



USAID | TUNISIA

FROM THE AMERICAN PEOPLE

Issue Date: August 17, 2022
Deadline for Questions: August 25, 2022
Closing Date for Phase 1: September 15, 2022
Closing Time for Phase 1: 16:30 pm Frankfurt time

Subject: NOFO Number: 72066422RFA00001

Program Title: Tunisia Civil Society Activity

Federal Assistance Listing Number: 98.001

Ladies/Gentlemen:

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

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

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

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

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

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

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

Thank you for your interest in USAID programs.

Sincerely,



Digitally signed by David Arnett
Date: 2022.08.17 20:33:54
+02'00'

David Arnett
Agreement Officer

TABLE OF CONTENTS

Section A – Program Description

Section B – Federal Award Information

Section C – Eligibility Information

Section D – Application and Submission Information

Section E – Application Review Information

Section F – Federal Award Administration Information

Section G – Federal Awarding Agency Contacts

Section H – Other Information

SECTION A: PROGRAM DESCRIPTION

I. Program Goal and Objectives

The overall goal of the Civil Society Activity (“The Activity”) is to empower Tunisian citizens to act and advocate for specific issues and effect change at the local, regional, and national level in advancing Tunisia’s development and to build the legitimacy and sustainability of the civil society sector. Interventions will be focused on five to ten thematic areas decided through a participatory approach, over the course of the award, that reflect local priorities, political will, and strong potential to make tangible improvements in the daily lives of citizens. This activity has three main objectives:

1. **Increase the engagement and agency** of citizens to act and advocate for specific issues of public interest.
2. **Strengthen the institutional capacity** of civil society organizations to promote positive change on citizen and constituent priorities (based on the organizational mission).
3. **Promote effective partnerships** (intra- inter- and multi-sectoral) at local, regional and national levels (e.g., government, civil society, citizens, private sector) to act and advocate for specific issues of public interest.

II. Background and Development Challenge:

Country Context:

Since the Tunisian Revolution in 2011, civil society has gained increased political space to become established, implement activities, and advocate for reforms. The number of Civil Society Organizations (CSOs) post-2011 doubled with an actual ratio of 1.9 CSOs for 1,000 inhabitants¹. Of the twenty-four thousand registered CSOs per the latest IFEDA statistics, only six thousand CSOs at most are active. CSOs are over-represented in Tunis while the rest of the country continues to lack appropriate representation. The CSO landscape transformation involved a diversification of activist profiles, including youth and women, from urban and rural areas. CSOs are becoming more representative of the economic and social diversity of Tunisia, although the sector still remains predominantly urban and elite-driven.

Problem Statement:

During the post-2011 period, CSOs have played a crucial role in Tunisia’s post-revolution efforts to transition to a more participatory democracy and include citizens in decision-making. Civil society has played an important role as watchdogs, calling for government accountability, monitoring policy, and supporting civic education. However, CSOs are not always constituency-based, they often are incentivized to respond to donor priorities, and their leadership can be hierarchical and personality-driven. CSOs have not entirely succeeded in embracing democratic values, mobilizing citizens and the private sector effectively, or advocating for change at local,

¹ TADAEEM NGO priority Identification Report

regional, or national levels. CSOs are also not always flexible or adaptive to address specific community needs. Tunisia's 2021-2023 Open Government Partnership action plan² has identified several ways to increase public participation in government and for the government to embrace governance based on transparency and accountability.

While Tunisian civil society organizations have flourished significantly since 2011, covering a wide range of activities funded by various donors, the influx of funds has contributed to the distortion of civil society efforts. Donors have noted that the sector has become weakened by the abandonment of smaller organizations for the larger, more well-funded organizations. The COVID crisis exacerbated the challenges and CSOs continue to shift their priorities to respond to immediate needs in the absence of government intervention. The 2020 Civil Society Organization Sustainability Index (CSOSI) highlighted that the political instability and the COVID-19 pandemic affecting the country in 2020 have both impacted the sustainability of CSOs in Tunisia.³

Various CSOs lack the technical expertise, reporting skills, or legal knowledge to fully engage in the development and implementation of successful strategic plans. Government bureaucracy at every level creates hurdles to their work. Financial management remains a weakness in the CSO sector, and only a few CSOs have effective financial management systems. CSOs, particularly those in the interior regions of the country and along border areas, face significant financial obstacles and lack required technical skills, both of which disrupt their activities and their ability to operate effectively. The Center for Training, Studies and Documentation on Associations (IFEDA), serves as a center of resources and expertise but lacks the necessary tools and resources to provide long-term and expansive capacity building to CSOs.

Another set of challenges that was emphasized by CSOs during USAID consultations was the lack of coordination and resource disparity between “center” and “periphery” CSOs. Organizations based in Tunis or in other regional capitals are closer to policy and decision-making and are often better resourced, although Tunis-based CSOs also reported that sustainable financing remains a challenge for them. There is a lack of connection or network between CSOs in urban and peri-urban areas with those active in more rural areas. Tunis-based CSOs recognized that they were not effective at reaching out to smaller, nascent organizations in the outer reaches of the country. City-based CSOs identified the need to cross-pollinate with local groups and actors through peer exchanges and learning. While most national organizations comprehend what advocacy is and have engaged in several advocacy campaigns, CSOs in the regions have not fully embraced advocacy strategies for change at a local or community level.

The political uncertainty of the post July-25, 2021 period, including the dissolution of the parliament, left CSOs without legislative counterparts, and increased their reluctance to speak out for fear of reprisal. While the current legal and regulatory environment for CSOs to operate is considered to be permissive, many experts are worried that changes to decree/laws will limit CSOs ability to operate effectively. The draft leaked version as it currently stands would likely limit association and international funding, forcing some CSOs to cease operations.

Purpose and Relationship to the Country Development Cooperation Strategy (CDCS) and USG Policy and Other Donors:

² opengovpartnership.org/wp-content/uploads/2021/08/Tunisia_Action-Plan_2021-2023_EN.pdf

³ Tunisia 2020 CSOSI Report, <https://www.fhi360.org/sites/default/files/media/documents/csosi-mena-2020-report.pdf>

The CSO strengthening activity seeks to empower Tunisian citizens to act/advocate for positive changes at the local, regional and national level in advancing Tunisia development and to build the legitimacy and sustainability of the civil society sector.

The proposed activity aligns with the new draft CDCS Goal, “Foundations for a resilient, prosperous, and democratic Tunisia developed” and proposed Development Objective DO2: “Social contract between citizens and government strengthened”. It will contribute directly towards the proposed Intermediate Result IR. 2.2 “Local communities empowered” This program will coordinate with other USAID programming in the CDCS, including the Political Transitions Project (PTP) and the Ma3an Activity.

This effort will also contribute to the USAID Draft Local Capacity Development Policy⁴, which is still in development, by shifting more leadership, ownership, decision-making, and implementation to the local people and institutions who possess the capability, connectedness, and credibility to drive change in their own communities.

USAID is aware of the large interest from donors in the CSO space since 2011 and hopes to avoid similar types of past interventions such as deciding project themes without input from local citizens and groups, not enough money focused on local capacity development, too much generic capacity building support, and focused disproportionately on Tunis-based civil society, which have often not yielded lasting results.

Other Donor-funded programs:

While many donors and donor-funded projects have worked with and through civil society, the below mentioned program focuses explicitly on civil society strengthening. USAID encourages close collaboration between the Civil Society activity and any relevant other programs.

Strengthening Emerging Civil Society Organizations in Tunisia - ROSE (European Union) 2021-2026: The ROSE project is implemented by the consortium of Oxfam, Avocats Sans Frontières (ASF), the Tunisian Forum for Economic and Social Rights (FTDES), and Jamaity, with the objective to support emerging civil society and strengthen its role as an influential agent of change.

III. Objectives/Results and Theory of Change

A. Description of Results and their Relationship to the Objectives

Throughout the activity, Tunisian citizens will be empowered to act and advocate for positive change on specific issues of public interest at the local, regional, and national level to advance Tunisia’s development. In addition, CSOs will be better equipped to build their legitimacy and sustainability to promote positive change on citizen and constituent priorities through strengthened institutional capacity. All the following objectives will work together and towards specific salient themes decided through a collaborative approach and themes that reflect citizen realities and needs in order to achieve real impact. USAID seeks to address the funding and financial sustainability issues facing CSOs, provide tailored capacity building to cover any skill gaps that CSOs may need, support CSOs to carry out advocacy campaigns, and decentralize

⁴ https://www.usaid.gov/sites/default/files/documents/LCD_Policy_-_FORMATTED_508_01-11.pdf

resources in order to ensure greater access for CSOs outside of Tunis and in the periphery. The recipient will increase effective partnerships (intra- inter- and multi-sectoral) at local, regional, and national levels (e.g., government, civil society, citizens, private sector) to advance shared development objectives. It will also increase the ability of civil society organizations to represent their constituents' priorities and encourage the creation of more effective cross-sectoral partnerships in order to implement activities that drive active citizen participation.

