agricultural commodities for export from Malawi when such commodities would directly compete with exports of similar United States agricultural commodities to third countries and have a significant impact on United States exporters.

Pursuant to 2 CFR 700.13, it is USAID policy not to award profit under assistance instruments such as grant awards. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the grant program and are in accordance with applicable cost standards (2 CFR 200 Subpart D, OMB Circular A-122 for non-profit organization, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for-profit organizations), may be paid under the grant.

For non-US organizations, the Standard Provisions for Non-US Nongovernmental Recipients will apply. For US organizations, 2 CFR 200 Subpart D, OMB Circulars (http://www.whitehouse.gov/omb/circulars/a122/a122.html), and the Standard Provisions for U.S. Nongovernmental Recipients will apply. Please see Annex 1 for Standard Provisions.

DAI and USAID reserve the right to fund any or none of the applications received

Signing of Grant Agreements

Upon USAID concurrence of the applicant, a Grant Agreement will be prepared. After DAI and the successful applicant have signed the Grant Agreement, all reporting and contractual obligations will be explained to the grant recipients.

Section E. Project Description

Training Cybersecurity Professionals for Humanitarian and Conservation Aid Organizations

BACKGROUND

USAID launched the Agency's first ever Digital Strategy in April 2020, led by the ITR/T Division. This Strategy is the Agency-wide vision for development and humanitarian assistance in the world's rapidly evolving digital landscape. Digital Strategy implementation is divided into four tracks with 17 total initiatives. The Cybersecurity initiative is part of track two—Help Partners Navigate Risk and Reward—and is designed to incorporate cybersecurity through all aspects of USAID's technology programs in order to ensure digital sustainability and resiliency. USAID recognizes the importance of increasing cybersecurity preparedness for aid organizations, which face rapidly evolving and growing cyber threats.

Bad actors are increasingly targeting aid organizations with myriad attacks—including ransomware, digital surveillance, and distributed denial of service (or DDoS)—in attempts to extract payments or disrupt vital development work. While these breaches can negatively impact aid organizations and their staff, they can also have cascading effects, impacting both the donors and governments with which these organizations work, as well as the communities they serve. These impacts can be profoundly detrimental, especially when aid organizations are working with the most vulnerable populations. For example, a data breach discovered in January 2022 at the International Committee of the Red Cross exposed the personal data of over half a million vulnerable people, including refugees and detainees. The breach forced ICRC to temporarily shutter a program meant to reunite these individuals with their families, affecting an even larger group of vulnerable people.

Many humanitarian and conservation aid organizations are not prepared to face this growing threat. While awareness of the importance of cybersecurity is growing, these organizations face several challenges. First, despite a growing awareness of the problem, organization leaders do not rank cybersecurity as a primary concern for their organizations. This lack of prioritization has reduced necessary investment in cybersecurity policies, staff, and technology. Second, aid organizations lack staff with the skills and expertise needed to protect against cyber-attacks. Finally, many cybersecurity solutions–including training–are designed for private sector customers. These solutions are often prohibitively expensive or not geared toward the specific needs of aid organizations. Together, these challenges have contributed to lack of cybersecurity preparedness among many organizations working in humanitarian and conservation aid, leading to reactive, ad hoc cybersecurity responses when attacks happen.

OBJECTIVE

Improve the cybersecurity readiness of at least 45 humanitarian and conservation aid organizations by delivering high-quality cybersecurity training to IT and information security staff. The training will prepare these mid-level IT and cybersecurity professionals to lead cybersecurity planning and implementation for their respective organizations.

TASKS

Task 1: Develop Work Plan and Timeline for Training
- Within the first two weeks of award, develop a draft work plan and timeline for delivering training and submit for USAID and DAI approval.
- Work plan should identify specific training needs to be addressed under Task 2.
- The work plan should also outline a plan for evaluating effectiveness and identifying organizations' additional cybersecurity capacity needs (see Task 3)

Task 2: Provide Cybersecurity Training to Staff from 45 Humanitarian and Conservation Aid Organizations
- Deliver cybersecurity training to staff from 45 humanitarian and conservation aid organizations.
- Cybersecurity training should prepare trainees to assume advanced IT and security roles in their organizations.
- Training sessions can be in-person or virtual, but should be based around live courses taught by skilled instructors.
- Note that the vendor can develop their own training modules, or partner with another vendor to utilize existing, tested training materials.

