

CAPACITY BUILDING FOR POTENTIAL AWARDEES (PRE-AWARD) TOWARDS USAID ENGAGEMENT: PROCESSES AND PROTOCOLS

About LASER PULSE

LASER (Long-term Assistance and SErvices for Research) PULSE (Partners for University-Led Solutions Engine) is a \$70M program funded through USAID's Innovation, Technology, and Research Hub, that delivers research-driven solutions to field-sourced development challenges in USAID Partner countries.

A consortium led by Purdue University, with core partners Catholic Relief Services, Indiana University, Makerere University, and the University of Notre Dame, implements the LASER PULSE program through a growing network of 3,400+ researchers and development practitioners in 74 countries.

LASER PULSE collaborates with USAID missions, bureaus, and independent offices and other local stakeholders to identify research needs for critical development challenges, and funds and strengthens capacity of researcher-practitioner teams to co-design solutions that translate into policy and practice.

Details are shared and accessible on <https://laserpulse.org/>



Objective of the Toolkit

- Capacity building on USAID's requirements in respect to pre-award procedures on:
 - Compliance to environmental requirements
 - Integration of gender considerations in proposals and applications
 - Finance and administrative engagement
- Target audience is the LASER PULSE potential awardees (pre-award) and LASER PULSE network members

COMPLIANCE TO ENVIRONMENTAL REQUIREMENTS

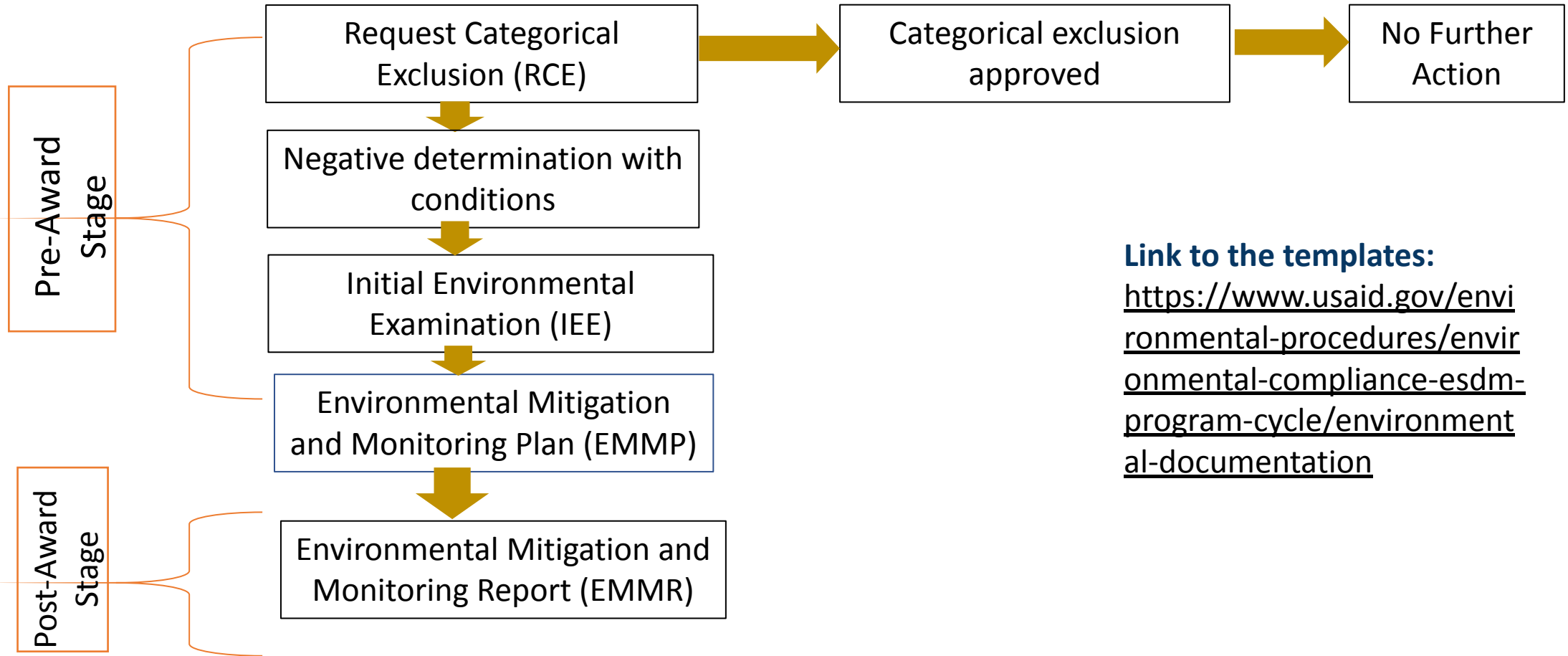
Why Environmental Compliance?

