



Quality Ranking Factor / Evaluation Factor Response Document Guidance and Sample Responses

Why are Quality Ranking Factors (QRFs) / Evaluation Factors (EFs) required?

QRFs / EFs are used by OFDA and OTI as a tool to obtain a deeper understanding of each candidate's job-specific qualifications in a uniform way. Each factor has been selected because it plays an important part in indicating whether a candidate could be successful in the new position. The factor responses are reviewed and scored, and the scores determine whether an applicant will be considered further for the position.

Keys to Providing an Effective QRF / EF Response Document:

- Format your document similar to the one shown below. You do not need to reprint the factor statement, but your response should be numbered so that it can be associated with the proper factor.
- Your answers should be comprehensive. There is no minimum length requirement for your response. There may be a maximum length limit – please refer to the specific solicitation for further guidance on limitations. Use the allotted space as needed to fully address all elements of the factor.
- Be specific about position responsibilities, authority, and results. A demonstration of experience requires the use of detailed examples in context.
- Address all elements of the factor directly without embellishment – stay on point and be succinct while fully answering the requirement and describing your qualifications.
- If you do not have applicable experience or training for a particular factor, just say so.



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Note: The conditions, events, and responses described below are fictitious. Refer to the solicitation you are applying to for the unique factors required.

Sample Factor 1: Demonstrated ability to operate independently in high-visibility, high-pressure environments overseas in complex emergency or political crisis situations.

As a Program Manager at ABC NGO in Niger, I simultaneously managed a USAID-funded nutrition project and a State Department refugee program. In this capacity, I directly managed four staff members and an overall staff of thirty-five people. I oversaw an annual budget of nearly \$8.5 million and over \$17 million of commodities and medicine with minimal direction from headquarters. Charged with disaster response in our intervention zones, I formulated strategies for responding to localized crises affecting our beneficiaries including floods, droughts and famine. I also served as Acting Chief of Party (COP) when the COP was absent for a three month period. As the chief representative of the organization in-country, I was responsible for making independent decisions related to security, programming and staffing.

Because of the terrorist presence in Niger, I became skilled at working in insecure environments and managed the stress of living in a country with a violent extremist network. I ensured my own personal security as well as the security of staff members by following established protocols, coordinating with security experts and staying abreast of changing conditions on the ground. I worked with staff to reschedule routine project activities during periods of high security threat. When a staff member was killed during a security incident, I coordinated with the US Embassy and headquarters to ensure our response was in line with emergency protocols. Moreover, I ensured the death was communicated to local staff members in a sensitive and culturally appropriate manner.

As Program Manager for XYZ International Inc., I served as a field staff member in Honduras and Liberia. At the time, Honduras was experiencing instability following a coup and increasing levels of violence. Despite the challenges the working environment presented, I successfully navigated complex interagency dynamics to assist with a range of high-visibility tasks. I coordinated site visits for the Ambassador and Special Counselor to the Secretary of State, responded to urgent information requests from senior government officials, and worked with the local partners to ensure politically sensitive grants are on track and troubleshoot where necessary. In Liberia, I assisted in communicating politically sensitive status updates on the reconciliation commission to U.S. government officials at the Embassy to and the State Department in Washington DC.

Sample Factor 2: Demonstrated experience working on the conceptualization, design and management of post-conflict, political transition, democracy-building, and/or humanitarian assistance programs.

As Program Manager for ABC NGO in Niger, I oversaw all aspects of program design for the nutrition and refugees programs using the project proposals as guides. Both programs involved political transition and post-conflict development. The refugee program was a one-year emergency program that provided food security and agricultural assistance to returned



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refugees. It also had a significant conflict resolution component because the program worked with land disputes. Although the focus of the nutrition program was food security, Niger had recently experienced a coup and the project was being implemented in a period of political transition.

In both of these programs, I oversaw the development and design of the year's activities. When planned activities did not achieve the expected results, I worked with the staff to conceptualize and implement new activities. I was in charge of monitoring progress on a monthly and annual basis. This included field visits, written reports, and compiling narratives with an annual evaluation assessment.