Task 3: Evaluate Effectiveness of the Training and Identify Outstanding Organization Needs
- Using the plan outlined in Task 1, evaluate the effectiveness of the training and identify the outstanding cybersecurity capacity needs for the 45 participating organizations.

TIMEFRAME

The period of performance is May 2022 to January 2023.

ANTICIPATED DELIVERABLES

Deliverable	Format	Deadline
Task 1: Develop Work Plan and Timeline	Google Doc or Google Slides	To be defined by applications
Task 2: Provide Cybersecurity Training to 15 organizations	Google Doc or Google Slides	To be defined by applications
Task 2: Provide Cybersecurity Training to 15 organizations	Google Doc or Google Slides	To be defined by applications
Task 2: Provide Cybersecurity Training to 15 organizations	Google Doc or Google Slides	To be defined by applications
Task 3: Training Evaluation and Recommendations for Next Steps Report	Google Doc or Google Slides	To be defined by applications

Note: due to the required USAID clearance process, the contractor might experience delays in receiving approval for some deliverables.

REPORTING

The partner will report to the USAID Activity Manager in coordination with Digital Frontiers project staff and provide regular progress reports at mid- and end of project.

RELEVANT QUALIFICATIONS (REQUIRED/PREFERRED)

REQUIRED
- Maintains an existing network of humanitarian and conservation aid organizations;
- Demonstrated experience in providing cybersecurity trainings to NGOs and other aid organizations;
- One or more data cybersecurity training experts currently on staff;
- Based in Washington, DC, for easy in-person trainings
- Regular availability for calls and meetings overlapping with US East Coast time zone

PREFERRED
- External network of cybersecurity specialists and trainers;
- Established experience in NGO-facing cybersecurity-related initiatives;
- Experience with USAID or international aid organizations

Annex 1: Mandatory Standard Provisions

Mandatory Standard Provisions for Non-US Nongovernmental Recipients:
(http://www.usaid.gov/missions/sa/usaidsa/mandatorystandard.pdf)

Annex 2: Certifications, Assurances, Other Statements of the Recipient

In accordance with ADS 303.3.8, DAI will require successful grant applicants to submit a
signed copy of the following certifications and assurances, as applicable:

1. Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs
(Note: This certification applies to Non-U.S. organizations if any part of the program will be undertaken in the United States.)
2. Certification Regarding Lobbying *(This certification applies to grants greater than $100,000.)*
3. Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206)
4. Certification Regarding Terrorist Financing, Implementing Executive Order 13224
5. Certification Regarding Trafficking in Persons, Implementing Title XVII of the National Defense Authorization Act for Fiscal Year 2013 *(Note: This certification applies if grant for services required to be performed outside of the United States is greater than $500,000. This certification must be submitted annually to the USAID Agreement Officer during the term of the grant.)*

6. Certification of Recipient

In addition, the following certifications will be included **Part II – Key Individual Certification Narcotics Offenses and Drug Trafficking** *(Note: Only as required per ADS 206 for Key Individuals or Covered Participants in covered countries.)*

Part III – Participant Certification Narcotics Offenses and Drug Trafficking *(Note: Only as required per ADS 206 for Key Individuals or Covered Participants in covered countries.)*

Part IV – Representation by Organization Regarding a Delinquent Tax Liability or a Felony Criminal Conviction
Part V – Other Statements of Recipient
Part VI – Standard Provisions for Solicitations

(Note: Parts V & VI – Are included in the grant file as part of the grant application.)