- USAID is mandated to assess risks that could be caused by the environment and the community by the programs they support
- USAID's Environmental Procedures, described under [22 CFR 216](#), provide a systematic examination and mitigation of environmental impacts
- Implementation of environmental policies and procedures is the responsibility of USAID staff during project and activity design, solicitation and award
- USAID awardees are required to monitor the approved environmental and social mitigation aspects during the implementation of their projects

Environmental Impact Assessment

- Uses systematic processes to identify potential effects (positive and negative) of project activities on the environment
- Aims to monitor and mitigate any negative environmental effects
- Screens projects for foreseeable and unforeseeable environmental implications e.g. effects of agricultural pesticides
- Projects are required to undergo the following evaluation processes
 - Pre-award Phases
 - Request for Categorical Exclusion ([RCE](#))
 - Initial Environmental Examination ([IEE](#))
 - Post-award Phases
 - Environmental Mitigation and Monitoring Plan ([EMMP](#))
 - Environmental Mitigation and Monitoring Report ([EMMR](#))
- Further details related to USAID's environmental compliance can be found in the [environmental documentation types and templates](#)

Environment Review Chart (managed by RMT)



Link to the templates:

<https://www.usaid.gov/environmental-procedures/environmental-compliance-esdm-program-cycle/environmental-documentation>

Request for Categorical Exclusion (RCE)

- All projects/activities are required to submit an [RCE form](#) to the Environment Office
 - Typically, an RCE will be approved for projects/activities for which all project components are eligible for categorical exclusions
 - RCE is also required for changes in scope of existing projects/activities that may trigger environmental or social implications
- A project is considered eligible for categorical exclusion (or low-risk) if:
 - It has no effect on the natural or physical environment
 - Activities with an environmental effect but not significant due to limited scope, carefully controlled nature, and effective monitoring. For example; research, training, extension, and institution-building projects among others.
 - Further explanations of these conditions are available at [22CFR 216.2\(c\)](#)

Request for Categorical Exclusions cont'd

- Examples of projects excluded from full environmental review include;
 - Education, technical assistance, and training programs (except construction of facilities)
 - Controlled experiments exclusively for research
 - Analyses, studies, academic, workshops and meetings
 - Food for development programs
 - Support for intermediate credit institutions
 - Programs involving nutrition, health care and family planning (except water supply system & waste-water treatment)

Initial Environmental Examination (IEE)

- Required for all activities that have a significant effect on the environment
- Its purpose is to provide a preliminary review of the reasonably foreseeable effects on the environment of the project/activity and recommend determinations.
 - documents categorical exclusions
 - provides a factual basis for a Threshold Decision as to whether an environmental assessment is required
- It's also used to document Climate Risk Management (CRM) process in accordance with USAID policy ([ADS 201mal](#)).
- For details, see the [IEE form](#)

Threshold Decision for IEE

Positive determination

Explanation: Activity is likely to have significant adverse environmental impacts
Implication: Requires an Environmental Assessment (EA) or redesigning of the project

Negative determination

Explanation: Activity has no significant adverse environmental impact
Implication: Project has passed environmental review

Negative determination with conditions

Explanation: With adequate mitigation and monitoring, activity has no significant adverse environmental impact
Implication: By adding additional mitigation to project design, project passes environmental review

Deferral

Explanation: Not enough information to evaluate impacts
Implication: Project must be defined and IEE finalized and approved before any “irreversible commitment of resources” can be made

Source: [USAID IEE Training Manual](#)