The recipient will promote citizen participation and ensure interventions are demand driven, and address issues/themes important to citizens. The activity will help partner CSOs become more inclusive by encouraging the participation of vulnerable and marginalized groups (including persons with disabilities, women in rural areas, youth in underprivileged communities, Black communities, LGBTQI+, ethnic and religious minorities and others) into civic activities and democratic processes. Also, the engagement of youth is paramount, as they were critical to past change efforts.

Expected Activity Level Results:

- Citizen's perception of their ability to make changes to local problems improved.
- Capacity of civil society to represent Tunisian priorities at the local, regional and national level enhanced.
- Effective intra-sectoral partnership among local, regional and national level civil society organizations is promoted.
- Long term sustainability of CSOs and the impact of their initiatives enhanced.

Objective 1: Increase the engagement and agency of citizens to act and advocate for specific issues of public interest.

The recipient will increase the ability of civic actors to identify and provide viable solutions to local problems. Citizens will gain an understanding of how they can improve their local communities through locally driven approaches to identifying, addressing, and sustaining citizen initiatives. The recipient will build community assets and trust in civil society that can contribute to Tunisia's overall democratic development.

Expected Results

- a. Citizen feedback mechanisms developed at national and local levels.
- b. Citizen-driven civic initiatives empowered and increased.
- c. Effective local and national level civic issue-based advocacy campaigns implemented.

Objective 2: Strengthen the institutional capacity of civil society organizations to promote positive change on citizen/constituent priorities (based on their own organizational mission).

The recipient will improve CSOs' ability to mobilize citizens and deepen relationships with constituencies. This activity will help CSOs ensure citizen buy-in by better identifying citizen priorities and solutions to their issues. The recipient will help CSOs better promote their activities, in addition to enhancing public knowledge of what citizen engagement is. All of these activities will increase the trust and legitimacy of CSOs among citizens.

Expected Results:

- a. Civil society capacity to mobilize citizens and constituency building improved.
- b. CSO capacity to advocate for policy change improved.
- c. CSO communication strategies and public image enhanced.
- d. Funding sources for CSOs are diversified.

Objective 3: Promote effective partnerships (intra- inter- and multi-sectoral) at local, regional and national levels (e.g., government, civil society, citizens, private sector) to act and advocate for specific issues of public interest.

The recipient will link organizations based in Tunis or in other regional capitals with peripheral groups and actors, and link private actors (civil society, private sector, citizens) with government actors to work on shared priorities.

Expected Results

- a. Thematic issues are defined and addressed by CSOs on a regular basis with inputs from local stakeholders.
- b. Engagement between CSOs, private sector and the Government are strengthened.
- c. Linkages across CSOs, especially those increasing center-periphery connections are strengthened.

B. Development Hypothesis

IF there is increased engagement and agency of citizens, *AND* capacity of civil society is strengthened, *AND* there are more effective cross-sectoral partnership among local, regional and national level civil society, government and private sector entities around shared development issues, *THEN* Tunisians will be able to advocate for specific issues and effect change at the local, regional and national level, *AND* the legitimacy and sustainability of the CSO sector will be enhanced.

C. Assumptions

USAID developed this Activity based on the following set of assumptions:

- The Civil Society enabling environment remains open and permissive.
- Stakeholders are open to collaborate with each other.
- CSOs are willing and able to accept donor funding from USG.
- Citizens will be willing to remain informed and willing to engage in creating positive change.
- The security and public health situations in Tunisia remain stable.
- The type of assistance provided is flexible and action-oriented.

IV. Activity Parameters

Inclusive Development/ Diversity, Equity, Inclusion and Accessibility (DEIA) principles:

Implementing partners must strive to incorporate the following principles into the design and measurement of activities:

- **Gender Inclusion:** The 2020 Gender Equality and Women's Empowerment Policy affirms USAID's vision of a prosperous and peaceful world in which women, girls, men, and boys enjoy equal economic, social, cultural, civil, and political rights and are equally empowered to secure better lives for themselves, their families, their communities, and their countries. A recent [Tunisia gender analysis \(February 2022\)](#) showed that women are numerically well represented in elected and appointed governance institutions including leadership roles within CSO and as such, they can play a pivotal role in advancing gender priorities. However, Tunisia still has a long way to go to achieve gender parity in practice as cultural biases hinder the implementation of laws and regulations. The Recipient must systematically consider gender aspects and implications of specific interventions and seek opportunities to promote women participation in targeted interventions. To that end, data collected for monitoring and evaluation purposes must be gender disaggregated and other monitoring and evaluation tools, including surveys, must include questions to elicit information enabling differentiation of impact based on gender.
- **Inclusive Development:** Inclusion is one of USAID's core values. USAID promotes a nondiscriminatory and inclusive approach to development that ensures that all people – including those who face discrimination and thus may have limited access to a country's benefits, legal protections, or social participation (including, but not limited to LGBTQI+ people, persons with disabilities, religious/ethnic minorities, black communities, women and girls in rural areas, youth in underprivileged communities) – are fully included and can participate in and benefit from development processes and activities. The legal framework in Tunisia remains an impediment to the effective participation of LGBTQI+ individuals in public life as they are subject to high levels of state-sponsored persecution, with active arrests and imprisonment occurring under Article 230. Though their rights are guaranteed by law, persons with disabilities, women, youth, religious and ethnic minorities and Black communities still face challenges accessing government services and being treated on an equitable basis with others in society.
- **Youth Engagement Policy:** USAID's Youth Policy outlines a conceptual approach to youth in development and provides guiding principles and operational practices in support of USAID's efforts to mainstream youth in development, carry out more effective programs, and elevate youth participation. If youth and women continue to feel disassociated from the democratic government, and are unable to secure gainful employment and/or receive a living wage, then they will continue to lose confidence in Tunisia's budding democracy.

Implementation Approach: The following principles listed in alphabetical order must be considered in design and implementation.

- **Climate Risk:** A climate risk assessment will be done as part of the Initial Environmental Examination before the award has been finalized. The activities implemented under this program will incorporate the current USAID climate mitigation and adaptation strategies where relevant and appropriate. The Recipient will submit a new climate risk assessment specific to this activity for USAID review and approval before major programmatic implementation begins.

- Digital: Given the increasing challenge globally to fundamental freedoms online, the recipient will need to equip civil society and media actors with the knowledge, tools and resources to anticipate digital threats, tackle disinformation and protect the public against digital manipulation.
- Flexible approach: It is critical that the Recipient maintain a flexible and adaptable work planning and monitoring system to account for and adjust implementation to unanticipated changes. Per ADS 303.3.18, the AOR may approve revisions to the implementation plan to adjust for changes determined as a result of Collaboration, Learning and Adapting (CLA).
- Local Engagement and Sustainability – Local engagement, participation, leadership, and country ownership are fundamental to the long-term sustainability of development outcomes and are core operating principles of this activity. As such, local partners and organizations are expected to be at the forefront of the Activity and the recipient must work closely and collaborate with local partners on all phases of activity design, implementation, and evaluation. For further guidance on the vision please see the Draft Local Capacity Development Policy⁵.
- Networking of actors and efforts: The activity will work to increase trust, coordination, collaboration, and cooperation between CSOs and civic groups, media, and the government; between the private and public sectors; and between donors to maximize and synergize efforts. The activity will aim to increase partnerships based on common development issues, but partnerships do not necessarily need to create permanent networks.
- Private Sector: Integrating Private Sector Engagement (PSE) throughout the Program Cycle better positions USAID and partners to identify market-based approaches, mobilize private-sector investment and expertise, and make more-catalytic use of USAID's resources. At the same time, it enables USAID and partners to adapt continuously to new evidence, opportunities, or circumstances. USAID envisions vast opportunities to engage with the private sector within this activity.
- Target Beneficiaries - The Activity does not have a primary target, but emphasis should be placed on reaching organizations that are based outside of Tunis and/or that which have limited capacity. Civil Society Networks and pre-2011 organizations must also be considered for this program.
- Thematic Interventions: Interventions will be focused on specific thematic areas decided through a participatory approach that reflect local priorities, political will, and strong potential to make tangible improvements in the daily lives of citizens.
- Thinking and Working Politically: The Recipient will continuously explore the local context, to adapt programming according to realities on the ground and opportunities and barriers that emerge.
- Subgrants: The recipient will consider a significant set aside for small grants every year for local partners that could range from microgrants to core funding based on specific criteria to be developed jointly with USAID at the Workplan stage. The recipient should provide grants around themes or objectives. This will enable local sustainability, and shift more leadership, ownership, decision making, and implementation to the local institutions.

