



REQUEST FOR APPLICATION (RFA)

Number: SOL-268-14-000001
Title: University Scholarship Program – (VI)

Issuance Date: December 24th, 2013

Application Submission Date: February 4, 2014 8:00 am Cairo Local Time

Deadline for Questions: January 10, 2014, 8:00 am Cairo Local Time

Dear Sir/Madam:

On behalf of USAID/Lebanon, the Regional Procurement Office of USAID/Egypt is seeking Assistance Applications from any of the following to implement the program description explained below:

- U.S. or non-U.S. non-governmental organizations
- For profit or non-profit U.S. or Non-U.S. organizations
- Non-profit university
- Educational institutions

Applicants may submit applications individually or in partnership with other institutions.

This funding opportunity is posted on www.grants.gov and may be amended. As the Request for Application (RFA) may be amended, potential applicants should regularly check the site to ensure they have the latest information pertaining to this RFA. Questions and answers will be posted through www.grants.gov

Only **electronic** applications will be considered received. USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

To be eligible for award, the applicant must provide all required information in its application, including the requirements found in any attachments to this Grants.gov opportunity.

This RFA consists of this cover letter plus the following Sections:

- Section I - Funding Opportunity Description
- Section II - Award information
- Section III - Eligibility Information
- Section IV - Application and Submission Information
- Section V - Application Review Information
- Section VI - Award and Administration Information
- Section VII - Agency Contacts
- Section VIII - Other Information
- Section IX – Special Provisions

Each section is provided as an attachment except for the two which are provided below:

SECTION VII. AGENCY CONTACTS: Please send all questions or comments concerning this funding opportunity to the following e-mail addresses: scanton@usaid.gov and arizk@usaid.gov.

SECTION VIII. OTHER INFORMATION: USAID retains the right to fund any or none of the applications submitted.

Eligible organizations interested in submitting an application are encouraged to read this RFA thoroughly to understand the type of program sought and the application submission and evaluation process.

Please note that the RFA is subject to cancellation.

Sincerely,

Stanley Canton
Agreement Officer

SECTION I. FUNDING OPPORTUNITY DESCRIPTION

Authorizing Legislation:

This is a discretionary Cooperative Agreement opportunity to be competed and awarded pursuant to the authority of the 1961 Foreign Assistance Act, as amended, and the applicable sections of USAID regulation 22CFR226.

Program Eligibility Requirements:

Type of entities which may apply is described in Section III.

How the Award will be Administered:

For US organizations, USAID Regulation 22 CFR 226, OMB Circulars A-21 (for universities) or A-122 (for non-profit organizations), ADS 303, and USAID Standard Provisions for U.S. Nongovernmental Recipients will be applicable. For non-U.S. organizations, USAID Standard Provisions for non-U.S. non-governmental organizations would apply.

Further information including the referenced documents may be obtained via our agency website www.usaid.gov directly or via links in USAID Automated Directive System (ADS) Chapter 303 on our agency web-site: <http://www.usaid.gov/policy/ads/300/303.pdf>.

Copies may also be obtained from the listed agency points of contact for this RFA.

PROGRAM DESCRIPTION:

The following program description indicates the range of activities that might be involved and the goals of this activity which the successful applicant will be expected to meet.

SECTION 4: BACKGROUND

USAID provided during the past four years approximately \$54million to fund full undergraduate scholarships for Lebanese public school graduates. These scholarships, under the University Scholarship Program (USP), cover full educational costs including a housing/transportation allowance, when needed, and stipends to attend American style universities that promote critical thinking, freedom, diversity and respect.

Graduates from public schools in Lebanon often have limited choices accessing reputable private higher education opportunities regardless of their academic merit and performance. Graduates of public schools often cannot afford the financial costs associated with joining a reputable university, including the tuition, cost of relocation or commuting, and participating in the regular campus life activities. These institutions offer students quality education that provides them an academic subject expertise together with skills in critical thinking, communication and leadership that increases job marketability. It has long been established that university education is directly tied to expanding economic opportunities and the potential of graduates in the job market. Unfortunately, meritorious public school students with high financial need have limited opportunities to expand the scope of their potential.

SECTION 5: PROGRAM OBJECTIVE AND APPROACH

A. Program Objective

The University Scholarship Program (USP) aims at enabling meritorious and financially disadvantaged Lebanese public school graduates to access quality higher education to increase their job readiness and maximize their potential in supporting Lebanon's democratic and economic development. This scholarship program will offer full scholarship coverage to assist male and female public-school graduates to pursue undergraduate studies at American-accredited universities.

B. Methodology

The applicant should take into account the technical directions below in the design of their application to USAID.

1. Incorporating Lessons Learned

Applicants must clearly identify lessons learnt from any previous scholarship assistance and financial aid programs, irrespective of the source of funding of these scholarships. The applicants must as well delineate in detail the approach to incorporate these lessons learned in the programming of the University Scholarship Program and remedy any previous challenge encountered during implementation.

2. Eligibility, Recruitment and Selection Processes

Students recruited under the program should meet the minimum eligibility criteria as per following:

- Lebanese graduates from an in-country Lebanese public school who will earn their BACC-II during the year of recruitment under the program. Graduates who earned their degree earlier will not be eligible to the scholarship. Public school graduates applying at the onset of this program should neither be registered at any university nor have completed studies at any university. Graduates shall be considered on the strict basis of merit; i.e., have at least an average of 12/20 on their national BACC-II exams
- Candidates pursuing a technical baccalaureate path are eligible to apply and the applicant must present details concerning outreach and dissemination in public technical schools as appropriate.
- Candidates must demonstrate that they have been enrolled at a public school for at least the last three years of their secondary education. Students who transferred to a public school during their last year of school education are not eligible to apply unless their transfer to public education is substantiated by proof of dire circumstances negatively impacting their financial capacity such as immediate family death affecting family income, bankruptcy or force majeure.
- Candidates must demonstrate high financial need. Parents must not earn any substantial subsidy to cover for educational cost. Financial need shall be determined based on detailed financial aid applications that weights family revenues versus expenditures, number of family dependents and school/university age children, and ownership of hard assets. The applicant must detail the criteria, their weights, justification and supportive documentation required that will be utilized to assess financial need. Applicants must provide a clear income bracket that USP students must fall under to be eligible for USP as well as a strong rationale justifying this bracket based on prevailing economic indicators in the country.
- Candidates shall demonstrate the potential for leadership and civic engagement by listing in details the activities they engage in and the names of organizations and associations they volunteer with or work at in their communities. The applicant must demonstrate in their application or its annexes the sort of questions, weights and criteria that will be used to assess leadership potential.
- All scholars and their parents/guardians are required to be properly vetted through all publicly available databases. The applicant will present its strategy for vetting the selected scholars and their parents to ensure that the project benefits are not being provided, even inadvertently, to terrorists or their supporters, including people or organizations who are not specifically designated by the USG but who

may nevertheless be linked to terrorist activities. These sources include publicly available vetting lists, press reports, and NGO or international organization reporting.

Note: As per ADS 253, Citizens who are holders of both Lebanese and American citizenship are not eligible for this program. Similarly asylum seekers in the USA and green card holders are not eligible.

The applicant must present a detailed account of how they intend to undertake program dissemination and promotion taking in consideration the following:

- All public secondary schools in Lebanon must be duly informed of the program
- School visits are the most favored approach. The applicant must reach at least 240 public schools through direct visits (other than the technical public schools)
- Technical public schools must be included in the outreach campaign
- Other dissemination means including publications and social media may be utilized
- Specific admissions and financial aid applications for the program must be developed and utilized
- Coordination with the Ministry of Education and Higher Education is vital and mandatory
- The program dissemination campaign must include a clear timetable reflecting its initiation and completion
- A sub-award with a local Lebanese organization may be considered to maximize outreach activities. The sub-award may not exceed 4% of the total USAID program budget.

The applicant must provide a detailed account in a tabular format only about the application process, short-listing, interviewing and selection aspects. The tabular format may be presented using the following sample:

<u>Recruitment Phase</u>	<u>Approach to complete the phase</u>	<u>Target Number</u>	<u>Specific Procedures and Criteria to qualify for this phase if applicable (grades...)</u>	<u>Organization in Charge</u>
<u>School Visits</u>		<u>260 schools</u>	<u>Distribution of flyers...</u>	<u>Applicant</u>

The above table must include the following:

- Target number of units under each phase (e.g. the total number of schools or applications, the total number of students shortlisted for interviews, the number of students placed on a waiting list, etc.)
- Procedures and criteria to shortlist students under each step, and recommend them as finalists. These may include interviews, waiting lists, university testing, intensive English placement
- Procedures to finalize the selection of students while taking into strict consideration that USAID will provide specific guidance concerning gender and geographic considerations after award
- USAID must be informed in detail of each step through submitting detailed lists of students including all relevant data
- The implementing partner will make a recommendation to USAID of a pool of finalists, whilst USAID will approve the final selection. USAID approval is contingent upon gender and geographic diversity as per USAID guidance is actually met. This should be reflected within the application.

The applicant should submit a detailed timetable reflecting the various activities and milestones for the process of recruitment, short-listing and selection, which must be annexed. This will be a separate document from the draft work plan for the duration of the project, and must be submitted in the annexes in an illustrative chart (e.g. a GANTT chart) only.