Example of projects that require IEE

- Programs of river basin Management
- Irrigation or water management projects
- Agricultural land leveling
- Drainage projects
- Large scale agricultural mechanization
- Resettlement projects
- Road construction
- Power plants and industrial plants
- Water and sewerage projects

Environmental Mitigation and Monitoring Plan (EMMP)

- [EMMPs](#) are typically prepared after the IEE is approved by the USAID environment office.
- EMMPs address negative determinations with conditions identified during the initial environmental examination, IEE.
- EMMPs are used to ensure that the project or activity design;
 - Documents mitigation measures for the environmental impacts identified in the IEE
 - Provides monitoring actions for the environmental impacts.
- Mitigation measures/actions should be specific, implementable, and verifiable.
- EMMPs are usually prepared by the awardees and reviewed by USAID environment staff.

Environmental Mitigation and Monitoring Report (EMMR)

- [EMMR](#) are used to report on the status of mitigation and monitoring actions specified in the EMMP
- The report documents field monitoring activities, issues encountered, actions taken to resolve identified issues, any outstanding issues, and lessons learned.
- The report is submitted for a preceding project implementation period as stipulated in the IEE, eg quarterly .
- EMMRs are prepared by the awardees and submitted to USAID for Bureau Environmental Officer (BEO) for approval.

An example of an EMMR

4.0 EMMR TABLE FOR POST-HARVEST AGRICULTURAL PRODUCTION ACTIVITIES

From Development of the Solicitation Request for the Grants Fund in January 2014 through Project Close Out in April 2018

Description of Environmental Effect	Mitigation Activity	Status of Mitigation Measures	Outstanding Issues Relating to Required Conditions	Remarks
Safety hazards to workers and public during construction of installations	Place hazard signs and close off area to public during installation of equipment. Workers are equipped with Personal Protective Equipment	Number of New equipment installation, compliance with Industrial Safety Measures 59 major machinery installed in 22 organizations. All Vendors complied industrial safety measures; 0 labor accidents reported during installation of machinery. Status: fulfilled	N/A	N/A
Lack of Construction waste disposal can cause pollution	All construction waste is disposed of on a daily basis in a designated landfill approved by the Mayor	Number of Equipment Installations with waste disposed correctly: Construction required to install major machinery was minimal or not required, the waste was disposed correctly by vendors. 59 major machinery installed in 22 organizations. No waste visible at the end of each day 0 complaints reported by the organizations or surrounding community related to waste disposal. Status: fulfilled	N/A	N/A
Pesticides spills can cause ground pollution. Pesticide use can cause hazards to human health. Unwashed pesticide containers can cause human health issues and pollution if not properly washed and disposed of	A PERSUAP must be prepared for the pesticides used in equipment donated by the project prior to any use of fumigation equipment USAID approved, and followed (to include all pesticides specific to crops) to prevent human health issues and pollution.	Number of PERSUAPs produced and shared with beneficiaries. 1 Amendment to PERSUAP for Better Coffee Harvest Project produced and shared with beneficiaries. Status: fulfilled	N/A	M&E Specialist and Local Technical Partner, FUSADES, shared the PERSUAP with the general manager and the Head of Production Planning. The mitigation measures were presented to Acopasca's associates during the training session on Safer Use of Pesticides.

Source: [USAID](#), 2018

Other Environmental Considerations

A. Pesticide Procedures

- All projects requiring procurement or use of pesticides do not qualify for exemptions or categorical exclusions
- They are mandated to provide the following information;
 - United States Environmental Protection Agency registration status of the required pesticide
 - Basis for selection of the requested pesticide
 - Proposed method of application
 - Any acute and long-term toxicological hazards
 - Compatibility of the pesticide with target eco-systems
 - The requesting country's ability to regulate distribution, storage, use and disposal
 - Provisions made for training users
- Follow this link for more details on [pesticide procedures](#)

Other Environmental Considerations Cont'd

B. Exemptions from Environmental Impact Assessment

- Some awards are excluded from environmental assessments and documentation. These examples include:
 1. International disaster assistance or emergencies
 2. Circumstances involving exceptional foreign policy sensitivities

Takeaways

- Compliance with environmental obligations does not end when the project begins.
- On a regular basis, project teams are required to complete the environmental status report, at least on a semi-annual basis.