⁵ https://www.usaid.gov/sites/default/files/documents/LCD_Policy_-_FORMATTED_508_01-11.pdf

Collaboration, Learning and Adapting (CLA): USAID's CLA approach ensures that USAID/Tunisia's CDCS works as a living strategy, providing guidance and reference points not only for implementation, but also for learning and course correction as needed. Partners should apply USAID's approach to CLA to this Activity. In alignment with ADS 201.3.7, partners should integrate approaches to CLA that include:

- Collaborating, where relevant. Collaboration activities may include joint work planning, regular partner meetings that facilitate knowledge sharing, and working groups organized along geographic or technical lines.
- Involving USAID/Tunisia and other stakeholders in learning activities, such as portfolio reviews or stocktaking efforts, as appropriate.
- Using the knowledge and learning gained from implementation, opportunities to reflect on performance, monitoring data, evaluations, knowledge about the context, and other sources to adjust interventions and approaches as needed. These practices will drive decision-making and activity adjustments in an intentional way that responds to new information and changes in context.

Opportunity Response Mechanism (ORM): The recipient must set aside at least \$3,000,000 funds in an Opportunity Response mechanism, which may be used to respond to unanticipated needs and shocks produced by changing circumstances that are not included or envisioned in the Activity's implementation plan. The ORM will be subject to available funding and identified opportunities and/or challenges. Both the Recipient and USAID may initiate an activity request under the ORM in the implementation stage.

All ORM requests must be submitted for Agreement Officer's approval and will be supported by the Recipient's separate budget and an activity description for the ORM activity(ies). All requests to utilize the ORM must contribute to attainment of objectives under the resulting Agreement. All activities under the ORM will be subject to substantial involvement provisions of the resulting Agreement and will require amendments to, included but not limited to, the Recipient's approved Activity Monitoring, Evaluation, and Learning Plan (AMELP) and annual Implementation Plan(s).

If the ORM, or a portion of the ORM, is not utilized prior to the final year of the resulting Civil Society Activity Agreement, the AOR or the Recipient may request that the ORM be realigned into the standard program funding partially or in full, subject to funding availability and with the final approval authority of the Agreement Officer. Not all of the ORM must be used at one time and multiple interventions can be considered. Overall, subject to funding and identified opportunities and/or challenges, it is possible that by the end of the resulting Civil Society Activity Agreement, the ORM set-aside: (1) will be utilized in full, (2) will be utilized in part, or (3) will not be utilized at all.

Programming Approach - Refine And Implement/Inception Phase

New challenges or new opportunities arise regularly in Tunisia, and may arise between the design and launch of this activity. Typically, an implementation strategy and anticipated results established at the application stage will likely differ from the time of award. Implementers

however may be constrained to carry out what was initially envisioned. In response to this tension, USAID will apply the new Refine and Implement (R&I) approach --similar to a “design and build” approach -- to this activity. This will enable the implementing partner(s) to carry out *an initial five-month inception/refinement phase* that should include political economy analyses and other sector or issue specific research and assessment components as well as the extremely important deep dives into communities, to identify community leaders, women-led, youth-led or youth-focused, and marginalized community leaders, groups, and/or focused organizations with whom to partner. As USAID requires more localization in all its awards, we recognize that the necessary relationships to truly localize and co-design activities in partnership with local communities, groups, leaders, and CSOs, takes time. This inception phase is that time. Recipients will account for this five-month inception/refinement phase within their year 1 work plan.

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

[END OF SECTION A]

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one cooperative agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide up to \$25,000,000 in total USAID funding over the period of performance. This figure is inclusive of the \$3,000,000 Opportunity Response Mechanism (ORM).

2. Expected Performance Indicators, Targets, Baseline Data, and Data Collection

The Recipient will employ a comprehensive and effective approach to monitoring, evaluation and learning (MEL), including evaluating the outcomes of program activities, documenting changes and achievements reasonably attributable to the program, learning and adapting from continual analysis and evaluation of data, and applying learning within the period of performance to increase the achievement of sustainable results. The Recipient will be required to work closely with USAID's Monitoring and Evaluation Contractor and cooperate on data collection and verification.

The Recipient will be responsible for developing and implementing an Activity Monitoring, Evaluation and Learning Plan (AMELP) aligned with expected outcomes of this program. In designing the AMELP, the Recipient is expected to (1) allocate sufficient human and financial resources within the program budget necessary for its successful implementation, (2) provide a clear description of methods to monitor and measure results, collect data and apply analysis and learning, and (3) ensure direct attribution of changes measured, as feasible. The AMELP is expected to facilitate flexibility in activity implementation to allow for course corrections and duplication of successful approaches.

3. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five years. The estimated start date will be January 6, 2023.

4. Substantial Involvement

USAID will be substantially involved during performance of this Agreement as set forth below.

4.1 Approval of Recipient's Implementation Plans

The Agreement Officer has delegated the authority to approve implementation plans to the AOR. Accordingly, the AOR will review and approve the Annual Implementation Plan, including planned interventions for the current year and any subsequent years including revisions thereto.

Approval of Risk Analysis and Mitigation Plan at the Workplan level: USAID recognizes that shifts in the local context can have implications for the achievements of results.

Significant shifts may trigger adaption of the approach and indicators to better reflect the context. The Recipient, in close collaboration with USAID, shall undertake risk analyses not only to measure progress, but to test whether or not the assumptions continue to hold, providing USAID and the implementer with information to make key management decisions regarding the project. Additionally, the implementer shall refine, monitor, and report on risks as part of the Annual Progress Report. USAID will commission at least one external evaluation, either at mid-term or at the end of the project.

4.2 Approval of the Specified Key Personnel.

USAID designated the following positions as key personnel. All changes thereto must be submitted for the approval by the Agreement Officer (AO). Any replacement Key Personnel must meet or exceed the requirements finalized at the time of award.

Title:	Name:
Title:	Name:
Title:	Name:

4.3 Approval of all sub-awards:

The recipient must obtain AO's prior approval of substantive provisions of proposed subawards (see definitions in 2 CFR 200). These would be provisions that go beyond existing policies on Federal review of recipient procurement standards and sole source procurement.

2 CFR 200.308 requires the Recipient to obtain USAID's prior approval by the AOR for the subaward, transfer or contracting out of any work under the agreement. Subawards included in the final revised application and budget are considered approved unless otherwise noted at the time of award.

4.4 Agency and Recipient Collaboration or Joint Participation:

USAID has determined that the Recipient's successful accomplishment of the program objectives would benefit from USAID's technical knowledge, and has authorized the joint participation of USAID and the Recipient in the following ways:

- (1) Approval of recipient's monitoring and evaluation plans: USAID's involvement in monitoring progress toward the achievement of program objectives during the performance of the project, including written guidelines for the content of annual reports and final evaluations through AOR's approval of AMELP. During the initial project planning period, the awardee will work closely with USAID to establish major milestones, program monitoring indicators, as well as baseline data and performance targets which will demonstrate successful achievement of the results addressed in the Program Description.

- (2) Communication with GOT Officials: The AOR must be present in all meetings with specified government officials, namely Ministers, Permanent Secretaries, and Directors at respective ministries. All communication with the above specified GOT officials must be made by the Chief of Party and coordinated in advance with the USAID AOR. Exceptions may be granted but must be in writing and made prior to any meeting/communication.
- (3) Selection of thematic issues to be addressed throughout the life of the activity. As the activity progresses, USAID and the recipient will decide jointly on the thematic issues that will be addressed and when. In the case of ongoing thematic issues, USAID and the recipient will determine when and if they will be retired.

5. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is **937**. the United States, the cooperating country/recipient country, and developing countries other than advanced developing countries, and excluding prohibited sources. The list of countries designated as prohibited sources is found at <http://www.usaid.gov/ads/policy/300/310mac>.