Annex 3: Sample Budget and Budget Narrative

	Name	Rate	Units (month/day/hour)	Cost
I. Salaries and Wages				
Person 1	TBD	$0.00	0	$0
Person 2	TBD	$0.00	0	$0
Total Salaries and Wages			0	$0
II. Travel, Transportation and Per Diem				
1. Air Travel				
International Travel		$0.00	0	$0
Regional / In-Country Travel		$0.00	0	$0
2. Per Diem				
Traveler 1		$0.00	0	$0
3. Other Travel Expenses				
Traveler 1		$0.00	0	$0
Total Travel, Transportation and Per Diem				$0
III. Other Direct Costs				
1. Project Management Expenses				
Other (DESCRIBE)		$0.00	0	$0
Total Other Direct Costs				$0
Total Program Expenses				$0
Indirect Costs on All Costs			0	$0
Grand Total				$0

Budget Narrative Template

Salaries and Wages
For our labor cost estimates, we have used daily rates per person as supported by actual salaries and/or prevailing labor rates. If labor is based on commercial rates, please provide a link or evidence of publication of the commercial rates.

Personnel
- Name, Title proposed for a total of XX days at a daily rate of $XXX.
- Name, Title proposed for a total of XX days at a daily rate of $XXX.

Travel, Transportation and Per Diem
Economy air fare trips have been budgeted from XXXX to XXXX.

Regional / In-Country Travel
X number of trips have been budgeted for X locations.

Per Diem
Per Diem at $XXX has been assumed for all travelers to XXX based on XX days per trip.

Miscellaneous Travel Expenses
Miscellaneous Travel expenses of $XXX per trip have been budgeted based on the number of international trips. This cost per trip is based on XX assumptions.

Other Direct Costs
This category includes basic support costs for the project. Included within this cost category are all costs necessary for the successful operation of this activity.

Indirect Costs on All Costs
All indirect costs must be in accordance with the organization's policies.

Annex 4: Financial Capability Questionnaire

Accounting System and Financial Capability Questionnaire
For DAI Grant Recipients

 The main purpose of this questionnaire is to understand the systems adopted by your institution for financial oversight and accounting of grant funds, especially those provided through the U.S. Federal Government. The questionnaire will assist DAI program and accounting staff to identify the extent to which your institution's financial systems match the requirements of the U.S. Federal Government. This information will help the program staff work with you and your institution to review any problem areas that may be identified; thereby avoiding any problems or oversights which would be reportable should an audit of the program or institution be required.

The questionnaire should be completed by the financial officer of your institution in collaboration with DAI program staff. This questionnaire is informational only, and will not have any bearing on the agreement to support your institution based on the technical merit of the application. Therefore, please answer all questions to the best of your knowledge.

While 2 CFR 200 does not cover awards to non-U.S. recipients, DAI shall rely on the standards established in that regulation in determining whether potential non-U.S. recipients are responsible to manage Federal funds. A determination shall be made on the potential recipient's ability, or potential ability, to comply with the following USAID and federal-wide policies:

1) [2 CFR 200 Subpart D](#) (Financial and Program Management);
2) [2 CFR 200 Subpart D](#) (Property Standards);

3) [2 CFR 200 Subpart D](#) (Procurement Standards); and

4) [2 CFR 200 Subpart D](#) (Performance and Financial Monitoring and Reporting).

SECTION A: General Information

Please complete this section which provides general information on your institution.

Name of Institution: _____

Name and Title of Financial Contact Person: _____

Name of Person Filling out Questionnaire: _____

Mailing Address: _____

_____

_____

Street Address (if different) _____

_____

Telephone, Fax, Email (if applicable) _____

Enter the beginning and ending dates of your institution's fiscal year:

From: (Month, Day) _____ To: (Month, Day) _____

SECTION B: Internal Controls

Internal controls are procedures which ensure that: 1) financial transactions are approved by an authorized individual and are consistent with U.S. laws, regulations and your institution's policies; 2) assets are maintained safely and controlled; and 3) accounting records are complete, accurate and maintained on a consistent basis. Please complete the following questions concerning your institution's internal controls.