INTEGRATION OF GENDER CONSIDERATIONS IN RESEARCH APPLICATIONS

Definitions

- Gender is a social construct that relates between and among the sexes, based on a set of economic, political and social-cultural attributes, constraints and opportunities associated with being male or female.
- Gender encompasses dynamic and context specific power relations between and among women and men, and boys and girls that vary over a period of time.
- **Note that “gender” is not interchangeable with “women” or “sex.”**
- *Gender Integration*: Is “the identification and subsequent treatment of gender differences and inequalities during program/project design, implementation, monitoring, and evaluation as defined by USAID’s [Guide to Gender Integration and Analysis](#).”
- *Gender Analysis*: Is a process of identifying, understanding, and describing gender differences and the impact of gender inequalities at a project/activity level.

Why Gender Integration and Analysis?

- It is a human rights issue
- Communities are stratified by;
 - Sex - men and women
 - Age - children and youth seen as boys or girls
 - Geographical space - urban or rural; developed, middle, or low-income countries; the level of physical ability; race, religion, etc.
- This clarification influences inclusion and exclusion, as well as sharing of burdens and benefits.
- It is a USAID requirement for every proposal to address gender concerns.
- Gender analysis at the project/activity level is mandatory, [USAID](#) page 4.

Why Gender Integration? Cont'd

- Project outcomes affect men and women differently, thus enables service delivery and policy transformation to benefit all.
- Gender integration and gender analysis ensures;
 - achievement of desired project outcomes,
 - relevance of research results
 - project sustainability
 - gender related inequalities are addressed
 - achievement of inclusiveness and equity
 - competitiveness and buy-in among stakeholders

How to Integrate Gender: Gender Analysis

- Gender analysis is an important tool for gender integration
- It is a social science tool used to identify, understand, and explain gaps between males and females that exist in households, communities, and countries.
- It is also used to identify the relevance of gender norms and power relations in a specific context (e.g., country, geographic, cultural, institutional, economic).
- Your research proposal should be mindful;
 - in identifying, and analyzing different needs, challenges, gaps, and opportunities to reach men and women
 - in answering questions related to gender-based constraints and opportunities in delivering services to men, women, boys, and girls
 - of differences in the status of women and men and their differential access to assets, resources, opportunities, and services
 - of the influence of gender roles and norms on the division of time between paid employment, unpaid work (including subsistence production and care for family members), and volunteer activities
 - of the influence of gender roles and norms on leadership roles and decision making
 - of constraints, opportunities, and entry points for narrowing gender gaps and empowering females
 - of the different impacts of development policies and programs on males and females, including unintended or negative consequences.
- Therefore, gender analysis is a critical first step in designing activities that are gender-sensitive.

Gender Analysis Dimensions

- USAID has set forth dimensions to assess if project proposals have fully integrated gender aspects.
- The dimensions provide a [checklist](#) to document observations and potential gender gaps, and project actions
- These include;
 - access to assets and resources
 - knowledge, cultural norms, beliefs, and perceptions
 - gender roles and responsibilities
 - time and space
 - legal rights and status
 - power and decision making

Dimension I - Access to assets and resources

Access to assets and resources: Refers to being able to use the resources necessary to be a fully active and productive participant (socially, economically, and politically) in society. It includes;

- Who has access to particular assets and resources (income, services, employment, information, benefits, etc)?
- What constraints do they face?

Dimension 2 - Knowledge, cultural norms, beliefs, and perceptions:

Knowledge, cultural norms, beliefs, and perceptions: Refers to the types of knowledge that men and women are privy to (who knows what), the beliefs that shape gender identities and behavior, and perceptions that guide how people interpret aspects of their lives differently depending on their gender identity.

- Who knows what?
- What beliefs and perceptions shape gender identities and norms?

Dimension 3 - Gender roles and responsibilities

Gender roles and responsibilities: Refers to people's behaviors and actions in life – what they actually do /activities engaged in (private and public spaces)– and how this varies by gender. It encompasses not only current patterns of action, but also the way that people engage in development activities. It includes attending meetings, training courses, accepting or seeking out services, and other development activities. Participation can be both active and passive. Your proposal should engender;

- a) Who does what?
- b) What are the gender roles and responsibilities that dictate the activities in which men and women participate?
- c) How do men and women engage in development activities?