3. Gender and Diversity Considerations

Applicants must demonstrate how the following will be achieved in their applications:

- Scholars from different geographic regions and confessions will be recruited;
- Gender balance will be addressed taking into consideration USAID guidance on gender and geography
- Gender sensitive issues will be mitigated under the program for recruiting females from conservative regions;
- Stereotypes in particular fields of studies will be mitigated and communicated to public schools, such as overcoming the perception that nursing is for females only while engineering is intended for males;
- Gender and diversity issues will be addressed in the various aspects of the project including enrollment in civic engagement activities.

Applicants must ensure that students will be chosen regardless of any religious affiliation or related factor. Once scholars are admitted under the program, they will be referred to as “Ambassador Merit Scholars.” The final selection of scholars will be approved by USAID based on the specific guidance provided concerning gender and diversity.

4. Admissions and Enrollment

The applicants must reflect in their own terms all considerations below in their application; omission of any section will be negatively evaluated:

4.a Majors: Scholarships will be offered in undergraduate fields of studies that have prospects for meaningful employment only. Scholarships should enable students to acquire a job upon completion of undergraduate studies. Undergraduate degrees offered as prerequisite for graduate studies such as biology are highly discouraged and will be critically scrutinized by USAID. Graduate studies are not allowed under USP.

Applicants must provide in their application a detailed account of the majors that will be offered under the program along with a rationale for their choice including, at minimum, statistics relevant to the proposed major such as market survey or alumni survey. Major selections that the applicant does not substantiate with statistics will not be allowed. Majors newly offered at the university will not be allowed. To qualify, at least two classes must have graduated from the specific proposed major. The rationale must reflect how this field of study contributes to development in Lebanon and has prospects for meaningful employment. The applicant must provide the detailed account in a tabular format as following including exactly the exclusive list of majors that will be offered under USP. All proposed majors should ensure that the student graduates at least three months prior to the project completion. This will enable the implementing partner to collect relevant information related to graduation, graduate studies and employment. USAID will review the proposed majors and make a final determination upon award of accepted majors.

Major and date	Total Number	Normal Program	Expected Number	Does the major	Are summer	Justificati on	Are students
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the University started offering the major	of Credits required for Graduation as per course catalogue	Duration as per University Catalogue in years	of Semesters based on normal progress as per university catalogue	require a mandatory internship?	semesters mandatory for this major?		eligible to enroll in a TD (Teaching Diploma) under this field, if yes how many additional credits and semesters?
Major A	X credits	X years	Total of X semesters including X summer semesters	No	Yes	Provide rationale for including Major A under USP	No
Major B	X credits	X years	Total of X semesters including <u>0</u> summer semesters	No	No	Provide rationale for including Major B under USP	Yes, 30 credits, 2 full semesters
...							

Applicants must include a specific section in their application how they intend to promote majors, as per guidelines above that are relevant to science and technology. The applicant should include promotion plans and steps that would encourage students to enroll in science and technology-related majors.

4.b Admissions: Candidate students will be allowed to include up to three majors of their choice in the admission application with clear ranking. The students must provide a rationale explaining their choice and their career ambitions as part of their admission application.

Admission into any major will take into consideration the academic requirements of the university, the program eligibility, market demand, and the justification provided by the student behind their choice. Candidates will not be offered a scholarship for a major they did not explicitly select in the admission application, even if they qualify academically for it.

Applicants must clearly reflect in their application in a tabular format the total number of scholars expected to enroll under the program including the expected number of scholars who will enroll under specific programs as per below. This would be illustrative for budgetary purposes; final adjustments to the number of students under each program category may be made during actual implementation depending on the number of qualified students in the recruitment/selection phase. Set caps on specific programs, such as 10% cap on number of students enrolled in teaching diplomas, must not be exceeded at any point, including during implementation.

Total number of students, at least:	
Total number of students in three-year programs:	
Total number of students in four-year programs (must not exceed 25% of the total number of students):	
Total number of students enrolled in teaching diplomas (must not exceed 10% of the total number of students):	
Total number of students enrolled in university preparation (must not exceed 60% of the total number of students):	

4.c Baselines Collection: After award, the implementing partner must duly collect relevant baseline information at the admission application phase related to academic performance, leadership engagement, and community project completion in order to enable the program to measure outcome and impact at the end of the project. The baseline information will serve as preliminary information to measure change and improvements in specific academic and leadership aspects related to the students. In the absence of baselines, the implementing partner may not be able to track progress and attribute clear results to USP. The applicant must demonstrate in the application annexes the sort of baseline information that will be solicited from the student candidates. Illustratively, an applicant may propose to collect information about number of internships, community service projects, or voluntary activities that a student was engaged in during high school years. By the end of the project, similar information under USP will have been collected, measuring the number of community service projects under USP. This will help reflect the progress a student has made, compare results, and accurately attribute success to USP in making students more active. Baseline information may be based on recognized university testing.

- **4.d Enrollment Conditions:** USP supports scholars only on the basis of full-time enrollment, normal progress towards graduation as per university catalogue and set academic program duration in the table of “majors.” Applicants should ensure that these conditions are met under USP and included as part of their application.

The applicant must present in their application a detailed account of opportunities to enroll in the below including eligibility criteria that will apply and cost implications on USAID where applicable:

- Major and minor option taking in consideration that USAID will not cover the cost of additional semesters. The applicant must present as well if there are any cost implications on USAID for additional courses taken without extending the graduation date;
- Teaching diploma,
- Note that double majors are not covered under USP.

The applicant must present in the application terms and conditions to changing majors taking in consideration the requirements below.

4.e Change of Major: Scholars must be allowed to change their major at any point during the program lifetime taking into consideration the following:

- Academic justification must be provided;
- The change of major is in line with applicable university policies and procedures;
- Changing major is allowed only within programs of similar or less duration of study; i.e., a three-year program student such as business cannot change its major to four-year program duration like engineering;
- The initial expected graduation date of the student must remain the same as it was initially set upon acceptance under USP and cannot be extended or delayed;
- No additional costs are charged to USAID for changing majors;
- Scholars cannot change to majors that were not offered initially under the program;
- Changing majors shall meet the conditions required to maintain the scholarship.

4.f Change of Major for Poor Performance: Poor academic performance must not be grounds for changing majors where the actual terms of probation must be strictly followed, except under the following combined conditions:

- The scholar is still in the first academic year post intensive language; and,
- The scholar explicitly requests a change of major to the program management presenting a detailed justification and an alternative course of study; and,
- USAID must not have been charged the substantial cost of too many courses that will not count towards the new degree; the applicant must specify in the application their proposed reasonable number of “wasted” courses that USAID may cover their costs, and,
- The program management confirms to USAID that the course of study meets all programmatic criteria, and that all support mechanisms were provided to the student throughout the first year to prevent poor performance;
- Otherwise the terms of probation and conditions for maintaining the scholarship must apply.

4.g Conditions for Maintaining the Scholarship: The applicant must present in their application in a tabular format per the example below details concerning the conditions for maintaining the scholarship

Condition	Terms	Implication on Student	Cost Implication on USAID
Illustration: Academic Probation	2 semesters of repeated probation where the cumulative average falls under 70%	Student is dismissed from the program	...

All conditions related to at least all the following must be presented in the table above: probation, cumulative average, major cumulative average where applicable, failure to participate in leadership engagement, absence without justified cause, temporary voluntary suspension of studies, justified absence under dire conditions, disciplinary actions, course withdrawals and course failures reflecting a reasonable number of courses that would be allowed during the project lifetime, and successful preparatory year completion as per section below.

4.h Memoranda of Understanding: Scholars must sign memoranda of understanding with the university including USAID required certifications as directed by the Mission that define fully and clearly their rights and their responsibilities under this program.

5. Preparatory Year

USP offers the opportunity to scholars to enroll in a preparatory year that covers intensive language training and/or remedial classes to improve their academic preparation prior to enrolling in the actual field of study.

The applicant must present in their applications their plans to enable scholars to enroll in intensive language/remedial classes as per following; all below conditions should be considered as USP specific conditions:

- The 15% tuition reduction must apply to all preparatory studies;
- Intensive language and remedial classes may be offered to scholars for up to the first two semesters of enrollment at University;
- Scholars who fail to successfully complete the requirements of the intensive language/remedial classes by the end of the two semesters will be dismissed from the program;
- No additional remedial classes will be offered beyond this first preparatory year at the expense of USAID;
- Language placement exams to determine the language level of scholars in need of such preparation must be clearly delineated in the application along with the placement methodology. The applicant must present in a tabular format each preparatory level along with the corresponding number of required semesters for completion of this level and the basis for qualifying under each level such as test grades;
- For budgetary purposes, the number of scholars who may be considered for the preparatory year, irrespective of the duration of enrollment whether one semester or two, must not exceed 60% of the total number of proposed students.
- The applicant must delineate the support mechanisms that will be offered to scholars to ensure their success through this preparatory phase including for instance tutoring...

During implementation, if less than 60% of the scholars require a full preparatory year (two semesters); then deviations must be coordinated with USAID such as having more than 55% who require only one semester rather than two. The implementing partner must coordinate with USAID to plan the intended use of the budget savings including the possibility of recruiting additional scholars.

6. Comprehensive Scholarships

The implementing partner and host university must clearly delineate in their application how they intend to offer appropriate academic, logistical, guidance and psychosocial support to the scholars taking in consideration the below.

6.a Full Package: The applicant should detail the sort of benefits that USP scholars will receive under the program. USAID considers that scholars must receive at least a full scholarship including, per scholar, the full undergraduate tuition support for the expected duration of studies as per university course catalogue, housing or transportation allowance, books, a monthly stipend, medical insurance, a laptop, and up to one preparatory year as needed (two semesters only). Scholars who do not receive housing must receive a transportation allowance as per applicable Government of Lebanon transportation rate.