1. Does your institution maintain a record of how much time employees spend on different projects or activities?

Yes: ☐   No: ☐

2. If yes, how?

_____

_____

_____

3.   Are timesheets kept for each paid employee?

Yes: ☐   No: ☐

4.   Do you maintain an employment letter or contract which includes the employee's salary?

Yes: ☐   No: ☐

4. Do you maintain inventory records for your institution's equipment?

Yes: ☐   No: ☐ (if no, explain)

_____

_____

_____

5. How often do you check actual inventory against inventory records?

_____

_____

_____

6. Are all financial transactions approved by an appropriate official?

        Yes: ☐   No: ☐

7. The person responsible for approving financial transactions is: _____ Title: _____

8. Is the person(s) responsible for approving transactions familiar with U.S. Federal Cost principles as described in OMB Circular A-122?

        Yes: ☐   No: ☐

9. Does your institution use a payment voucher system or some other procedure for the documentation of approval by an appropriate official?

        Yes: ☐   No: ☐

10. Does your institution require supporting documentation (such as original receipts) prior to payment for expenditures?

        Yes: ☐   No: ☐

11. Does your institution require that such documentation be maintained over a period of time?

        Yes: ☐   No: ☐

If yes, how long are such records kept? _____

12. Are different individuals within your institution responsible for approving, disbursing, and accounting of transactions?

        Yes: ☐   No: ☐

13. Are the functions of checking the accuracy of your accounts and the daily recording of accounting data performed by different individuals?

        Yes: ☐   No: ☐

14. Who would be responsible for financial reports? _____

SECTION C: Fund Control and Accounting Systems

Fund Control essentially means that access to bank accounts and/or other cash assets is limited to authorized individuals. Bank balances should be reconciled periodically to the accounting records. If cash cannot be maintained in a bank, it is very important to have strict controls over its maintenance and disbursement.

An Accounting System accurately records all financial transactions, and ensures that these transactions are supported by documentation. Some institutions may have computerized accounting systems while others use a manual system to record each transaction in a ledger. In all cases, the expenditure of funds provided by the USAID-funded program must be properly authorized, used for the intended purpose, and recorded in an organized and consistent manner.

1. Does your institution maintain separate accounting of funds for different projects by:

        Separate bank accounts: ☐

A fund accounting system: ☐

2. Will any cash from the grant funds be maintained outside a bank (in petty cash funds, etc.)?

Yes: ☐   No: ☐

If yes, please explain the amount of funds to be maintained, the purpose and person responsible for safeguarding these funds.

_____

_____

_____

_____

4. If your institution doesn't have a bank account, how do you ensure that cash is maintained safely?

_____

_____

_____

_____

5. Does your institution have written accounting policies and procedures?

Yes: ☐   No: ☐

6. How do you allocate costs that are "shared" by different funding sources, such as rent, utilities, etc.?

_____

_____

_____

_____

7. Are your financial reports prepared on a:

Cash basis: ☐   Accrual basis: ☐

8. Is your institution's accounting system capable of recording transactions, including date, amount, and description?

Yes: ☐   No: ☐

9. Is your institution's accounting system capable of separating the receipts and payments of the grant from the receipts and payments of your institution's other activities?

Yes: ☐   No: ☐

10. Is your institution's accounting system capable of accumulating individual grant transactions according to budget categories in the approved budget?

Yes: ☐   No: ☐

10. Is your institution's accounting system designed to detect errors in a timely manner?

Yes: ☐   No: ☐

11. How will your institution make sure that budget categories and/or overall budget limits for the grant will not be exceeded?

_____

_____

_____

_____

12. Are reconciliations between bank statements and accounting records performed monthly and reviewed by an appropriate individual?

Yes: ☐   No: ☐

13. Briefly describe your institution's system for filing and keeping supporting documentation.

_____

_____

_____

_____

SECTION D: Audit

The grant provisions require recipients to adhere to USAID regulations, including requirements to maintain records for a minimum of three years to make accounting records available for review by appropriate representatives of USAID or DAI, and, in some cases, may require an audit to be performed of your accounting records. Please provide the following information on prior audits of your institution.

1. Is someone in your institution familiar with U.S. government regulations concerning costs which can be charged to U.S. grants (OMB Circular A-122 "Cost Principles for Nonprofit Institutions" and OMB Circular A-110 "Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals and Other Non-Profit Institutions")?

Yes: ☐   No: ☐

2. Do you anticipate that your institution will have other sources of U.S. government funds during the period of this grant agreement?