Dimension 4 - Time and space

Time and space: This domain includes recognizing gender differences in the availability and allocation of time as well as the space in which time is spent. It includes the division of both productive and reproductive labor, identifying how time is spent and committed during the day, week, month, or year, and in different seasons, and determining how people contribute to the maintenance of the family, community, and society. The objective here is to determine how people in different gender categories spend their time and what implications their time commitments have for their availability for program activities.

- a) How do men and women spend their time, as well as where and when?

Dimension 5 - Legal rights and status

Legal rights and status: How people are regarded and treated by both the customary and formal legal codes and judicial systems. It encompasses access to legal documentation such as identification cards, voter registration, and property titles as well as rights to inheritance, employment, redress of wrongs, and representation

- a) How are women and men regarded and treated by customary and formal legal codes?

Dimension 6 - Power and decision-making

Power and Decision-making: This sphere of social life pertains to the ability of people to decide, to influence, to control, and to enforce. It refers to the capacity to make decisions freely and to exercise power over one's body and within an individual's household, community, municipality, and the state. This includes deciding about the use of household and individual economic resources, income, and employment. It also includes voting, running for office, entering into legal contracts, etc.

- a) Who has control over the power to make decisions about one's body, household, community, municipality, and state?
- b) Are such decisions made freely?

Tips in Gender Integration

- In Research, a researcher ought to:
 - Conduct a literature review to understand the context, determine gender considerations in the research sector, topic, subjects of interest
- Thus, a gender analysis should be conducted so that gender concerns can be identified at all levels of the research process, including establishing:
 - who will be the beneficiaries/participants?
 - stakeholders (policy maker, practitioners and researchers) and how they will be engaged
- This will ensure that the research questions, when answered will benefits all
 - Disaggregate data by gender, age and other socio-demographics

Tips in research cont'd.

- Research teams should be gender inclusive.
 - In institutions of higher learning, it is important to consider:
 - Gender integration to promote inclusivity
 - Effective and equitable participation
- So teams should be committed to:
 - Integrating gender; should have the capacity to mainstream gender
 - (If not, onboard a gender specialist)
- Mentorship of junior researchers
 - Teams should propose to build the capacity of junior/upcoming researchers on gender integrating
 - Fostering multidisciplinary collaboration

Tips for INTEGRATING GENDER in not so direct sectors

- Water is an example of a sector where gender issues seem hidden
- Researchers focusing on water for example can examine the following issues:
- Women spend most of their time collecting water while men
- Researchers can strive to answer the following questions to ensure inclusion; Who uses water? Purpose? Access (free, natural source, or through private like payment? What is the cost? Who can or cannot afford? (or who is willing or not willing to pay? Why?
- Who is on water management committees? How were they selected?
- Design issues (where is the water point placed in the community? Who contributed to the decision to select the place? How does the type of water technology impact on men and women (including their social and economic interests ?)

FINANCIAL AND ADMINISTRATIVE ENGAGEMENT



Types of USAID Awards

- Nature of engagement will depend on USAID's type of Award
- USAID uses two methods to issue Awards to address different needs
- Acquisitions
 - Contracts
- Assistance
 - Grants
 - Cooperative Agreements
- USAID's involvement depends on type of award
 - Grants - limited oversight over the implementation of a program
 - Cooperative agreements - Substantial involvement
 - Contracts - higher level of control over the partner in obtaining results through technical direction on a regular basis.
- **This guide focuses on pre-award steps for cooperative agreements**

Pre-award Steps



I. Pre-award Institutional Survey

- Prior to receiving an award, the applicant must be ready to present the following information upon request by a designated official.
 - Your organization's finance and administration (F&A) systems, policies and procedures and capabilities to determine whether you meet the minimum standards to successfully administer USAID resources.
- The survey might include;
 - Organizational structure, management, and governance
 - Internal financial procedures, policies, and controls e.g audit reports, research policy, accounting software, financial management policy, and accounting procedures.