6. Nature of the Relationship between USAID and the Recipient

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

7. Selection of Instrument

The overall goal of the Civil Society Activity is to empower Tunisian citizens to act and advocate for specific issues and effect change at the local, regional, and national level in advancing Tunisia's development and to build the legitimacy and sustainability of the civil society sector. Interventions will be focused on five to ten thematic areas decided through a participatory approach, over the course of the award, that reflect local priorities, political will, and strong potential to make tangible improvements in the daily lives of citizens. This activity has three main objectives:

1. Increase the engagement and agency of citizens to act and advocate for specific issues of public interest.
2. Strengthen the institutional capacity of civil society organizations to promote positive change on citizen and constituent priorities (based on the organizational mission).

3. Promote effective partnerships (intra- inter- and multi-sectoral) at local, regional and national levels (e.g., government, civil society, citizens, private sector) to act and advocate for specific issues of public interest.

It is the policy of the Agency to help countries meet their own local needs by providing Federal financial assistance to development actors who merit federal support or assistance by reason of their mission, programs, and activities in a Program Area for which the Agency has funding. Through the provision of the activities described in this Program Area, Federal financial assistance under a cooperative agreement for this Activity, the Agency intends to support development actors who will help achieve sector outcomes by carrying out their mission, programs, and activities in a manner that advances sustainable development in the Program Area and serves the Agency's public purpose of supporting development actors who advance the achievement of USG development objectives in the Program Area..

The principal purpose of the Assistance instrument and the grantor-grantee relationship it will create between the Agency and the recipient is to transfer Federal financial assistance to the recipient - to carry out in the designated Program Area - a public purpose of support or stimulation, as authorized by the Foreign Assistance Act of 1961, as amended, and other applicable authorities as provided in annual appropriations legislation.

[END OF SECTION B]

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is not restricted. US and non-US organizations may participate under this NOFO. All applicants must be able to legally work in Tunisia. This includes having obtained any necessary registrations and permits to operate in Tunisia.

USAID welcomes applications from organizations that have not previously received financial assistance from USAID.

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

Each legal entity is limited to one application under this NOFO as the prime Applicant. There is no limitation on being included as a potential sub-awardee across multiple applications. The use of exclusive teaming arrangements is discouraged.

2. Cost Sharing or Matching

Cost sharing is suggested (that is, voluntary) but not required. Cost sharing funds may be provided directly by the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level. This may include contribution of staff level of effort, office space or other facilities or equipment which may be used for the program, provided by the recipient. For guidance on cost sharing in grants and cooperative agreements see 2 CFR 200.306.

Applicants will not be graded favorable or unfavorably as a result of the cost share or leverage provided for in the applicant's program. The Application will be graded purely on merit review in Section E of this NOFO.

3. Risk Assessment:

In accordance with 2 CFR 200.206 USAID is required to evaluate risk posed by the applicant prior to awarding a federal grant. Risk assessment will be conducted in accordance with ADS 303.3.9. The Apparently Successful Applicant will be requested to submit additional evidence they deem necessary for the AO to make a positive risk assessment determination. The information submitted should substantiate that the applicant:

- i. Has adequate financial resources or the ability to obtain such resources, as required during the performance of the award.
- ii. Has the ability to meet the award terms and conditions, considering all existing prospective recipient commitments, both non governmental and governmental.
- iii. Has a satisfactory record of performance. Generally, relevant unsatisfactory performance in the past is enough to justify a finding of non-responsibility, unless

there is clear evidence of subsequent satisfactory performance or the applicant has taken adequate corrective measures to assure that it will be able to perform its functions satisfactorily.

- iv. Has a satisfactory record of business integrity.
- v. Is otherwise qualified to receive an award under applicable laws and regulations.

[END OF SECTION C]

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Name: David Arnett
Title: Regional Agreement Officer
Email: tunisiasolicitations@usaid.gov

2. Questions and Answers

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

3. General Content and Form of Application

It is recommended that Applicants review the full requirements in this Section before submitting a concept paper under this NOFO to ensure that you can meet all of the requirements listed therein. Reviewing these requirements will help you prepare for what must be done to increase the likelihood that your concept paper/application is successful. Applicants are expected to review, understand, and comply with all aspects of the NOFO.

There are two (2) phases to the application under this NOFO:

Phase I – Concept Paper

A concept paper is a short document where the Applicant provides an overview of how you would respond to the NOFO problem description. During Phase One (1), the Selection Committee (SC) will review and evaluate the concept papers. The concept paper should be specific, complete and presented concisely. The concept paper must demonstrate a strong understanding of the context, the objectives set forth in the PD, and give USAID a high level of certainty that the applicant's program will be a catalyst for transforming the CSO landscape in Tunisia. The Applicant should take into account the concept paper's submission requirements and evaluation criteria found in this NOFO. Applicants should only submit the information and materials specified. Phase I concept papers will be evaluated on a pass/fail basis. Those receiving a "pass" rating will be invited to participate in Phase II.

Phase II – Full Application

Applicants who received a rating of "pass" from Phase I, will be invited to submit a full technical and cost application. Part of the Phase II submission will be an oral presentation as described below.

USAID will review the full technical and cost application. After the Phase II reviews are concluded and discussions held, the Agreement Officer will notify the apparently successful applicant in writing. At this time the successful applicant will be asked to submit additional documents including Branding and Marking Plan, Program Description (PD) that is in line with its technical application, and other documents as identified by the AO. The final PD will be included in the award as SECTION B - PROGRAM DESCRIPTION.

4. Preparation of Applications:

Concept Papers and Full Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in this NOFO. Please ensure that applications comply with the page limitations.
- Written in English.
- Use standard 8 ½" x 11", single sided, single-spaced, 12 point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- 10 point font can be used for graphs and charts. Tables however, must comply with the 12 point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

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

5. Application Submission Procedures

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter. Late applications may be considered at the discretion of the Agreement Officer. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time/confirmation from the receiving office.

Applications must be submitted by email to tunisasolicitations@usaid.gov. Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two

emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

USAID's preference is that the technical application and the cost application (Phase 2) each be submitted as consolidated email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email or indicate in the file name if submitted via grants.gov that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

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

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/{insert Mission/Office} cannot guarantee their acceptance by the internet server. File size must not exceed {insert max file size}.

PHASE I - CONCEPT PAPER

For Phase I, Applicants must submit a Concept Paper not to exceed **10 pages** that addresses the following:

- Describe the process, analyses, and criteria for selecting and validating the initial thematic issue, and how these will be applied over the life of the project.
- Using a hypothetical example of improving transportation security for women agricultural workers, please summarize how you would address the three objectives set forth in the PD.

The Applicant should take into account the requirements of the activity and evaluation criteria found in this NOFO. The Phase I Application must not reference cost data.

The Concept Paper must have one cover page which does not count against the 10-page limit. The cover page must include the following:

- Program Name
- Notice of Funding Opportunity (NOFO) Number
- Name of the Organization Submitting the concept

- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title organization, mailing address, telephone number and email address)
- Type of Organization (e.g. US, non-US, multilateral, private, for-profit, non-profit)
- Name(s) of any proposed sub-recipients or partnerships, if any (identify if any of the organizations are local organizations, per USAID’s definition of “local entity” under ADS 303)

Do not submit a full application unless requested to do so by USAID. Successful applicant(s) will be notified in writing and will be requested to submit a full technical and cost application (Phase II).

PHASE II - FULL APPLICATION

Each applicant must furnish the information required by this NOFO. Applications must be submitted in English and in two separate parts: the Technical Application and the Business (Cost) Application.

This subsection addresses general content requirements applying to the full application. Please see subsections below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

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

- Name of the organization(s) submitting the application;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Program name;
- Notice of Funding Opportunity number;
- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID’s definition of ‘local entity’ under ADS 303; and
- Unique Entity Identifier (UEI) number for prime applicant.

Any erasures or other changes to the application must be initiated by the person signing the application. Applications signed by an agent on behalf of the applicant must be accompanied by evidence of that agent’s authority, unless that evidence has been previously furnished to the issuing office.

Technical Application:

The technical application must be no more than 22 pages and consist of the following:

1. Cover Page (1 page, does not count against the page limit) See the above requirements for the cover page
2. Executive Summary (1 page, does not count against the page limit). The summary should summarize the key elements of the Applicant's strategy, approach and experience.
3. Technical Approach (not to exceed 15 pages)

The Technical Approach section shall include:

- (a) Present an overall evidence-based and technically-sound approach demonstrating a clear theory of change and comprehensive understanding of the program description, including the three objectives, by proposing a clear, convincing, logical, and realistic technical approach demonstrating how the approach will foster interaction among the three objectives. Additionally, this section should elaborate on the selection criteria described in the initial concept paper.
- (b) Specifically as possible, highlight/describe key anticipated outputs, outcomes and results and/or impacts based upon the proposed interventions. Please provide a few examples of key, quantifiable metrics related to the applicant's performance or expected performance. Applicants shall identify a few key baselines, studies and/or learning that the Applicant will use to measure progress/impact as part of this project.
- (c) As an annex, Applicants shall provide an illustrative AMELP with proposed indicators, which provides an overview of how the Activity's progress will be monitored and evaluated. Applications should demonstrate the capacity to provide objectives with measurable outputs and outcomes. The applicant explains how monitoring and evaluation activities will be carried out throughout the award's period of performance.