6.b Laptops: The applicant must reflect in the application annexes the intended disposition plans and conditions of laptop ownerships. The applicant must clearly indicate in their application whether the title to property of laptops belongs to the scholars or implementing partner.

6.c Housing: As means of cost containment, only up to 70% of the proposed students will be eligible for university housing; the remaining 30% will be eligible for a transportation allowance as per applicable Government of Lebanon rates applied to organizational staff. Housing must follow the below conditions:

- Offered in gender-segregated shared rooms only;
- Offered at University sponsored housing. Housing offered in private apartments outside of University supervision or sponsorship is strictly forbidden;
- Housing offered off-campus must be under University supervision and within the set conditions for housing in this section;
- Offered only during semesters of actual academic enrollment and internship fulfillment;
- Scholars living in the same district as the university campus will have minimal priority for housing and will be considered first for transportation allowance;
- Housing budgeting must follow the specific guidelines presented under the summer semesters section.

Accordingly, the applicant must reflect in their application the following:

- The above conditions in their application, highlighting the expected number of scholars who benefit from university housing and those who will receive transportation allowance.
- The housing arrangement to accommodate USP scholars by presenting a detailed account of maximum capacity available on campus, current occupancy and expected vacancy. The applicant must demonstrate that their dorms can actually absorb the USP scholars without disruption to existing arrangements for any donor-funded scholarship programs.

6.d Stipends and Book Allowances: the applicant must clearly reflect the below conditions in their application:

- Stipends must be paid only during semesters when scholars are actually taking classes;
- Stipends during the preparatory year may not exceed nine months per scholar;
- Stipends must not exceed \$500 per month per scholar and will not be subject to any annual increase;
- All regular programs that do not require mandatory summers will be offered a nine-month stipend only irrespective of enrollment during summers;
- Scholars who are required to complete an internship mandated by USP (e.g. for computer science students), rather than an internship required academically (e.g. for engineering or nursing students), are eligible to receive an additional one-month stipend during the month of this internship. This additional stipend is only allowable when the student fulfills the following combined requirements: is actually enrolled in an internship; the internship takes place prior to graduation, the internship is approved by the project management, and the internship takes place at a time when no other regular stipends are otherwise provided, such as during an unscheduled summer semester;
- Majors that require mandatory summers will be offered up to an eleven-month stipend only.
- Book allowances are offered twice per year for all programs that do not require mandatory summers; and up to three times per year for programs that require mandatory summers. The book allowance provided for summer semesters must be pro-rated, and should not be equivalent to the book allowance provided during full semesters. All book allowances must be reasonably set.

6.e Orientation: the applicant must demonstrate in their application how they intend to prepare the recently admitted scholars to university life at large. This may include orientation sessions, household financial management training, computer literacy training, campus tours, family open days and or similar preparatory activities.

The applicant must reflect in their application in a tabular format each activity intended to orient students to university life along with the relevant details such as estimated date to organize the activity, number of sessions to be undertaken, and a brief description.

6.f Summer Semesters: Scholars must make normal progress within the regular semesters of fall and spring. Student enrollment in summer semester in order to complete the preparatory year is not allowed. This phase must be completed within two full semesters only. Summer semesters expenses in terms of housing and tuition will be covered only in the following cases:

- All mandatory summer semesters required under any major provided that the applicant submits upon request academic justification that the summer semesters are mandatory as per university catalogue. Majors that have mandatory summers will not benefit from the additional summer semesters stipulated below;
- Up to one semester only for majors that (1) require less than 95 credits and (2) do not require mandatory summers (not counting the preparatory year credits) as per the university course catalogue;
- Up to two semesters maximum for majors that (1) do not require mandatory summers and (2) require more than 95 credits (not counting the preparatory year credits);
- Otherwise the scholars must cover the expenses of any additional summer semester they take including tuition, housing and other ancillary costs. Cost savings generated during the program may be used to cover additional summer semesters beyond the above restrictions as long as the USP conditions remain the same as they pertain to graduating on time, normal progress and covering stipends and book allowances.

6.g Cost Savings: The applicant is encouraged to reflect in their application innovative ways to use cost savings generated during the project lifetime, particularly under stipends, housing and the preparatory year. Cost savings may be used for instance to recruit additional students. Such plans must be clearly delineated in the application including details about eligibility criteria and timeframes for recruiting additional students.

6.h Drop-Outs and Replacement: Applicants are encouraged to devise effective ways to prevent drop-out and mitigate cases of failure; the detailed methodology should be reflected in the application. The selection process must be robust inclusive of detailed interviews that will address all possible concerns of the students including social concerns, relocation and adapting to university life. The applicant must delineate plans for replacement of students taking in consideration that all eligibility criteria of the program must apply and replacement can take place only during the second year of the program; i.e. the new replacement students can enroll only for the fall or spring semester of the second program year, or the fall semester of the subsequent program year only. Replacements that occur at the onset of the fall semester of the second program year must follow the guidelines of the established waiting list.

6.i Student Employment: USAID has no absolute restrictions related to student employment as long as all the conditions below are fulfilled:

- Conditions for maintaining the scholarship are met;
- Student employment is approved by the implementing partner based on a justification by the scholar related to their career ambitions and/or financial situation;
- Student employment, if fulfilled, ought to be considered in this order of priority: at university as part of student-work, outside of the university in a relevant domain to the field of study, or in any domain that does not conflict with applicable vetting and due diligence requirements;
- Student employment is on a part-time basis only not exceeding 15 hours per week and does not interfere with the academic courses and civic engagement requirements;

- Student employment must not be considered by the applicant as a mandatory condition imposed on scholars to receive their scholarship or tuition reduction. Student employment remains optional to scholars who request it;

The applicant should present in the application their approach to student employment, applicable conditions and basis to approve and monitor cases.

7. Leadership and Civic Engagement

Applicants must demonstrate how they will incorporate leadership training and civic engagement that will benefit all scholars. All scholars must engage in leadership training, civic engagement and volunteerism, in addition to their desire to join university established clubs or activities.

Applicants should tailor specific USP leadership activities, training workshops and events to address the needs and ambitions of all scholars. This includes, for instance, structured trainings such as team building, networking, communication skills and project design, or specific university course work.

The applicant, in addition to the approach and timeline, must provide in the annexes a detailed list of trainings offered with a brief description of each training, duration and number of sessions, including the USP specific trainings and other additional university-based training offered to the student-body at large.

The applicant may partner with a local organization that will deliver leadership training and civic engagement. Such sub-award may not exceed 4% of the total USAID funding requested under the application.

All scholars must engage in meaningful community service projects during the project lifetime. Accordingly, applicants must devise ways to enable scholars to participate in civic engagement in groups or individually in community service projects. A small amount no more than \$2,000 per scholar shall be dedicated to fund such initiatives. Such initiatives cannot involve any works related to full construction, and use of pesticides or fertilizers. Networking with a local community-based organization will be required to implement the activity; the scholar shall lead the networking effort in his/her hometown. Civic engagement projects must follow the below guidelines:

- The funds allocated to the community projects must be managed by the implementing partner according to their applicable financial procedures and regulations. No funds will be transferred to the students directly;
- Community service projects cannot be based on the simple transfer of commodities to a community using the \$2,000 fund. Community service projects must ensure a meaningful engagement of students with local community stakeholders and beneficiaries;
- Communities must be selected as per applicable USAID guidance, policies and procedures including vetting and due diligence guidance;
- Community projects must have detailed budgets and technical proposals prepared by the scholars and approved by the implementing partner that will serve as a basis to implement the project and fund it;
- Community projects may include, for instance, remedial classes in the scholars' communities or other communities offered to public school students; or volunteer work camp opportunities to plant trees.

The applicant must include in the application the intended use of project income resulting from community service projects, including the possibility of recycling income back into the community service project to expand its impact.

Applicants must devise creative ways to create an alumni chapter of scholars, maintain and sustain it. All activities leading to the formation of the alumni chapter and sustaining it must be detailed in the application. Applicants are encouraged to refer to the “Alumni Association Formation: A Guide for USAID Missions” at <http://transition.usaid.gov/policy/ads/200/253saf.pdf>

8. Career Counseling & Graduate Studies

The applicant should devise creative ways, and present them in the application, to provide career counseling to students in at least two stages:

- (1) Prior to the scholars’ enrollment at university to advise them about their choice of major, and enable them to make last minute changes prior to actual registration, and
- (2) During the course of their studies. Career counseling must be formally structured and reflected in the program work plan in the annexes.

It is not enough to encourage scholars to participate in job fairs held at the university or simply visit the career center. The applicant must propose efficient means to increase job readiness of scholars, especially as this is the intended objective of USP. Career counseling may include formal training for career preparation, orientation to the selected major and field of study, placement services, structured and meaningful internships and entrepreneurship training.

In light of USP focus on increasing job readiness, all students must complete a meaningful internship prior to graduation, including students who do not have a mandatory academic one. Mandatory academic internships under programs such as engineering or medical laboratory will count towards USP. USAID may request, in close collaboration with the implementing partner, and under the latter’s supervision, that students complete specific research in particular academic fields such as education, governance, or environment. Scholars who engage in such academic research may have their internship waived as long as their internship is not an academic mandatory requirement. USAID will provide such guidance after award and during the implementation of USP(6). The applicant must present its plans to engage students in internships, including especially the scholars who do not have a mandatory academic one and those who may engage in USAID-focused research.

Applicants may propose a sub-award not exceeding 2% of the total USAID program funding with a local organization to assist in career counseling, internships, placement and formal training. The applicant must reflect in the application the detailed approach to career counseling listing extensively the different tools that will be adopted.