2. Pre-award assurances

- The organization must make various promises to be eligible for USAID funding. These are completed prior to award.
- These statements are usually included as part of a form, [Standard Form-424B Assurance of Compliance](#), that is signed by the executive director or responsible senior officer at your organization and in summary states that your organization:
 - will comply with the necessary USAID regulations and requirements;
 - has the capacity to successfully complete the program; and
 - is willing to comply with USAID requirements to monitor your program.

3. Negotiate Program Details

- You might be requested to provide geographic, technical, target, budget, or other changes to the proposal to better align it with USAID priorities and strategic objectives. Your organization is expected to review the proposed changes and make sure that it can still complete the project within the budget, targets, and time frame.

4. Other Pre-Award- Related Activities

- Under a Cooperative Agreement, there are tasks to review and for approval and these may include:
 - Approval of Implementation Plan
 - Approval of Specified Key Personnel- Key personnel are individuals specifically listed in the agreement. Key Personnel are required to finalize the award
 - Approval of the Monitoring and Evaluation (M&E) Plan
 - Other tasks
 - *Sub-agreement and subrecipients; and*
 - *Agency authority to immediately halt a construction activity.*

5. Final Review and Award Decision

- USAID and/or the Prime institution will take a final review of the applicant/recipient's budget, priorities/activities and make final decision

6. Sign and Announce Award

- The successful organization is notified, and a final version of the agreement is sent for signature. Read it carefully and make sure you understand and are in full agreement with all terms and conditions before signing.
- The Agreement might contain;
 - Award letter
 - Schedule
 - Program description/ application/ proposal
 - Budget
 - Standard Provisions

7. Plan, Implement and Report

- Upon receipt of the finalized agreement, you are expected to begin planning tasks for the start-up of your award.
 - Procurement
 - Branding and Marking Plan
 - Reporting timelines
 - Audit
 - Records
 - Closeout

8. Establish Agreements with Partners

- Agreements with partners (subrecipients) should be established using the appropriate mechanism, such as a contract, an MOU, etc.



Finance & Administration Requirements



Key Provisions

- All subrecipients are subject to the terms and conditions of the sponsor cooperative agreement with Prime. The terms and conditions are passed down to each subrecipient through each sub-agreement. Examples include:
 - Sub-agreements and disbursement schedules
 - Program and Financial reports timelines
 - Consideration of 'in-house' systems and USAID provisions
 - Standard procedures for requisitioning, expenditure, accountability, audit etc.
 - All records should be available for audit
 - Standard procedures for procurement, inventory management, disposal of assets
 - Budget performance tracking

Prior Approvals

This is provided when:

- An item is in an approved budget
- Securing written approval from the federal funding agency prior to execution of specific changes to the original agreement should be in writing. Examples of situations to seek approval include:
 - Change in the scope or the objective of the program
 - Budget revisions
 - Greater than +/- 10% variance in categories (other terms or restrictions may apply as provided in the agreement)
 - Transfer of funds to/from participant support cost categories
- Subawards, transfers or contracting out of any work (other than purchase of supplies, material, equipment or general support services), unless identified in the application and funded in the approved budget of the award.
- Restricted commodities

SAM.gov Registration

- All institutions/partners eligible to receive USG funding are required to have a [Unique Entity Identifier \(UEI\)](#), unless there are exceptions defined in [25.110 Exceptions](#).
 - The UEI is obtained by registering in [SAM.gov](#).
 - The process can take several weeks and is free of charge
 - Here is a get started [video](#) to acquire an UEI number

Host Government Tax

- Every April of each year, the recipient must submit a report containing information on:
 - Contractor/recipient name
 - Contact name with phone, fax and email
 - Agreement number(s)
 - Total amount of value-added taxes and customs duties
 - Reimbursements received by April 1 of the current year
- Reports are required even if the recipient did not pay any taxes or receive any reimbursements during the reporting period
- Cumulative reports may be provided if the recipient is implementing more than one program

Travel

- Travel should be undertaken in adherence to USAID guidelines
- Institutions should apply for approval of all air travel trips in advance of travel
- Airfare must be standard or lowest coach (Economy class), exceptions must be documented
- Rest and recuperation not covered
- Fly America Act Restrictions: The recipient must use U.S. Flag Air Carriers for all international air transportation, to the extent service by such carriers is available, or where exemptions apply.