4. Personnel/Management Approach (not to exceed 5 pages)

The Personnel section should contain the following elements::

- (a) Key Personnel (not to exceed 3) – This section should describe the proposed key personnel positions and minimum requirements associated with each. Applicants must demonstrate how the proposed key personnel meet the requirements. The Applicant must state concisely why the proposed key personnel are appropriate for this effort and how they maximize the probability of successful performance. In an annex to the technical proposal, the Applicant shall submit resumes for all proposed key personnel proposed (each resume not to exceed 2 pages).

- (b) Three references (including name, title, telephone number and e-mail) shall be provided for each proposed key personnel and shall be included in an annex, following the resume.
- (c) Staffing Plan/Organizational Chart – The Applicant must submit as an annex a proposed Staffing Plan/Organization Chart that demonstrates roles and responsibilities of the proposed team, including defining the roles of the proposed key personnel not explicitly, and all home office support for the last project.
- (d) The applicant shall demonstrate how they will successfully and systematically manage the Tasks outlined in Section A, including schedule, budget, personnel, and appropriate management tools.
- (e) The applicant shall demonstrate proven ability to manage complex activities with multiple technical requirements, in particular covering multiple requests for field support and assembling high quality technical assistance teams, which reflect work similar to that required in Section A. The Applicant must provide the three (3) most recent contracts or grants for itself and proposed subawardees received in the last three (3) years involving programs similar to the program proposed in Section A. Include the following for each award listed:
 - (i) Name of awarding organization or agency;
 - (ii) Address of awarding organization or agency;
 - (iii) Place of performance of services or program;
 - (iv) Award number;
 - (v) Amount of award;
 - (vi) Term of award (start and end dates of services/program);
 - (vii) Name, current telephone number, and e-mail address (if one is available) of a responsible technical representative of that organization or agency; and,
 - (viii) Brief description of the program, including major performance results.

The pages that exceed the above page limit will not be evaluated. A cover page, cover letter, table of contents, executive summary, and acronyms list, and Annexes will not count toward the page limit; however, the number of pages should be reasonable and include only the minimum of necessary information. . The cover letter, table of contents and acronyms list will not be considered part of the evaluable information for the application.

Additionally, applicants at Phase II will be expected to deliver an Oral Presentation describing the Year 1 illustrative work plan. In the Year 1 illustrative work plan, the applicant must provide a detailed plan for how it intends to carry out the first year's interventions including the inception/refinement phase of this activity. The applicant shall include a powerpoint presentation to accompany the in-person presentation.

All proposed Key Personnel must be present for the Oral Presentations and the proposed Chief of Party must lead the presentation. No more than three members of the applicant's team may attend the presentation.

Applicants moving to Phase II will be notified promptly of the date of their scheduled presentation. They should expect two-week's notice. At this time, USAID anticipates such Oral Presentations to take place virtually or in Frankfurt, Germany, though this is subject to change. The venue will be communicated to Applicants when they are invited to Phase II.

In the case of virtual presentation, USAID will provide teleconference arrangements and instructions prior to the Oral Presentation date. If presentations are done in-person, USAID will arrange the venue and media presentation equipment. All expenses and costs, including travel and lodging incurred to prepare for and attend the in-person oral presentation are the responsibility of the Selected Applicant. Issuance of this NOFO does not commit the Government to pay the costs incurred in preparation and/or submission of an application.

The audience for the Oral Presentation will consist of the Selection Committee, the Agreement Officer, and other Acquisition & Assistance Office and USAID Staff. USAID reserves the right to invite GoT officials to the oral presentation. The Agreement Officer will chair the Oral Presentations.

Any PowerPoint or similar format of the audiovisual tools must be sent via email to tunisiасolicitations@usaid.gov at a date that will be provided as part of the invitation notification. The Agreement Officer will determine the order of presentations randomly. The PowerPoint or similar format presentation must not exceed 10 slides.

The presentation agenda will be:

- Introductions (10 minutes)
- Applicant presentation (1 hour)
- Internal Selection Committee (SC) Discussion (20 minutes)
- Questions and Answers Regarding Presentation (20 minutes)

Business (Cost) Application Format

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

Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.206. Applicants should not submit any additional information with their initial application.

If the Applicant has established a consortium or another legal relationship among its partners, the Cost/Business application must include a copy of the legal relationship between the parties. The agreement should include a full discussion of the relationship between the Applicant and SubApplicant(s) including identification of the Applicant with whom USAID will work with for purposes of Agreement administration, the identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

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

a) Cover Page

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

a) SF 424 Form(s)

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

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

b) Required Certifications and Assurances

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

- (1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" ADS 303mav document found at <http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>

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

c) Budget and Budget Narrative

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

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. See Section H, Annex 1 for Summary Budget Template
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient (copying the detailed budget tab), for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.
- Travel Table for all travel costs broken out by year and number of trips, number of travelers per trip, number of days, etc.
- The Applicant will NOT provide a detailed budget for the reserved \$3,000,000 Opportunity Response Mechanism. This will be included in the Summary Budget as a plug-in figure.

The Detailed Budget must contain the following budget categories and information, at a minimum:

- 1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on

personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

- 2) Fringe Benefits – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
- 3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
- 4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
- 5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant's budget, including those related to fringe and indirect costs.
- 6) AMELP - The Applicant must allocate sufficient human and financial resources within the budget necessary for successful implementation of the AMELP.
- 7) Reports – The activity will require various reports throughout the life of the Activity as included in section F. The Applicant must allocate sufficient resources to generate these reports and to submit them in English language.
- 8) Security – The Applicant must clearly identify security costs in the budget and budget narrative that demonstrates it has undertaken a thoughtful review of their security needs to successfully implement the Activity as presented in its technical approach.
- 9) Environmental Compliance – The Applicant must include enough resources in the budget to ensure it can comply with environmental requirements for this Activity.
- 10) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any

other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

- 11) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

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

Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See [USAID's Indirect Cost Rate Guide for Non Profit Organizations](#) for further guidance.

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

Eligibility: Any applicant that does not have a current NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200 for further information.

Method 4 - Indirect Costs Charged As A Fixed Amount

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

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

- Total costs incurred by the organization for the previous fiscal year and estimates for the current year.
- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year

- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

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

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

d) Prior Approvals in accordance with 2 CFR 200.407

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

e) Approval of Subawards

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

- Name of organization
- Unique Entity Identity Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.332(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

e) Unique Entity Identifier and SAM Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (UEI) and System for Award Management (SAM) requirements.

As of April 4, 2022, the nine-digit “DUNS number” or Data Universal Numbering System number, will no longer be used in federal systems, and a new 12-digit alphanumeric code will take its place: the new Unique Entity ID will be the official governmentwide identifier used for federal awards.

Each applicant (unless the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

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

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

SAM registration: <http://www.sam.gov>

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

f) History of Performance

In order to perform a responsibility determination and risk assessment, the Agreement Officer may ask for additional performance history on top of what is requested in Section D. If requested, the applicant shall provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed 5, as follows:

- Name of the Awarding Organization;
- Award Number;
- Activity Title;
- A brief description of the activity;
- Period of Performance;
- Award Amount;

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

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

g) Branding Strategy & Marking Plan

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award

Branding Strategy – Assistance (June 2012)

- Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- The request for a Branding Strategy, by the Agreement Officer from the Applicant, confers no rights to the Applicant and constitutes no USAID commitment to an award.
- Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the Applicant ineligible for an award.
- The Applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- The Branding Strategy must include, at a minimum, all of the following:
 - All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
 - The intended name of the program, project, or activity.
 - USAID requires the Applicant to use the "USAID Identity," comprised of the USAID logo and brand mark, with the tagline "from the American people" as found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI

of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

ii. USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.

iii. It is acceptable to cobrand the title with the USAID Identity and the Applicant's identity.

iv. If branding in the above manner is inappropriate or not possible, the Applicant must explain how USAID's involvement will be showcased during publicity for the program or project.

v. USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the Applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

3. The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.

4. Planned communication or program materials used to explain or market the program to beneficiaries.

i. Describe the main program message.

ii. Provide plans for training materials, posters, pamphlets, public service announcements, billboards, Web sites, and so forth, as appropriate.

iii. Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicants must incorporate the USAID Identity and the message, “USAID is from the American People.”

iv. Provide any additional ideas to increase awareness that the American people support this project or program.

5. Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.

6. Any other groups whose logo or identity the Applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

f. The Agreement Officer will review the Branding Strategy to ensure the above

information is adequately included and consistent with the stated objectives of the award, the Applicant's cost data submissions, and the performance plan.

g. If the Applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

Marking Plan – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a “Marking Plan,” detailing the public communications, commodities, and program materials, and other items that will visibly bear the “USAID Identity,” which comprises of the USAID logo and brand mark, with the tagline “from the American people.” The USAID Identity is the official marking for the Agency and is found on the USAID Web site at <http://www.usaid.gov/branding>. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

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

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

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

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

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

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

- ii. Technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;

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

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

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

2. A table on the program deliverables with the following details:

i. The program deliverables that the Applicant plans to mark with the USAID identity;

ii. The type of marking and what materials the Applicant will use to mark the program deliverables;

iii. When in the performance period the Applicant will mark the program deliverables, and where the Applicant will place the marking;

iv. What program deliverables the Applicant does not plan to mark with the USAID identity , and

v. The rationale for not marking program deliverables.

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

i. Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The Applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.

ii. Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The Applicant must explain why each particular deliverable must be seen as credible.

iii. Undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The Applicant must explain why each particular item or product is better positioned as host country government item or product.

- iv. Impair the functionality of an item. The Applicant must explain how marking the item or commodity would impair its functionality.
- v. Incur substantial costs or be impractical. The Applicant must explain why marking would not be cost beneficial or practical.
- vi. Offend local cultural or social norms or be considered inappropriate. The Applicant must identify the relevant norm and explain why marking would violate that norm or otherwise be inappropriate.
- vii. Conflict with international law. The Applicant must identify the applicable international law violated by the marking.

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

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

h) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Under exceptional circumstances, Construction may be authorized under this award.

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

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

i) Conflict of Interest Pre-Award Term (August 2018)

1. Personal Conflict of Interest

a. An actual or appearance of a conflict of interest exists when an Applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency

official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or Recipient employee.

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

2. Organizational Conflict of Interest

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

[END OF SECTION D]

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

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

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Concept Paper/Technical Application Format. The Concept Papers and Technical Applications will be scored by a Selection Committee (SC) using the criteria described in this section.

2. Review and Selection Process

This is a multi-tiered RFA in accordance with ADS 303.3.6.1(c). Selection under this RFA will be based on a two-step process:

- Phase 1 - Concept Paper submission: open to all eligible organizations as described in this NOFO. Concept papers will receive a Pass or Fail rating depending on the results of the evaluation process according to the merit review criteria outlined below for this stage. Applicants who are not invited to proceed to Phase 2 will be notified.
- Phase 2 - Full application submissions: by invitation only to applicants receiving a “Pass” rating under the Phase 1 evaluation.

a) Merit Review Phase 1 - Concept Paper - Open to all eligible organizations

The concept papers will be evaluated based on the following criteria:

1. A “Pass” rating will be given to Applicants who present criteria for selecting thematic issues that are inclusive, pragmatic, participatory, and driven by evidence and give USAID a high level of assurance the most relevant themes will be selected.
2. The extent to which the applicant demonstrates a strong understanding of the context, the objectives set forth in the PD. A “Pass” rating will be given to Applicants which give USAID a high level of certainty that their approach will be a catalyst for transforming the CSO landscape in Tunisia

b) Merit Review Phase 2 - Full Application - Open only to organizations selected in Phase 1.

USAID will conduct a merit review of all full applications from organizations invited from Phase 1 that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following criteria below, listed in descending order of importance, with the first two criteria of equal importance. .

Criteria #1 - Activity Strategy, Implementation, Development Impact and Achievement of USAID Objectives and Priorities: Coherence, clarity, quality, and ability of the applicant's proposed approach to develop and implement the activity to achieve the desired results of the activity description, including its approach to identifying relevant local partners and building viable partnerships, selecting key anticipated outputs, outcomes and results and/or impacts based upon the proposed interventions and effective monitoring, evaluating, and reporting on results, progress and development impact and how the proposed approach will foster significant and sustainable development impact and advance USAID/Tunisia's objectives and priorities, especially regarding increasing voice and agency of Tunisian citizens and CSOs

Criteria #2: Management Approach: The extent to which the Applicant's Management Approach, Year 1 work plan (presentation to USAID), Key Personnel experience and expertise, and proposed partnerships will achieve the desired results stated in the activity description.

Criteria #3 - Experience & Institutional Capacity: USAID will evaluate the extent to which the Applicant demonstrates that it possesses the organizational capacity and experience in developing local institutional capacity with a focus on sustainability and viable partnerships with local entities for the design, implementation and monitoring of similar activities and scaling up activity approaches.

c) Business Review

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

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

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

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

**[END OF SECTION E]
THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.**

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

A notice of award signed by the AO is the authorizing document. USAID will provide it to the selected Recipient electronically. Unsuccessful applicants will be notified.

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

2. Administrative & National Policy Requirements

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

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

For Non US organizations: [Standard Provisions for Non-U.S. Non-governmental Organizations](#).

This NOFO only contains provisions that are required at this stage. Final provisions will be incorporated in the final award as applicable to the selected Recipient.

3. Reporting Requirements

- **Financial Reporting:**

The financial reporting requirements might vary depending on the type of agreement payment terms. In case of cost reimbursement type, the organization will need to submit periodical invoices with SF-1034 forms that will include specific periodic financial reporting on the bduget line items.

The following are the requirements in case the organization is eligible for financing using a Letter of Credit from USAID via DHHS.

- Quarterly Financial Reports

The Recipient must submit the Federal Financial Form (SF-425) (available at <https://www.grants.gov/web/grants/forms/post-award-reporting-forms.html>) on a quarterly basis not later than thirty days after the end of each reporting period to the Financial Analyst at MERP-FAs@usaid.gov. The following reporting period end dates shall be used for quarterly reports: 3/31, 6/30, 9/30, or 12/31.

The Recipient must submit SF-425 via electronic format to the U.S. Department of Health and Human Services (DHHS). The Recipient must submit an electronic copy of the Federal Financial Form (SF-425) at the same time to the Agreement Officer and the Agreement Officer's Representative (AOR).

- Final Financial Report

The final financial report is due no later than 90 days after the estimated completion date of this Agreement. The Recipient must submit an electronic version of the final Federal Financial Form (SF-425) to the U.S. Department of Health and Human Services in accordance with paragraph (1) above, USAID/Washington, M/CFO/CMP-LOC Unit at loc@usaid.gov, the Agreement Officer, and the AOR.

- Accruals Reports

The Recipient is also requested to provide quarterly financial expenditure reports highlighting accrual estimates to the AOR not later than three weeks before the end of each quarter. A template will be provided by the AOR.

- **Performance Reporting**

- (a) Annual Implementation Plans**

The annual implementation plans for all USAID/Tunisia awards are aligned with the USG Fiscal Year Calendar (October 1 to September 30). The Recipient will submit its first implementation plan to the AOR for approval within 45 days of Award. The first implementation plan will cover the period from the start date of the Award until the end of the inception period. first USG Fiscal Year of the Activity – therefore the first implementation plan may cover less than twelve months depending on the date of Award, and will cover the inception period of the award. The AOR will provide comments within 10 working days to the Recipient and the Recipient will have 10 working days to respond and make all requested changes, after which the AOR will provide final approval within 10 working days.

All subsequent implementation plans will be submitted to the AOR no later than August 15 and will cover an entire Fiscal Year, i.e. October 1 to September 30. The AOR will provide comments within approximately 10 working days to the Recipient and the Recipient will have approximately 10 working days to respond and make all requested changes, after which the AOR will provide final approval within approximately 10 working days. All work plans must be developed in cooperation with the AOR, other USAID/Jordan activities, other relevant donor programs, relevant GoJ ministries, and all other relevant stakeholders as designated by the AOR.