9. Program Management

The applicant must submit a clear management structure of the program detailing functions and duration of tenure for each position. Key positions should be supported with summary of qualifications and resumes. The management plan must not create parallel structures within the university for monitoring the scholars. The applicant must provide the following within the application and its annexes:

- A detailed list of staff with their level of efforts and duration to serve on the program with starting year and ending year, including all staff whether on the cost share and USAID fund. The list must include as well their proposed position under USP;

- If the applicant is already implementing any previous phase of USP, the list above must include as well detailed information related to the level of effort and duration of engagement under each USP, irrespective of whether the person is key personnel or not.
- A detailed organizational chart for the program reflecting reporting lines. The structure may include one full time dedicated position to the program once the scholars are enrolled. This dedicated person may be overseeing earlier phases of this program concurrently. Accordingly, the proposed expenditures related to this position should be cost effective.

The applicant must take into consideration the following while developing their program management plans:

- Overall management costs including direct and indirect costs may not exceed 7% of the total USAID share of the program funding. This does not apply to cost-sharing;
- Two positions are identified as key positions, irrespective of their level of effort and source of funding: a program coordinator overseeing overall program direction and performance, and a monitoring and evaluation officer or equivalent in charge of monitoring students' performance and tracking relevant data. These two positions will be subject to USAID approval as part of substantial involvement. All other positions proposed by the applicant will be subject to critical review for cost effectiveness and justification. All positions must be filled by Lebanese staff. Both positions are considered to be equivalent to at least a senior management specialist. Incumbents should have a master's degree at a minimum and seven to nine years of experience. The applicant must identify in the application who will serve as key personnel including the corresponding resumes in the annexes. Key personnel are subject to USAID review and approval;
- Budgeting and subsequent evaluations of personnel costs will be according to the detailed salary history for the past three years.
- Staffing during the first year of implementation when scholars are not recruited yet should be maintained to the minimum and duly justified.
- USAID will not cover the costs of personnel to undertake recruitment and selection except when the applicant demonstrates that such capacity is not inherently present on board, and/or such task would massively affect the regular work of the admissions office at the host university.
- USAID will not cover the costs for any academic related activity.
- Student mentors, if needed, may be scholars under earlier USP phases as long as their mentorship is counted towards their leadership engagement and is not paid for.
- If the university is selecting non-USP student mentors to guide the scholars; then the following guidelines must apply:
 - Mentors may be appointed for majors, including intensive English, to up to the third year of program implementation. No mentors may be appointed after the end of the third year of implementation
 - No mentors may be appointed as well for students who pursue in addition to their degree a teaching diploma for the additional duration required to complete the teaching diploma;
 - A very limited number of mentors (not exceeding 30% of the initial number of mentors) may be allowed during the fourth year of program implementation only if serving in the capacity of tutors;
 - Mentors shall be paid the applicable student employment rate at the university;
 - Mentors may serve up to a maximum of 20 hours per week or whatever number of hours is established by university policies, whichever is less;
 - It is recommended that one mentor may be appointed for every six students from the same faculty or school;
 - Mentors may be appointed during full semesters only; i.e., fall and spring. No mentors shall be appointed for the summer semesters;

- o All other forms of peer-to-peer support including student work schemes, student university employment, and student assistantships must be treated as mentorships and must follow the same conditions above.

10. Program Duration

The program duration will be six years to allow scholars enrolled in four year programs (such as engineering) to access the preparatory year if needed. It is estimated that the first year of the program is dedicated to outreach, dissemination, selection and enrollment.

The applicant must clearly state in their application that: the program duration is initially set to six years; however, the program duration is subject to review by USAID after the first semester of enrollment of scholars to determine whether the duration should be shortened or not based on the scholars' enrollment data and their expected graduation within the normal required durations for their respective majors.

During the sixth year of implementation, the implementing partner shall reduce administrative costs only to direct costs related to program monitoring and reporting. Ancillary costs and extended staff support will not be allowed. Support staff costs, not key personnel, shall be proportional as well to the number of scholars enrolled during the last year of the program. The key personnel level of effort will be reduced, where applicable, to that required as strictly necessary. This cost containment aspect will be subject to USAID cost evaluation. Illustratively, if only 15 scholars are enrolled during the 6th and last year out of an initially enrolled 60 scholars, the 15 remaining scholars at university represent 25% of the initial total student population. This corresponds to a decrease in the supported student population of 75%. Accordingly, the cost of support staff shall be reduced in direct proportion to the reduction in student numbers. Support staff who served at 100% level of effort initially will be reduced by 75%, and will be serving at 25% level of effort after the adjustment. Support staff who served at 50% initially will be reduced as well by 75% and will become serving at a 13% level of effort. The reduction in level of effort applies only to the last year of the program implementation for support staff.

Additionally, staff assigned to leadership training and civic engagement may not be charged to the program during the last year of implementation if the scholars are no longer required to undertake civic engagement activities. The principles of proportional reduction of level of effort as highlighted above must apply as well.

11. Monitoring and Evaluation

The applicant must demonstrate how they will maintain close monitoring of the scholars to keep track of their achievements and challenges. This does not entail setting parallel structures to those that already exist within the university, but rather reflect how internal communication might be employed and enhanced to better serve the monitoring purposes of USP. Accordingly, the applicant must reflect in detail the approach to monitoring and evaluation in the application, including the support mechanisms that will be available to remedy challenging situations.

The applicant must submit a summary monitoring and evaluation (M&E) plan that reflects indicators that will be used for the duration of the program to measure inputs, outputs, outcome and impact. The M&E plan must take into consideration the following guidelines:

- The M&E plan must include indicators that reflect the most important outputs such as number of applications received, interviews conducted, and students enrolled;
- The M&E plan must include targets that must be achieved by the end of the project;

- The final set of indicators will be reviewed with the AOR and approved by USAID after award as per reporting section henceforth.

Upon completion of the project, USAID expects that:

- A group of financially disadvantaged Lebanese public school students, representing an appropriate gender-balance, and coming from diverse geographical locations will have been selected and received full scholarships to support their undergraduate education;
- All scholars will have engaged in extra-curricular activities geared towards leadership development and civic engagement;
- All scholars will have completed internships or USAID-focused research upon project completion;
- At least 70% of the scholars have demonstrated at least a sustained academic average throughout the project lifetime as reflected in their cumulative averages or GPAs. For the purposes of this exercise, “sustained” means that the cumulative average remains the same or within a four percent (4%) margin upwards or downwards compared to the initial average earned during the first regular semester;
- At least 80% of the scholars have cumulative averages upon graduation over 80%;
- At least 50% of the scholars will have assumed at least once a prominent position in their university based leadership activities by the time of graduation (such as club president or vice president, committee team leader, project manager);
- At least 95% of the scholars will have actively participated in the completion of meaningful community based service projects;
- At least 95% of the scholars will have graduated successfully within the project duration, and within their expected academic degree duration;
- At least 95% of the scholars will be prepared for the labor market through training and career guidance;
- At least 70% of the scholars who do not pursue graduate studies will be employed within a period of 3-6 months post graduation.

12. Cost-Effective Strategies

Scholarship programs are expensive especially those that offer full scholarships. USAID encourages applicants to demonstrate cost effective strategies that reduce costs and maximize the number of beneficiary students. The applicant is encouraged to propose creative ways as well to maximize value for money through for instance housing arrangements and student employment opportunities. A key reiteration of cost effective strategies includes:

- The requested management costs (direct and activity based) must not exceed 7% of the total program costs under the USAID share. This cap does not apply to cost-sharing;
- If any program phase is sub-awarded to a third party such as the leadership component, recruitment or career guidance, the total sub-awards value for each component should not exceed 4% of the total program costs, or 2% in the case of career guidance. Total sub-awards to partner organizations must not exceed 10% of the total budget;
- Applicants may propose, as per requirements of the branding strategy and marking plan highlighted below, a budget not exceeding 0.8% of the total USAID share to support outreach and program promotion activities beyond the first year of recruitment. This allocation may be charged to USAID and does not count towards the 7% management costs. The applicant may propose a higher budget allocation than 0.8% to the program promotion beyond the first year of recruitment if any allocation exceeding the 0.8% is cost-shared.
- USAID will not cover the costs of any position related to academic activities, tracking of academic progress or advising students for instance, counseling them or supporting them academically.

Accordingly, USAID will not cover the cost of any university designated personnel to provide academic advising for instance and follow up to the students. The program must reflect clearly how it will strengthen communication and exchange of information within existing departments to track students' progress, along the same ways that the regular merit scholarships are offered by the university. This includes strengthening communication and coordination amongst the program management, financial aid office, admissions, and registrar and admissions.

- Detailed budget submission must reflect tuition per category (faculty, major and intensive English)

SECTION II AWARD INFORMATION

Estimated Funds to be Available:

USAID estimates funding for this program will be made available in the maximum amount of \$6 million or the minimum amount of \$2 million. USAID anticipates more than one award for a six-year period.

Estimated Start Date and Performance Period:

The performance period for this program is estimated to begin on/about September 30, 2014 and be completed by September 29, 2020 i.e. six years. Further details on program duration are in section I item 10. Program Duration.

Type of Award:

The award will be a Cooperative Agreement as USAID desires to be substantially involved in the implementation of the selected program that is consistent with USAID policy contained in ADS Chapter 303 concerning non-governmental assistance activities: <http://www.usaid.gov/policy/ads/300/303.pdf>

SECTION III ELIGIBILITY INFORMATION

A. Eligibility Criteria

A.1 Type and Nationality of Applicant

USAID/Lebanon is seeking innovative applications from qualified educational institutions or other organizations to provide scholarship support to qualified public school students in Lebanon, as per eligibility criteria below under A.2, to attend not-for-profit institutions of higher education in Lebanon.