Finally, I worked with headquarters to develop proposals for all programming in-country. In this role, I worked on the design of programming for a USAID-funded project on youth and governance, as well as a nutrition and education proposal. Additionally, I managed the field expense reporting for a \$3.1 million budget, and coordinated a transnational procurement system. During this time I also provided administrative assistance for a USAID-funded livelihood program and developed a semi-permanent school construction project, funded by UNICEF, which provided school facilities for approximately 1,000 IDP children.

As a Program Manager at XYZ International Inc., I have worked on the design of several grants under contract including contributions to proposal development, assisting with quarterly reporting, expense reporting, budget monitoring, procurement, and logistical assistance. I have provided guidance on implementation, and monitoring and evaluation to local partners. Additionally, I have ensured grants are in line with political developments in-country and overall program objectives.

Sample Factor 3: Demonstrated experience interacting with and representing your organization to US government agencies, donor and international organizations, and local counterparts, including beneficiaries.

As Program Manager of ABC NGO in Niger, I regularly represented ABC NGO at coordination meetings with the Country Representative for UNHCR, and the World Health Organization, as well as government officials including the Minister of Health and the Minister of Development. I held regular meetings with US Embassy officials including the Ambassador, the Deputy Chief of Mission, and USAID representatives. Additionally, I regularly traveled to field sites to meet with project beneficiaries.

As a representative of ABC NGO, I presented at the 17th International Public Health Annual Meeting. At a roundtable during the conference, I presented an abstract I authored in a roundtable discussion on "Challenges Facing Community Health Workers in West Africa" and responded to questions from other participants.

As a Program Manager for XYZ International Inc., I regularly attend meetings with USAID colleagues, State Department colleagues and external organizations involved in human rights and humanitarian assistance issues. During these meetings, I provide information regarding my



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organization's business model, country-specific strategies, and ensured coordination with other groups when necessary. Moreover, during field assignment site visits, I interview beneficiaries to elicit feedback on their interactions with our staff, and use their feedback to determine if grants are achieving their objectives.

Sample Factor 4: Describe your direct or indirect USG grant-related experience in detail.

My experience with USAID grants began in 2008 while I was working as the Program Manager with ABC NGO in Niger. ABC NGO was awarded a USAID grant extension for approximately \$110,000 focused on market systems and economic recovery. This post-emergency rehabilitation program sought to improve protection mainstreaming for targeted IDP and returnee populations through capacity building and income generating livelihood programs. I was involved in the direct program support of this grant for approximately one year.

In this role, I continued to work indirectly with USAID grants. In 2009, ABC NGO implemented a USAID-funded goat-restocking program in Diffa Region. I provided support to this program through the oversight of security procedures, staff training, as well as close monitoring of the risk level associated with working in a transitional state. In 2010, I also developed a comprehensive risk analysis for a proposed WASH program in Diffa Region.

Additionally, I coordinated the development and implementation of a WASH program that was awarded approximately \$1 million of funding from USAID. This program targeted emergency level WASH interventions for returnee and IDP populations throughout the Dosso Region. The specific interventions of this program included increasing water supply, improving sanitation conditions, and promoting healthy hygiene behavior. My tasks in overseeing this grant included organizing needs assessments, contributing to program design, advising on an implementation strategy, program monitoring, quarterly reporting, budget monitoring, administrative oversight as well as direct program management as necessary.

As the Acting Chief of Party with ABC NGO in Niger, I wrote proposals to USAID (Rapid Response Fund), Bureau of Population, Refugees and Migration (BPRM), as well as the US Department of State. In addition to compiling these proposals, I was also responsible for creating the program design and intervention strategies. ABC NGO eventually received funding indirectly from BPRM through grants to UNHCR. Throughout the remainder of my time with ABC NGO, I provided administrative review and oversight of these interventions.

Sample Factor 5: Demonstrated ability to work proficiently in French

I studied French for two years in high school as well as two years in college. Living in Martinique for three years, I conducted daily tasks such as banking and shopping in French.

I worked in Senegal for three years and occasionally conducted meetings in French. However, when called upon to give speeches to large groups or communicate critical information I would use a translator. I can write brief communications such as emails and read simple documents but cannot read and write fluently.