- (b) Activity Monitoring, Evaluation & Learning (MEL) Plan**

As per ADS 201, the Recipient is required to submit for AOR approval an Activity Monitoring, Evaluation & Learning (AMEL) Plan for the life of the Activity based on its proposed

monitoring, evaluation and Learning (MEL) strategy for collecting, evaluating and validating data which will be used to measure overall progress towards Mission goals. The draft AMEL Plan is due to the AOR within 90 days of the award. In-line with learning and adapting, the Recipient and the AOR will review the AMEL Plan for any needed changes during the Annual Implementation Plan process. All aspects of the AMEL Plan should be in line with USAID's ADS 201 on assessing and learning and adhere to the following:

- Activities must have an approved AMEL Plan in place before major implementation actions begin. The AOR will work with the Recipient and the Mission's M&E Specialist(s) to ensure that the AMEL Plan is consistent with, and meets the data collection needs of the Mission's Performance Management Plan (PMP), the Mission's annual Performance Plan and Report (PPR) and other reporting, as required.
- The AMEL Plan should include a narrative that clearly articulates the activity's theory of change, describing the causal and logical relationships between different levels of results, along with the associated interventions, indicators and other performance data, and critical assumptions under each result. The AMEL Plan should also present a logic model that illustrates these results, the causal and logical relationships between them, and the indicator and other performance data required to measure each.
- The AMEL Plan should include approaches for a systematic, intentional and resourced approach to a strategic collaboration, continuous learning and adaptive management. In developing the MEL Plan, the Recipient should identify and describe: learning objectives with corresponding information needs and learning activities/research; strategic opportunities to "pause and reflect" and coordinate and collaborate with stakeholders; approaches for regular learning to address the identified learning objectives; plans for documenting the knowledge and learning from these opportunities, and disseminating findings; resources (financial and human resources as well as tools) needed to implement learning approaches; and, approaches to adapting/adjusting implementation and programming as a result of this learning.
- The Recipient will develop performance indicators and establish baselines and targets for output, outcome, and impact level monitoring, as well as benchmarks for performance over the life of the activity. The AMEL Plan should also contain metrics for the sustainability of successful interventions introduced with activity support. The AOR will provide a list of Mission PMP indicators required for the activity. The AMEL Plan must include the required Mission PMP indicators along with any others being proposed by the Recipient that are deemed necessary or useful in measuring progress against the overall goal and objective(s). Selected indicators should be a combination of performance and context indicators. Recipients should be strategic in their selection of additional indicators to ensure an appropriate balance between required data and the resource costs of data collection, analysis and reporting. The AMEL Plan must include fiscal year - quarterly and/or annual targets, as per the indicator requirements, necessary to reach the life of project targets identified by the Mission for required Mission indicators and identified by

the Recipient for all other indicators. USAID criteria for selecting performance indicators is that they be direct, objective, practical, adequate, management useful and reflect progress toward achieving results, and, to the extent possible, be attributable to USAID. Performance data must meet reasonable quality criteria of validity, reliability, timeliness, precision and integrity. The Recipient and USAID will agree upon the final choice of performance indicators useful for timely management decisions and credibly reflecting the actual performance of the activity.

- USAID/Tunisia may require the Recipient to track and report on additional performance indicators subject to changing of Agency guidance and/or the requirements of specific funding sources and the Mission's own Performance Management Plan (PMP).
- The Recipient must collect, analyze, and submit to USAID data disaggregated by sex and geographic location as applicable. To ensure that USAID assistance makes the maximum optimal contribution to gender equality, performance management systems and evaluations must include gender-sensitive indicators and sex-disaggregated data when applicable and feasible; M&E plans should also capture proposed actions that will address any identified gender-related issues. Geographic disaggregation is required to the first administrative level at a minimum; in Jordan this corresponds to the governorate level. The Recipient should also consider including other relevant disaggregations for indicators – for example, age and type of institution.
- The AMEL Plan must also include, in consultation with USAID, agreed-upon planned internal and external evaluations and evaluation questions that are salient to the implementation, adaptation or review of the activity in line with the USAID Evaluation Policy. The AMEL Plan should demonstrate how the timing and content of evaluations and questions will: help clarify and focus activity objectives; serve as an early warning system, forecasting, and reporting tool; promote on-going discussions pertaining to activity scope and direction; and, aid in effective management and decision making
- The MEL Plan must also include an explanation of the monitoring approach and estimated resources required to successfully implement the MEL Plan. This will be done through describing the Recipient's M&E system, including policies and procedures for how data and information will be collected, analyzed, and used; methodology of establishing baselines and targets; staffing/expertise, roles and responsibilities for the management and implementation of the MEL Plan; systems (automated or other) where data will be collected and stored; resources for M&E functions; procedures for communicating with USAID; means of adapting and learning; schedule for M&E functions, such as reporting performance data, assessing progress and making adjustments if needed; etc.

(c) Risk Analysis and Mitigation Plan:

USAID recognizes that shifts in the local context can have implications for the achievements of results. Significant shifts may trigger adaption of the approach and indicators to better reflect the context. The implementer, in close collaboration with USAID, shall undertake risk analyses not only to measure progress, but to test whether or not the assumptions continue to hold, providing USAID and the implementer with information to make key management decisions regarding the

project. After the initial Risk Analysis and Mitigation Plan is developed 90 day after the award has been made, the recipient shall refine, monitor, and report on risks as part of the Annual Progress Report.

(d) Quarterly Performance Reports

Thirty (30) days after the end of each USG fiscal year quarter, the Recipient will provide quarterly performance reports (in accordance with 2 CFR 200.328 (b) (1)) to describe activities undertaken; report on progress made toward achieving results, and make necessary adjustments for activities that will be undertaken in the next quarter. The report must be brief yet precise, description of the activities, with emphasis on issues that have arisen, impacts made, constraints encountered, reasons and justifications for any delays on deliverables and suggestions for additional actions that might be taken. Quarterly performance reports should not exceed 30 pages. Annexes may be included if they support findings, conclusions, and recommendations of the core document. The report should contain an executive summary and the following, at a minimum:

- Summary of the results for the reporting period and key achievements.
- Quarterly data for the required Performance Indicators, as determined in the MEL Plan.
- Reporting will be done through the Mission's online performance monitoring system, which is currently DevResults. The Recipient will work with the AOR and the Program Office to obtain access to the DevResults system and ensure proper structure of the system as necessary for their activity.
- Any implementation problems as well as proposed corrective actions and the costs associated with the delay.
- Cross-cutting issues considerations in implementation and performance during the quarter should be specified and included as annexes. At a minimum, cross-cutting issues should include gender; youth; disabilities; institutional strengthening and local capacity building; policy reforms; science, technology and innovation.
- Documentation of lessons learned and best practices that can be taken to scale.
- Each quarterly report will include confirmation that the Recipient has complied with ADS Chapter 253 and requirements by providing a copy of a report generated by *TraiNet*.
- List of geographic data related to where interventions are being implemented.
- List of completed assessments and evaluations and plans for utilizing findings and recommendations.
- List of completed and upcoming events (national and sub-national meetings, seminars, training sessions, conferences, and others; international consultant visits; and meetings with key GOT officials and decision-makers), with dates.
- Environmental Status Report (ESR) section based on the approved Initial Environmental Examination (IEE) and Environmental Monitoring and Mitigation Plan (EMMP).
- List of staff and consultants with dates in/out of country.

(e) Annual Performance Reports

The fourth quarterly report shall serve as the Annual Performance Report and shall be submitted no later than October 30 annually for each performance year of this award. The Annual Performance Report shall follow the same format as the quarterly report, but with additional focus on cumulative accomplishments, progress and problems toward achievement of results,

performance measures, indicators and benchmarks tied to the Annual Work Plan and the AMEL plan targets, for the quarter and the entire previous fiscal year, which runs from October 1-September 30. In addition, the Annual Performance Report must include an analysis of the performance indicators data and proposed revisions of annual target projections as needed. Annual Performance Reports shall not exceed 30 pages. Additional annexes may be included if they support findings, conclusions, and recommendations of the core document. The report should contain an executive summary and the following, at a minimum, in addition to the quarterly report components:

- Qualitative and quantitative data required by USAID for the annual Performance Plan and Report (PPR) purposes, a brief listing of the project's major activities and successes during the year; knowledge sharing and learning activities; information on training activities; listing of sub-grants during the fiscal year; and, contributions to cross-cutting issues as specified by the Mission.
- Details on any impediments or challenges faced during implementation and any adaptations undertaken to address these impediments/challenges.
- An assessment of the sustainability of any activities supported through this project.
- An assessment of current conditions in each of the key component areas.
- Documentation of best practices that can be taken to scale.
- ESR section based on the approved IEE and EMMP.
- List (and links) of all final and approved reports and data that were submitted during the fiscal year to the Development Experience Clearinghouse (DEC) [<https://dec.usaid.gov/dec/home/Default.aspx>] and USAID's Development Data Library (DDL) website [<http://www.usaid.gov/data>] as applicable. These reports include: assessments, evaluations, studies, development experience documents, technical and consultant reports, quarterly and annual reports, media products, training manuals, databases and datasets, geo-coded data or other GIS related data (i.e. shape files and mapping files), computer software programs, videos and other intellectual deliverable materials required under the award schedule.
- Two "success stories," the format for which to be communicated by the AOR

The Recipient should check with the Program Office through their AOR for applicable templates or methodology of submitting reports and data.