The applicant who will be the USAID implementing partner may be any of the following entities:

- U.S. or non-U.S. non-governmental organizations
- For profit or non-profit U.S. or Non-U.S. organizations
- Non-profit university
- Educational institutions

Interested entities may submit applications individually or in partnership with other institutions.

Additionally, irrespective of the nature of the applicant, the host university (or universities) where the scholarships will be offered and where students will graduate from ultimately must meet the criteria detailed in the section below.

Partnerships based on sub-awards to implement specific components of this activity, such as recruitment, leadership or career guidance are highly encouraged. An applicant may propose multiple host-universities that fit the set criteria in the section below.

A.2 Type and Nationality of the Host University

The targeted host university (or universities) is expected to be: a leading not-for-profit university in Lebanon that promotes tolerance, critical thinking, diversity, respect and freedom. The university should be a student-centered institution that provides quality academic and extra-curricular support to the student body. Target universities should have at least the following credentials:

- An officially accredited not-for-profit higher education institution by the Lebanese Ministry of Education and Higher Education
- Satisfies similar requirements required for American accreditation. The university shall be accredited as an institution at large by an international body, for instance the Middle States Association of Colleges and Schools (MSACS) or New England Association of Schools and Colleges (NEASC) or any other equivalent² as long as supporting justification is provided of such equivalency.
- Similar requirements for American accreditation include:
 - High percentage of qualified faculty with PhDs or equivalent
 - Small number of students per active faculty member
 - Highly diverse student body in terms of geographic background, confessional representation and gender mix
 - High graduation rate of students
 - High retention rate of students
 - High employment rate for students within 3-6 months post graduation
 - High number of international affiliations and partnerships with academically strong universities and institutes abroad
 - Competitive percentage of actual applicants to the university versus actually registered
 - High diversity of majors offered, especially majors required in the job market such as business, computer science, education, engineering, nursing, etc...
 - High number of active student clubs and student representative bodies
 - High number of students actively enrolled in clubs and student representative bodies
 - High number of accredited programs and faculties
- Has existing high quality support services in terms of student housing, libraries, computer access and laboratory facilities
- Has a large number of affiliated research and development institutes
- Has an existing university-managed and established financial aid system, for regular students. The financial aid system must have been operational for at least the past three years. This system ought to be available to all university students, not a system established to meet the requirements of a donor-funded program. The requested amount in the application may not exceed the total dollar amount of university-based scholarships from non-US Government Federal sources, i.e., other than USAID, MEPI, Department of State.
- Has already a yearly operating budget at least four times larger than the requested amount in the application
- Has an established financial system and proven track record of financial accountability as substantiated by independent audit reports. The audit reports are not required to be submitted with the application but should be readily available for immediate submission upon request, especially during the negotiations phase.

² Guidelines related to accreditation standards and requirements can be found for instance at http://cihe.neasc.org/standards_policies/standards/standards_html_version

- Have established leadership and civic engagement opportunities offered to the student body at large.

The applicant should include in its annexes a detailed account of the above through a brief description and a tabular presentation of all required data above formatted along the following example:

Criterion	Comments
Not for profit educational establishment	Yes, No
Officially accredited higher education institution by the Lebanese Ministry of Education and Higher Education	Yes, No
Formally accredited	Yes, accrediting agency, date of accreditation and renewals or in the process, provide details
Number of faculty members	
Percentage of qualified faculty with PhDs or equivalent	
Number of students per active faculty member	
Graduation rate of students	
Retention rate of students	
Percentage of students employed within 3-6 months post graduation	
To be filled out for additional relevant information	
Number of laboratories	
Number of libraries	
Number of clubs	
Has an existing financial aid system operating for the past three years	
Operating budget for latest fiscal year	
Total financial aid budget from non-Federal sources	
...To be filled out for additional relevant information	

C. Cost Share

Cost share refers to the resources an applicant contributes to the total cost of an agreement. It is the portion of project or program costs not borne by the United States Government (USG). Applicants are strongly encouraged to provide innovative approaches to cost sharing and to provide detailed explanations in their applications. In addition to USAID funds, applicants are encouraged to contribute resources from their own, private or local sources for the implementation of this program. Applicants are required to allocate USG funding towards student scholarships and ancillary costs should be attributed to the cost share contribution. Illustrative examples for cost share include overhead, non-exempt taxes, general and administrative costs or any other costs.

Applicants should review 22 CFR 226.23 (http://edocket.access.gpo.gov/cfr_2001/aprqr/pdf/22cfr226.23.pdf) in determining cost share contribution. Cost share will be considered as an element of cost effectiveness under USAID regulation 22 CFR 226 and of applicable USAID policy and procedure:

<http://www.usaid.gov/policy/ads/300/303.pdf>

Contributions can be either cash or in-kind and can include contributions from the university, local counterpart organizations and other donors (not other USG federal funding sources). Cost sharing contributions should be in accordance with OMB Circular A-110 – Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations which can be found at the following link <http://www.whitehouse.gov/omb/circulars/a110/a110.html#23>. Information regarding the

proposed cost share should be included in the SF 424 and the Budget as indicated on those documents. The cost sharing plan must be discussed in the Budget Notes to the extent necessary to determine its feasibility and realistic access to the sources and funds.

A cost share of at least 30% of the total project cost is required as per guidance below. Universities are encouraged to waive their entrance exam fees (English or qualifier test) for scholarship candidates as means to enable highly financially needy students to apply.

All cost-sharing contributions must be allocable to USP, reasonable, allowable and verifiable through independent financial audits.

The following guidelines apply concerning tuition:

- Universities must offer at least a 15% reduction on the tuition fee of each scholar
- Tuition reduction covers all courses including regular, remedial or intensive language training courses irrespective of whether these courses are electives or required.
- The tuition reduction accounts towards the 30% cost share
- Tuition fees supported by USAID shall not be subject to any annual increases
- The tuition base year taken into account when making tuition calculations must be the tuition applicable for the first year of actual enrollment of students. Annual increases applied from the year of submitting an application under this RFA to the year of actual enrollment of students should be commensurate with the university-wide applicable increases. For purposes of budgeting, other expenses, such as housing or stipends, supported by USAID shall not be subject to annual increases.

Services that university staff usually provide, such as admissions, advising, orientation, clubs registration, registrar and transcripts recording, or faculty assignments to regular students as part of the university regular academic work, must not be charged towards the USAID share of the project. They may, however, count towards the cost-share. Only services that are provided uniquely to this project, and are not usually part of the university regular academic support, may be charged to USAID.. All costs will be analyzed for cost containment, realism, and suitability to the project. USAID recommends the cost-share of customs and VAT if they are not exempt from them.

The project will look at critical aspects related to cost containment; as such, typical services that are provided, for instance by the registrar, admissions, student affairs or financial aid offices, or any staffer assisting to that respect, shall not be charged to the USAID share of the program. The applicant must determine efficient ways to enhance internal communication amongst its established departments and offices to acquire services at no cost from USAID. Parallel structures established to existing university infrastructure to serve the purposes of USP will be critically reviewed as part of the application evaluation and is a key determinant factor in making awards.

SECTION IV APPLICATION AND SUBMISSION INFORMATION

Application:

This RFA and any future amendments can be downloaded from www.grants.gov. Applicants are expected to review, understand, and comply with all aspects of this RFA. Questions and answers are posted through www.grants.gov

Submission:

Applications shall be submitted electronically in two separate parts: (a) technical and (b) cost/business application. The application shall be prepared according to the structural format set forth below. Applications must be submitted directly to the Regional Procurement Office of USAID/Egypt to the following two e-mail addresses:

Stanley Canton, the Agreement Officer: e-mail address: scanton@usaid.gov, telephone: 011-202-2522-6910

Abeer Rizk, Acquisition and Assistance Specialist e-mail address: arizk@usaid.gov, telephone: 011-202-2522-6884

The due date and time for complete application submittals is as stated in the RFA cover letter, unless the RFA is amended to extend the deadline. **Applications received after the deadline will not be considered for award, unless the Agreement Officer determines all similarly late applications can be considered.**

Point of Contact:

Stanley Canton, the Agreement Officer: e-mail address: scanton@usaid.gov, telephone: 011-202-2522-6910

Abeer Rizk, Acquisition and Assistance Specialist e-mail address: arizk@usaid.gov, telephone: 011-202-2522-6884

Application Preparation Guidelines:**(A) THE TECHNICAL PROPOSAL FORMAT**

THE TECHNICAL APPLICATION HAS A STRICT TWENTY FIVE (25) PAGE LIMIT, excluding authorized attachments. Authorized attachments to the technical application which do not count against the page limitation are listed below.

Applicants are advised that any pages exceeding this limit will not be considered for evaluation.

The full application must be in English. The full application should reflect full consideration of all the information provided in this RFA.

1. Technical Application (not to exceed 25 pages, excluding annexes typed on A4 paper size, at least front 12, single spaced, regular paper margins) including the below sections.)

Applicants must not copy and paste from the RFA and must develop their own application adopting their methodology based on the RFA terms and conditions.