Travel Cont'd

- The exceptions to the Fly America Act include;
 - When a U.S. air carrier is not available.
 - When the use of a U.S. carrier service would extend the travel time by 24 hours or more.
 - When a U.S. carrier does not offer nonstop or direct service between origin and destination; and,
 - Increases the number of aircraft changes outside the United States by two or more.
 - Extends travel time by at least six hours or more.
 - Requires a connecting time of four hours or more at an overseas interchange point.
 - Short Distance Travel - When the flight time from origin to destination is less than 3 hours and the use of a U.S. flag carrier doubles the time en-route.
 - When there is an applicable Open Skies agreement in effect which the Department of Transportation says meets the requirements of the FAA.

Travel Cont'd

- Perdiem: Accommodation, Meals and Incidentals Expenses:
 - Per-diem for travel in the US: www.gsa.gov
 - For travel elsewhere in the world: <https://aoprals.state.gov>
 - Privately Owned Vehicle (POV) mileage reimbursement rates:
http://www.gsa.gov/portal/content/100715?utm_source=OGP&utm_medium=print-radio&utm_term=HP_01_Requested_povmileage&utm_campaign=shortcuts

Restricted commodities and services

- Recipient must obtain prior written approval of the Agreement Officer (AO) or comply with required procedures under an applicable waiver, as provided by the AO when procuring any of the following commodities:
 - Agricultural commodities,
 - Motor vehicles
 - Pharmaceuticals
 - Pesticides
 - Used equipment
 - U.S. Government-owned excess property
 - Fertilizer

Section 889 Chinese Telecommunication Restrictions

- This prohibits institutions receiving USG funding from using certain telecommunications equipment and services manufactured by specified Chinese companies including Huawei and ZTE.
- See details [here](#)

Ineligible Commodities, Services and Suppliers

- Ineligible Commodities and Services:
 - Military equipment, Surveillance equipment, Commodities and services for support of police or other law enforcement activities, Abortion equipment and services, Luxury goods and gambling equipment, or Weather modification equipment
- Ineligible Suppliers:
 - Any firms or individuals that do not comply with the requirements in Standard Provision, “Debarment, Suspension and Other Responsibility Matters” and Standard Provision, “Preventing Terrorist Financing” must not be used to provide any commodities or services to a USG award program/activity

Unallowable Costs

- Advertising and public relations that benefits the individual not the project,
- Alcoholic beverages,
- Bad debts,
- Contingency provisions,
- Entertainment costs,
- Fines and penalties,
- Good or services for personal use,
- Losses on other awards,
- Country/Social club membership,
- Selling and marketing any products or services

Financial Reporting

- Financial reports must be submitted in accordance each institution's subagreement. All invoices require a financial report to accompany payment requests.
- Subrecipient is required to monitor, report and comply with the requirements of [ADS Chapter 59 I - Financial Audits of USAID Contractors, Recipients and Host Government Entities.](#)
- Additional reports may be requested on an as-needed basis.
- Records retention

Trafficking In Person (TIP)

Organizations receiving USAID funding and their employees, consultants, vendors, contractors and subcontractors are prohibited from engaging in any form of [trafficking in persons](#), the procurement of a commercial sex act during the period of award, the use of forced labor in the performance of the award, or any other acts that directly support or advance trafficking in persons, including the following:

- Destroying, concealing, removing, confiscating or otherwise denying an employee access to that employee's identity or immigration documents;
- Failing to provide return transportation or pay for return transportation costs to an employee from a country outside the United States to the country from which the employee was recruited upon the end of employment if requested by the employee;
- Soliciting a person for the purpose of employment, or offering employment, by means of materially false or fraudulent pretenses, representations, or promises regarding that employment;
- Charging recruited employees placement or recruitment fees, or other fees that violate the laws of the country from which an employee is recruited; or
- Providing or arranging housing that fails to meet the host country housing and safety standards.

Key References

- [USAID ADS Chapter 303—Grants and Cooperative Agreements to NGOs](#)
- [Standard Mandatory Provisions for non-U.S. NGOs](#)
- [Standard Mandatory Provisions for U.S. NGOs](#)
- [The Essential NGO Guide to Managing Your USAID Award](#)