(f) Outreach and Communication Strategy

A communication and outreach strategy shall be developed on an annual basis and incorporated as a section of the Annual Implementation Plan. The strategy will include the overall communication message of the program, as set forth in the Branding and Marking Plan. The annual strategy will identify opportunities based on the Annual Implementation Plan to promote program success and demonstrate that the program is made possible with the generous support of the American people. Activities may include, but are not limited to; video success stories, signing ceremonies, graduation ceremonies, events to celebrate key milestones or "firsts," the delivery of commodities, or policy changes. The strategy should address reporting, events, traditional and social media.

(g) Final Performance Report

A Final Performance Report is due within 90 days following the expiration of the award, per standard USAID/ADS. The report will include the information required in the Quarterly and Annual Performance Reports as well as:

- Basic Agreement information.
- A description of the activity, the accomplishments and successes achieved during the life of the award in terms of the expectations of activity design and changes in the activity environment as well as any shortcomings and/or difficulties encountered.
- An assessment of the progress towards achievement of the objectives or results, including gender aspects and other cross-cutting issues. This should clearly show how the award objectives have been accomplished or not and why.
- A summary of performance indicators used and an assessment of their relative usefulness.
- A summary of lessons learned and recommendations that might be relevant to programming, design and implementation of similar or follow-on activities.
- A description of all entities and partners along with Tunisian non-governmental organizations with whom the Recipient worked with and an evaluation of their strengths, weakness, and institutional sustainability changes.
- List of all publications, evaluations, and media products that were sent to DEC during the life of the award.
- Financial report showing, by line item, the amounts expended.
- The Final Performance Report will not exceed 40 pages. Annexes may be included if they support findings, conclusions, and recommendations of the core document. The final Performance Report will be submitted to an agreed upon distribution list. This will include at a minimum the AOR, FMO, the Agreement Officer (if requested), and the Development Experience Clearinghouse (DEC) at <http://dec.usaid.gov>.

(h) Geographic Data Reporting Requirements

Activity Location Data (coordinates): The Awardee shall submit Activity Location Data which indicates the geographic location(s) where an activity is implemented. If Activity Location Data exists in a Geographic Information System (GIS) data format, it shall be submitted in accordance with the Geographic Data formatting requirements outlined in the below standards. Activity Location Data shall be submitted as part of the quarterly reports. Geographic Data Standards:

Geographic Data must be submitted in industry standard formats such as Shapefile (.shp) or GeoTIFF, or in a File Geodatabase, at a minimum data must be provided in an MS Excel sheet with latitude and longitude locations in decimal degree format.

Geographic Data must be projected to the Geographic Coordinate System World Geodetic System 1984 (GCS WGS 1984). All data must use the World Geodetic System 1984 (WGS 1984) datum.

(i) Other Reports

During the life of the award, the Recipient may be required to prepare and submit to USAID other special reports concerning specific activities and/or analyses. These requests will be in writing and will specify the due date. The substance of this reporting may include special award activities (including short-term consultants reports detailing activities and findings and making

recommendations as appropriate), coordination with other USAID projects, USG agencies, or coordination with other donors (especially in light of alignment and harmonization of strategies and activities in support of a sector wide approach) or with high level visits/meetings. USAID may also request the attendance of project staff to Partners' Meetings.

(j) Closeout Plan

Ninety (90) days prior to the end of the Agreement, the Recipient shall submit a closeout plan to the AOR and the Acquisition and Assistance Office. The closeout plan shall include: brief program summary and timeline; program and activity end date; financial status report; final Financial Status Report timeline; latest NICRA or indirect cost rates; anticipated balance of federal funds after expiration of the instrument; a property disposition plan; final inventory of residual non-expendable property, which was acquired or furnished under the instrument; recipient responsibilities during phase out; Subawardees and/or partnership phase out; status of all program audit reports per the instrument's provisions; final audit report timeline; final report timeline; submission of reports and data to DEC, KaMP and DDL; personnel phase-out plan and timeline; job descriptions for personnel anticipated to serve during the closeout phase; and, a schedule to address office leases, bank accounts, utilities, personnel notification, etc.

(k) Compliance with ADS 252 & 253 – Participant Training and Results and Information Network (TraiNet)

The Recipient will collect data on participant training programs, including exchanges, (i.e., conferences, workshops, short-term non-degree programs, etc.) provided for beneficiaries that were held in the United States, third countries, or in-country under this cooperative agreement. The training data will be entered into TraiNet and submitted to the AOR quarterly as part of the Quarterly Performance Report. The Recipient will follow ADS 252 policy, which provides detailed information regarding visa compliance guidelines, ADS 253, which provides guidance on how to implement USAID funded training programs. It should be noted that all host country nationals being funded fully, partially, directly, or indirectly by USAID must enter the U.S. on a J-1 Visa, regardless of the type or duration of the activity. Furthermore, TraiNet is the only means of securing the required J-1 visa for USAID-funded Exchange Visitors to the U.S. It is the Recipient's responsibility to ensure compliance with this requirement. The Awardee should check with the Program Office through their AOR on the process for rolling out TraiNet for their activity, roles and responsibilities for managing data in TraiNet, and issuance of USAID sponsored J-1 visas.

(l) Foreign Tax Reports

Standard report will be issued for each Fiscal Year and delivered prior to April 16th of each year.

(m) Program Income

Any program income generated under the award will be used to reduce the Federal award and non-Federal entity contributions rather than to increase the funds committed to the activity in accordance with 2 CFR 200.307 and the Program Income Standard Provision found in the ADS 303mab, Standard Provisions for Non-U.S. Non-governmental Organizations.

4. Environmental Compliance

1a) The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ads/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The Applicant's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

1b) In addition, the recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

1c) No activity funded under this Cooperative Agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the E&E Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as "approved Regulation 216 environmental documentation.")

2) A Deferral of environmental review ME 22-67 has been approved for this activity funding this RFA. USAID/Tunisia will conduct the environmental review for this activity prior to issuing an award. Upon conclusion of the TEC and after negotiations with the selected applicant, knowing the specifics of the activity design will permit USAID/Tunisia to more accurately identify and address any potential environmental risks, and complete the required IEE. An IEE will be finalized before an award has been made.

3a) As part of its initial Work Plan, and all Annual Work Plans thereafter, the Recipient, in collaboration with the USAID Agreement Officer's Technical Representative and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this Cooperative Agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation.

3b) If the Recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

3c) Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

6. Climate Risk Mitigation

All USAID projects and activities approved after October 1, 2016 are required to comply with ADS 201mal: Climate Risk Management for USAID Projects and Activities. As per ADS 201, USAID should factor climate resilience into international development programs and investments. The activity is mainly comprised of capacity building, training, workshops, and site visits to locations selected for implementation; therefore, it is ranked as LOW for climate risks, and no further action is required.

[End of Section F]

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

Questions and requests for clarifications should be addressed to:

Rima Kayyal
Sr. Acquisition & Assistance Specialist
Email: Tunisiasolicitations@usaid.gov

2. Acquisition and Assistance Ombudsman

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

[The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov](mailto:Ombudsman@usaid.gov)

[End of Section G]

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION H: OTHER INFORMATION

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

Applications with Proprietary Data

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

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

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

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

[End of Section H]

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

ANNEX 1 - SUMMARY BUDGET TEMPLATE

An attachment is included in the NOFO in Excel format (.xls) for the applicant to complete.

ANNEX 2 - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at: <https://www.usaid.gov/ads/policy/300/303maa> and <https://www.usaid.gov/ads/policy/300/303mab>). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations. The award will also contain the following “required as applicable” Standard Provisions:

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

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

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
		RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
		RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
		RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
		RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
		RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
		RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
		RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
		RAA12. INVESTMENT PROMOTION (NOVEMBER 2003)
		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
		RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
		RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
		RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
		RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
		RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)

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

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (NOVEMBER 2020)
		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
		RAA8. SUBAWARDS (DECEMBER 2014)
		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
		RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
		RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
		RAA12. PATENT RIGHTS (JUNE 2012)
		RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)

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