To facilitate the review of the Technical application, the applicant must organize the narrative sections of their technical applications in the same order as the Evaluation Criteria in **Section V** of this RFA as follows:

a. Cover page including name of applicant, contact person for the purpose of this application with name, title, email address and telephone, and alternative contact person details in case the prime person is not reachable, version number and date of revision (if applicable).

b. Table of contents listing all page numbers and attachments.

c. One page program abstract (summary).

d. Program Description/Technical Merit (see evaluation criteria): including detailed information on the technical approach relevant to section A and section B 1 through 8 and 10;

e. Management capability and past performance (see evaluation criteria): including detailed information in sections (B1, 9, 11 and 12) and i) the institution's effectiveness and any partnership arrangements for the purposes of achieving the program; ii) staffing plan and management approach; and iii) relevant past performance.

f. Attachments should be titled (e.g. Annex A). Annexes must be used to support the detailed methodology in the application. The application must include the entire scope of information required in the program description of this RFA as per various sections above; annexes are only supportive documentation. The core of the implementation approach and methodology must be included in the application only.

Annexes must not exceed 45 pages. Annexes must be compiled in one single electronic document (e.g. MS Word, PDF), with appropriate page numbers. Annexes must not include generic extracts from university publications such as academic catalogues or other research material without a detailed explanation of how this extract fits within USP and matches its requirements. Annexes must include at least the following:

1. Confirmation of accreditation status;
2. Confirmation of legal status (e.g. as a university, not for profit, NGO, etc);
3. Draft illustrative work-plan for the duration of the project in a chart format such as GANTT or any tabular format that projects activities against a timetable reflecting specific milestones to be achieved. The work plan must not be in a narrative format;
4. Detailed timetable and/or work plan reflecting activities and milestones of the program dissemination and recruitment phases during year one in a chart format;
5. Detailed timetable and/or work plan reflecting all structured leadership activities in a chart format. The list should highlight whether the organization responsible to complete the activity, whether the applicant or a proposed sub-awardee
6. Detailed list of leadership trainings and workshops including brief description and objective, number of workshops and expected participants per workshop in a tabular format. The list should highlight whether the organization responsible to complete the activity, whether the applicant or a proposed sub-awardee
7. Detailed timetable and/or work plan of the career counseling and guidance activities in a chart format. The list should highlight whether the organization responsible to complete the activity, whether the applicant or a proposed sub-awardee;
8. Detailed list of program staff including, name, position, level of effort per month, number of months of service per year, number of years, justification for the position, level of effort under other USPs and duration of this level of effort, and an indication whether the staff is on the USAID-share or cost share,
9. Detailed organizational chart for the program reflecting reporting lines and actual names of the incumbents under each position; in addition to coordination lines with relevant departments and offices within the host university;
10. Illustrative sample of information that will be collected from students as baseline information;
11. Draft M&E plan following the monitoring and evaluation guidelines above and including life of projects targets as per USAID expected outcomes;
12. Draft branding strategy and marketing plan (BSMP) including a detailed outreach plan to promote USP and recognize USAID during the year of recruitment and beyond the first year of implementation until project completion. Guidelines on developing the BSMP may be found at <http://www.usaid.gov/branding/assistance-awards> ;
13. Resumes of key personnel not exceeding two pages per resume;
14. Detailed list of available dorms including their capacity and current occupancy and plan to house the USP scholars over the duration of the program;
15. Proposed conditions for the transfer of title to property for laptops;

16. Letters of commitment from key personnel to work under USP(6);
17. Letters of commitment from proposed sub-awardee(s) reflecting very briefly the scope of their engagement, total budget allocation, any cost share contribution and duration of their engagement;
18. Responsibility determination and vetting documents of proposed sub-awardee(s). This section refers to the validation by the applicant of the capability of the proposed sub-awardee to undertake the necessary work. The applicant is encouraged to read ADS 591, Financial audits of USAID Contractors, Recipients and Host Government Entities, to better understand USAID requirements. An assessment tool is available as reference at <http://transition.usaid.gov/policy/ads/500/591sab.pdf> ...

Note: If the full application exceeds 25 pages (excluding annexes) ONLY the first 25 pages will be considered when evaluating the application. Likewise, only the first 45 pages of the annexes will be evaluated.

(B) COST/BUSINESS APPLICATION FORMAT

Cost/business sections of the application must be separate from the technical section. There is no page limitation to the cost/business submittal.

The cost/business portion of the application must consist of the following completed forms and requests for information which are available on the following web-site <http://www.usaid.gov/policy/ads/300/303.pdf>:

- [SF-424, Application for Federal Assistance](#),
- [SF-424A, Budget Information – Non-construction Programs](#), and
- [SF-424B, Assurances – Non-construction Programs](#).
- Pre-Award Certifications, Assurances and Other Statements of the Applicant/Recipient as stated in ADS 303.3.8 and are available on the following web-site <http://www.usaid.gov/policy/ads/300/303.pdf>.
- Other submission requirements for applications submitted in response to this RFA.

The following are amongst the Pre-Award Certifications, Assurances and Other Statements of the Applicant/Recipient which are requested to be included with the application submittal:

1. **Restrictions on Lobbying** ([22 CFR 227](#));
2. **Prohibition on Assistance to Drug Traffickers** ([ADS 206](#)); and
3. **Certification Regarding Terrorist Funding** ([AAPD 04-14](#)).

b. Other certifications and statements found in [Certifications, Assurances, and Other Statements of the Recipient](#):

1. The **Survey on Ensuring Equal Opportunity for Applicants**;
2. A Data Universal Numbering System (DUNS) number (See [Use of a Universal Identifier by Grant Applicants](#) for background information.);
3. A signed copy of **Key Individual Certification Narcotics Offenses and Drug Trafficking**, ([ADS 206.3.10](#)) when applicable;

4. A signed copy of **Participant Certification Narcotics Offenses and Drug Trafficking** ([ADS 206.3.10](#)) when applicable.

Other submission requirements for applications submitted in response to this RFA consist of:

- Detailed/itemized budget in **excel format** with budget narrative in **MS word** for each budget object class category, including explanation of how costs were estimated, for both the requested USAID funding and proposed cost share amounts. More information on the detailed/itemized budget are provided further below in this same section.
- Similar budget detail with narrative is requested for organizational partners teaming with the prime applicant.
- Current Negotiated Indirect Cost Rate Agreement (NICRA) negotiated between the applicant and a Federal agency (if available). If a NICRA is not available, the following is required: 1) Copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID; 2) Projected budget, cash flow and organizational chart; 3) A copy of the organization's accounting manual.
- If program income (i.e., cost recovery or other revenues generated under the award) is anticipated, the estimated amount should be reflected in the budget, and the Budget Narrative should describe how the program income is proposed to be treated, i.e., additive, cost sharing, or deductive, or a combination thereof (See 22 CFR 226.24).

Detailed/Itemized budget:

- If the applicant proposes expending more than \$300,000 of USAID funding during a single fiscal year of the applicant, the applicant must include funds within the budget to contract an audit. The average cost of an audit is approximately \$10,000.
- The applicant must submit as well a detailed budget breakdown cost per scholar per major, reflecting all applicable costs, along with a comparison to similar costs applicable to regular students at the targeted university. The cost breakdown shall demonstrate clearly where the applicant exercised 15% tuition reduction, and sustained tuitions without annual increases.
- The applicant must submit the detailed budget in excel format including itemized costs breakdown, the necessary calculation formulas and due explanations. The budget and budget narrative must include the detailed breakdown of sub-awards costs. The budget must be broken down per year and by major category (e.g. personnel, fringe benefits, contractual, transport, other direct costs, indirect costs). The budget narrative must be submitted in MS Word format reflecting in detail rationales and details for each cost.
- The management structure must be clearly reflected in the budget and budget narrative. Levels of effort per month, number of months and the monthly remuneration must be clearly reflected for all personnel including key and admin/support staff. The applicant must use the below format in the budget presentation for personnel costs. Salary history must be provided for every person irrespective of whether charged on USAID or cost-share. The salary history must be provided irrespective of whether the person worked during the past three years at the applicant's organization or somewhere else, and irrespective of whether the person is key personnel or support.

- A similar table must be provided reflecting the proposed level of effort (LOE) under USP(6) and duration of this LOE, and LOE of the proposed personnel under other USPs and duration of the corresponding LOE.

A	B	C	D	E	F	G	H	I	J	K	L	M
							Year 1			Year 2		
Position	Number of staff	Proposed Monthly Salary	Salary History: Provide Salary of this person during the past three years.	Number of months	% Level of Effort per Month	Total Amount per year	USAID Share	Cost Share	Total	USAID Share	Cost Share	Total
						=BxCxExF						

The budget submission must include a summarized Excel budget as following (edit line items as necessary to reflect the budget submission):

A	B	C	D	E	F	G	H	I	J	K	L
	Unit	Unit Cost	Number of Units	Notes	Year 1 – USAID	Year 1 – Cost Share	Total Year 1	Repeat for all years as per columns F, G and H	Total Years	Total USAID	Total Cost Share
Management Costs											
Personnel (a)											
Personnel (b)											
Fringe Benefits											
Travel											
Supplies											
Sub-awards											
...											
Total											
Other Direct Project Costs											
Tuition – Total											
Tuition – Intensive											

English											
Tuition – Major A (3 years)											
Tuition – Major B (3 years)											
Tuition – Major C (4 years)											
Tuition – Teaching Diploma											
...											
Stipends											
Books											
Housing											
Medical Insurance											
Transportation Allowance											
Leadership Workshops											
Career Guidance...											
...											
Total											
...											
...											
Average Cost per Student											
Total Number of Students											
Percentage of USAID Management Costs of Total USAID Funding Requested											
Percentage of Other Direct Costs of Total USAID Funding Requested											
Percentage of Sub-awards (USAID share) of Total USAID Funding Requested											
Percentage of Cost Share of total Project Costs											

- The detailed breakdown of sub-awards should be presented in separate tabs.