Yes: ☐   No: ☐

3. Have external accountants ever performed an audit of your institution's financial statements?

Yes: ☐   No: ☐

If yes, please provide a copy of your most recent report.

4. Does your institution have regular audits?

Yes: ☐   No: ☐

If yes, who performs the audit and how frequently is it performed?

_____

_____

_____

5. If you do not have a current audit of your financial statements, please provide this office with a copy of the following financial statements, if available:

    a. A "Balance Sheet" for the most current and previous year; and
    b. An "Income Statement" for the most current and previous year.

6. Are there any circumstances that would prevent your institution from obtaining an audit?

        Yes: ⬜   No: ⬜

      If yes, please provide details:

_____

_____

_____

CHECKLIST AND SIGNATURE PAGE

DAI requests that your institution submit a number of documents along with this completed questionnaire. Complete this page to ensure that all requested information has been included.

Complete the checklist:
⬜ Copy of your organization's most recent audit is attached.
⬜ If no recent audit, a "Balance Sheet" "Income Statement" for the most current and previous fiscal year.
⬜ All questions have been fully answered.
⬜ An authorized individual has signed and dated this page.

Optional:
⬜ Incorporation Papers or Certificate of Registration and Statute is attached.
⬜ Information describing your institution is attached.
⬜ Organizational chart, if available is attached (if applicable).

The Financial Capability Questionnaire must be signed and dated by an authorized person who has either completed or reviewed the form.

Approved by:

_____

Print Name

_____

Signature

_____

Title   Date _____

Annex 5: Instructions for Obtaining CAGE/NCAGE Code, SAM Registration, and UEI

CAGE/NCAGE Code

The Commercial and Government Entity (CAGE) Code was established by the US. The NATO Codification System developed the NATO Commercial and Government Entity (NCAGE) Code. When a business/organization is assigned a CAGE/NCAGE, they are in fact the same type/structure of code but identifies which nation or if the NATO Support Agency assigned the CAGE/NCAGE. You must have a CAGE/NCAGE code before registering in SAM:

> o   Link to the CAGE/NCAGE Code request:
> https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx
> o   Link to CAGE/NCAGE code request instructions:
> https://eportal.nspa.nato.int/AC135Public/Docs/US%20Instructions%20for%20NSPA%20NCAGE.pdf

System for Award Management (SAM) Registration

You must have an active registration with www.SAM.gov to do business with the Federal Government. To register in SAM, at a minimum, you will need the following information:

> o   U.S. Registrants:
> > 1)   Your Taxpayer Identification Number (TIN) and Taxpayer Name associated with your TIN; Review your tax documents from the IRS (such as a 1099 or W-2 form) to find your Taxpayer Name
> > 2)   Your bank's routing number, your bank account number, and your bank account type, i.e. checking or savings, to set up Electronic Funds Transfer (EFT)
>
> o   International Registrants:
> > 1)   Your NATO Commercial and Government Entity (NCAGE) Code
> > 2)   Your Legal Business Name and Physical Address from your D&B record.
>
> o   Follow this link to create a SAM.gov user account and register your organization:
> https://sam.gov/content/entity-registration

Unique Entity ID (UEI)

By April 4, 2022, the federal government will transition away from the DUNS Number to the new Unique Entity ID (SAM), or 'UEI,' for entity identification of federal awards government-wide.

Entity identification in federal awards (grants, loans, contracts, etc.) means a unique set of numbers and letters used to identify every entity seeking to do business with the federal government. Currently, and through April 3, 2022, the federal government uses the DUNS Number, assigned by Dun & Bradstreet. On April 4, 2022 and moving forward, the federal government will use the Unique Entity ID (SAM), or "UEI" assigned by SAM.gov.

If your organization already have an active or expired registration: You already have a Unique Entity ID (SAM) and do not need to take action. Learn how to view your Unique Entity ID (SAM). If your renewal is upcoming, use the normal process to renew your entity.

Annex 6: Past Performance Matrix

#	Project Title	Client Name	Brief Description	Contact Name, Phone and Email	Cost in USD$	Start-End Dates
1						
2						
3						
4						
5						