The applicant must submit as well a summary budget that, if approved, will constitute the basis of the award budget exactly as per the following:

Budget Cost Category	USAID Share	Cost-Share	Total in USD
Personnel			
Fringe Benefits			
Transport			
Contractual			
Sub-Awards			

Equipment			
Supplies			
Training Allowances (i.e. stipends, transportation, and book allowances)			
Community service project funds			
Preparatory Year Tuition			
Other Direct Costs (student support costs)			
Indirect Costs			
Total			
Project Income (TBD)	TBD	TBD	TBD

As per 22CFR226.25(f), USAID will restrict upon award the transfer of funds amongst direct cost categories, functions and activities in cases where such transfers exceed 10% of the total budget as last approved by the Agreement Officer.

Environmental Compliance:

a) 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 environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFA.

b) 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.

c) No activity funded under this CA 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 Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as "approved Regulation 216 environmental documentation.")

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

e) 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.

f) 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.

SECTION V APPLICATION REVIEW INFORMATION

Technical Evaluation Criteria and Sub-criteria:

The criteria presented below have been tailored to the requirements of this particular RFA. Applicants should note that these criteria serve to: (a) identify the significant matters which applicants should address in their applications and (b) set the standard against which all applications will be evaluated.

Technical applications will be evaluated based on the following criteria:

Omissions, deviations from the RFA that lead to serious changes in the scope, and lack of compliance with the terms and conditions of this request of application will be negatively evaluated.

1. Technical Merit: 50 points

The extent to which the proposed technical approach can reasonably be expected to produce the intended results in a specific timeframe. In addition, this section of the application should indicate how the proposed activities will be tracked, measured and reported. This section should highlight the incorporation of any lessons learned from programs similar in scope or activities and the degree to which the approaches under PROGRAM OBJECTIVE AND APPROACH part in the Program description of this RFA have been addressed. The technical merit should be evaluated against the following sub-criteria:

Technical Approach – PD Section B: Methodology, sub-parts (1), (2), (4), (5), (6), (7), (8) and (10)

- Extent to which the applicant presents a sound, feasible and comprehensive approach to implement the program including attention to addressing students eligibility, recruitment and dissemination approach, selection process including financial aid assessment, and approach to engaging USAID.
- Extent to which the applicant provides reasonable and justifiable choice of majors, orientation plan, intensive language assessment and placement, conditions for maintaining the scholarship, and alumni chapter formation;
- Extent to which the proposed timeframe and program phases are realistic, logical and effective leading to program success;
- Extent to which the applicant proposes a gradual, participatory and interactive approach to leadership and capacities development including community based projects leading to the expected USAID outcomes;
- Extent to which the applicant delivers efficient and carefully designed career guidance opportunities leading to the expected USAID outcomes.

Management Plan – PD Section B: Methodology, sub-parts (9) and (11)

An effective and sound performance management plan in meeting the proposed program goals, including measures, activities and indicators to monitor, and hence prevent, withdrawals, dropouts and failures:

- Extent to which the applicant proposes thorough and continuous approach to monitor the scholar's performance including terms of failure and withdrawal from courses

- Extent to which the M&E plan covers output, outcome and impact indicators with realistic targets including life of project targets as set in the RFA

Gender and Diversity – PD Section B: Methodology, sub-parts (3), (4), (7) and (8)

Applications must include a description of gender and diversity issues pertaining to the proposed program and how the applicant proposes to address these issues. The technical approach in the application should also include gender considerations with a focus on the participation and benefits to each gender group

- Extent to which the applicant proposes an approach that will ensure diversity of sex, geography and confessions in the recruitment/selection processes including addressing stereotypical categorization of students in certain majors such as considering that mechanical engineering is only fit for males;
- Extent to which the applicant proposes an approach that addresses matters of diversity and gender throughout the program implementation including the orientation, leadership and civic engagement and academic programs.

2. Management Capability: 40 points – PD Section B: Methodology, sub-parts (2), (7), (8), (9) and (12)

The application will be evaluated for adequate and effective management approach within the context of cost effectiveness and containment as evidenced by:

- A management approach that demonstrates an understanding of the RFA requirements as well as management challenges and how they will be effectively addressed;
- A cost effective staffing plan as reflected in the application and its supportive annexes;
- Demonstrated capacity and qualifications of key personnel;
- Effective partnership arrangements including sub-awards, as needed, that can help in implementing the project.

3. Past Performance: 10 points – PD Section B: Methodology, sub-part (1) and past performance.

Extent to which the past performance record reflects a relevant history of implementing projects of similar scope, scale and duration, including the past performance track of sub-awardees.

(a) The applicant must provide an information sheet for all grants, cooperative agreements, contracts, or other programs that are similar to the program description in this application that have been performed by the applicant or by a member of the applicant's team over the past three years. In case the applicant does not have a relevant past performance record as an institution, the applicant is encouraged to submit relevant past performance details for any of its proposed sub-awardees, staffers, consortium members or resources. Past performance evaluation will be then undertaken based on this information. Applicants who do not have any past performance record will not be favorably or unfavorably evaluated against the past performance criteria.

For each program listed, the applicant must provide the following information:

- o Award number if applicable;
- o Agency or entity providing the funding;
- o A brief description of the program including, but not limited to, a discussion of the complexity /diversity of activities;
- o Primary location(s) of implementing the activities;
- o Duration of the program including start and completion dates;
- o Lessons learned;
- o Dollar value of the program reflecting clearly amounts of donor funding and cost shares separately;

- o Contact information for two persons (external to your organization), including name, job title, mailing address, phone numbers and e-mail addresses.

USAID recommends that you alert the contacts that their names have been submitted and that they are authorized to provide performance information concerning the listed awards if and when USAID requests it.

If extraordinary problems impacted any of the referenced programs, provide a short explanation and the corrective action taken in this section of the Technical Application.

The applicant must submit similar information related to the sub-awardees reflecting past performance over the past three years.

(b) Performance information will be used for both the responsibility determination and best value decision. The applicant must submit information concerning its annual operating budget for the past three years. USAID may use performance information obtained from other than the sources identified by the applicant. USAID will utilize existing databases of past performance information and solicit additional information from the references provided by the applicant and from other sources if and when the Agreements Officer finds the existing databases to be insufficient for evaluating an applicant's performance.

(c) If the performance information contains negative information on which the applicant has not previously been given an opportunity to comment, USAID will provide the applicant an opportunity to comment on it prior to its consideration in the evaluation, and any applicant's comment will be considered with the negative performance information.

(d) USAID will initially determine the relevance of similar performance information as a predictor of probable performance under the subject award. USAID may give more weight to performance information that is considered more relevant and/or more current.

The applicant's performance information determined to be relevant will be evaluated in accordance with the elements below:

- o Quality of product or service, including consistency in meeting goals and targets;
- o Timeliness of performance, including adherence to schedules and other time sensitive project conditions, and effectiveness of home and field office management to make prompt decisions and ensure efficient completion of activities;
- o Business relations, addressing the history of professional behavior and overall business-like concern for the interests of the customer, including coordination among team members and developing country partners, cooperative attitude in remedying problems, and timely completion of all administrative requirements;
- o Customer satisfaction with performance, including end user or beneficiary wherever possible;
- o Effectiveness of key personnel, including appropriateness of personnel for the job and prompt and satisfactory changes in personnel when problems with clients were identified; and
- o Cost control, including forecasting costs as well as accuracy in financial reporting, ensuring that unnecessarily expensive technical assistance is not used when lower cost advisors are adequate, and pacing the expenditure of level of effort such that deliverables and outputs can be produced within budget.

Cost Evaluation

The cost application will be evaluated for cost effectiveness, cost realism and maximizing the use of cost share and the number of beneficiary students using USAID funding. Cost sharing contributions will be evaluated as well for cost effectiveness and realism. Applicants are encouraged to consider partnership arrangements that enhance the cost effectiveness of program implementation and provide other important benefits as well. Cost

applications will be evaluated for innovative cost containment methods that minimize overall costs per student and maximize the number of students. A realistic commitment to cost share is generally viewed as enhancing the evaluated cost effectiveness of a program. Please note that cost share will be specifically tracked by USAID during program implementation to ensure compliance; it is subject to USAID audit as well.

Description of the Review and Selection Process:

Application(s) which are deemed to offer the best overall value and meet USAID objectives will be selected for award. The Technical Evaluation Committee will evaluate the technical/programmatic merit of each application as measured against the evaluation factors. At the time of RFA issuance, all panel members are anticipated to be USAID employees. The panel may make an award recommendation based on the extent of its evaluation scope. In addition, one or more panel members may be asked to provide input to the cost effectiveness review, any substantial implementation involvement desired by USAID, and on any special provisions that may be included in the award.

Once an apparent successful applicant is identified, additional information and discussion may occur between the applicant and USAID Agreement Officer, before the Agreement Officer makes the final funding decision.

The recommendation or selection of an application for award does not in any way guarantee an award. The USAID Agreement Officer must be fully satisfied that the applicant has the capacity to adequately perform in accordance with standards established by USAID and the Office of Management and Budget (OMB). This issue of organizational capability is generally referred to as a pre-award “responsibility determination.” The Agreement Officer must also complete any other necessary pre-award arrangements.

Details on USAID pre-award responsibility determination policy and procedure can be found on our agency website, in its automated directive system (ADS) chapter 303, section 303.3.9: <http://www.usaid.gov/policy/ads/300/303.pdf>.

Other areas of review and discussion will vary according to the circumstances pertaining to the application. The following areas commonly require discussion and agreement prior to award:

1. Branding Strategy and Marking Plan. The apparent successful applicant will be requested to propose a branding strategy and marking plan which provides for appropriate acknowledgment of USAID support, and which will be required as a material element of the Cooperative Agreement. Information on USAID branding and marking policy can be found in ADS Chapter 320. ADS Chapter 320 sections concerning “assistance” applies to this RFA. ADS Chapter 320 sections concerning “acquisition” do not apply to this RFA. ADS Chapter 320 can be found on USAID website: <http://www.usaid.gov/policy/ads/300/320.pdf>.
2. Final program and budget plans.
3. Payment terms.
4. Procedures concerning administrative reporting and logistical requirements for program including training components.
5. Cost sharing terms.

6. Other award terms including audit, special provisions and/or special award conditions.

SECTION VI AWARD AND ADMINISTRATION INFORMATION

Authority to Obligate the Government:

The USAID Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Cooperative Agreement may be incurred before receipt of either a fully executed Cooperative Agreement or specific pre-award written authorization from the Agreement Officer.

USAID Disability Policy - Assistance (December 2004)

(a) The objectives of the USAID Disability Policy are (1) to enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies, activity designs and implementation; (2) to increase awareness of issues of people with disabilities both within USAID programs and in host countries; (3) to engage other U.S. Government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities; and (4) to support international advocacy for people with disabilities. The full text of the policy paper can be found at the following website: http://pdf.dec.org/pdf_docs/PDABQ631.pdf.

(b) USAID therefore requires that the recipient not discriminate against people with disabilities in the implementation of USAID funded programs and that it make every effort to comply with the objectives of the USAID Disability Policy in performing the program under this grant or cooperative agreement. To that end and to the extent it can accomplish this goal within the scope of the program objectives, the recipient should demonstrate a comprehensive and consistent approach for including men, women and children with disabilities.

Deviations from Standard Provision:

None are anticipated at this time.

A description follows of anticipated Reporting Requirements to be included in the award:

Reporting Requirements:

A. Initial Budget, Work-Plan and Monitoring and Evaluation Plan

No later than sixty days after signature of the award, the recipient will prepare and submit for approval by USAID an initial work-plan, based on the approved award, reflecting generally activities for the duration of the program.

The recipient will draft as well a more detailed initial work-plan covering the first year of implementation, which will include all activities managed and implemented by the recipient. The annual work-plan will clearly indicate specific tasks, milestones, and individual responsibilities for task completion. The work-plan will serve as a reference point for quarterly and annual progress reporting, and updating the prospective annual work-plans. The work-plan will permit monitoring of the award performance and costs. It will also be one of the progress performance monitoring tools for USAID.

The annual work-plan will establish the timeline for objectives that indicate progress towards the tasks that need to be performed to achieve objectives. It will specify activities on a critical path and show critical performance benchmarks for the responsible parties.

The initial work-plan, and subsequent annual work-plans, must include a section reflecting outreach activities that the implementing partner will undertake to promote USP to the general public based on the terms of the branding strategy and marking plan.

The work-plan submission must include separately a detailed itemized budget, as per the approved budget, in addition to a pipeline analysis of costs incurred and projections of costs for the life of award implementation plan for achieving program outputs reflecting detailed cost-shares and USAID funding. The budget projection should reflect on a yearly basis funds allocated for that specific year, actual expenditures, balance and yearly projection in the future. Cost savings must be reflected clearly in the budget.

Along with the work-plan, the recipient must submit as well an initial draft monitoring and evaluation plan to measure progress under the program. This plan must include, based on Mission guidance, at least a narrative explaining the monitoring and evaluation process, reflect relevant indicators with the necessary targets for the life of project and for the first year of implementation, detailed performance indicators reference sheets (PIRS) and other requirements as stipulated in ADS 203. The prospective plans includes baseline data about the students to be compared to yearly performance measures reflecting academic performance, leadership, employment and other critical aspects of the project.

USAID/Lebanon will approve the work-plan and monitoring and evaluation plan in writing once any outstanding issues are resolved. Amendments to these documents prospectively may be proposed by the recipient for approval by AOR, USAID/Lebanon.

B. Quarterly Progress Reports

During the year of program recruitment and selection, thirty days after the end of each calendar quarter, the recipient must submit to the AOR, USAID/Lebanon, a detailed narrative progress report. It will reflect achievements in relation to agreed-upon benchmarks contained on the annual work plan and monitoring and evaluation plan. The report will specify any problems encountered and indicate resolutions or proposed corrective actions. The report will list activities proposed for the next quarter.

Starting with the end of the first quarter (typically in January) during the second year of implementation when the students are actually enrolled, thirty days after the end of each calendar quarter, the recipient must submit to the AOR, USAID/Lebanon, a brief progress report based on a specific format prepared in coordination with the AOR capturing relevant programmatic information and performance monitoring tools. The quarterly report includes a summarized reporting on each recipient scholar performance, registration status, courses, leadership engagement and other relevant aspects of the project.

C. Accruals

USAID performs a quarterly accrual exercise at the end of each quarter; i.e. December 31, March 31, June 30, and September 30. Awardees are required to submit four quarterly accrual expenditures reports 15 days before the end of a quarter per year. The recipient must submit a spreadsheet showing cumulative disbursements and estimated (un-disbursed) accruals to the AOR.

D. Quarterly Financial Reports

Thirty days after the end of each calendar quarter, the recipient will submit to USAID/Lebanon a report on expenditures incurred during the report period and projected expenditures for the next quarter. This will report against the Award(s) line items, and broken down in details.

The report must be supported with a detailed budget breakdown reflecting USAID expenditures and cost share per line item for the quarter and the projected costs for the next reporting period.

With each quarterly report, the recipient, if and when using a letter of credit, must report:

- Whether advance funding was requested,
- And, if such funding was liquidated in a timely manner.

E. Semi-Annual Progress Report, Pipeline Analysis, and Annual Work Plan and Monitoring/Evaluation Plan

Starting with the second year of implementation, when the students are actually enrolled, the recipient must submit two semi-annual detailed narrative progress reports. These progress reports will reflect progress in relation to agreed-upon benchmarks contained in the award and approved annual work-plan and monitoring and evaluation plan. The report will specify any problems encountered and indicate resolutions or proposed corrective actions. It will be a comprehensive narrative report summarizing the previous period activities and accomplishments using the annual work plan as a starting point and will serve as the tool by which USAID/Lebanon monitors the performance of the recipient. The semi-annual reports will reflect on recent achievements and overall project accomplishments.

Detailed supporting documentation reflecting progress, challenges and achievements of the various activities and program activities must be annexed to the report. The report and all supporting documentation must be submitted no later than one month post expiry of two successive quarters.

The semi-annual report shall include separately a detailed line item Excel budget reflecting unit costs and total costs as per approved negotiations budget, and detailing actual costs incurred during the past year against the planned budget, broken down per quarter, detailing USAID and cost shares separately, and projections of costs for the life of award, broken down per implementation year. This budget will serve as basis to discuss issues related to management and use of cost savings. The planned use of cost savings must be approved by the AOR, and the AO if needed as per terms of 22CFR226.25.

The report will include status of project activities and will summarize services delivered and progress towards achieving results identified in USAID's Program Areas. It will document both successes and failures of the interventions, and discuss reasons for shortcomings and recommend actions to overcome them. For each action, the Recipient will designate responsible parties and establish a timeframe for completion. The recipient shall use the approved work plan as basis to track activities.

Annually, the recipient must submit no later than thirty days after the beginning of each implementation year, a detailed work plan reflecting activities that will be completed during the forthcoming year. The work plan is subject to the AOR review and approval.

Moreover, the recipient is required to submit for AOR approval a detailed monitoring and evaluation plan annually no later than thirty days after the beginning of each academic year. The Annual Monitoring and Evaluation Report will be a stand-alone document. The monitoring and evaluation plan provides output, outcome and impact indicators for all activities detailed in the work plan, including life of project indicators and targets as per USAID expected outcomes. Accurate measurement is done against established targets and baselines, which the recipient provides to the AOR by the beginning of each academic year. The monitoring and evaluation plan must include a detailed performance indicator reference sheet as per approved USAID templates.

F. Recipient Exit Plan

Ninety days prior to the Award completion date, the recipient will submit to USAID a detailed plan describing all actions to be completed to demobilize the recipient's operations. The plan will designate dates for all actions. It must include, in addition to the demobilization plan, the following:

- Inventory of all commodities procured under the project and a plan for their
-
- Any plans to support students who failed to graduate on time during the project lifetime including cost-sharing schemes to support student graduation post project expiry;
- Plans to follow up on alumni activities;
- Plans to follow up on employment and enrollment in universities for graduate studies.

G. Recipient Final Report

Ninety days after the award completion date, the recipient will submit a final report to the AOR which will summarize implementation progress of all tasks including achievements of strategic results, shortfalls, problems, recommended solutions, and recipient's assessment of Award work completed. The report shall provide quantitative representation. Accomplishments will need to be documented by data and not anecdotal reporting for the analysis and conclusions must be submitted with the final report. However, success stories must be duly documented and reported.

H. Project Materials

The Recipient must submit copies to AOR, USAID/Lebanon of all materials developed under the project specifically for USP scholars through the USAID or cost-shares. These materials include but are not limited to: training materials, conference reports, project promotional material, media outreach and publications, and leadership workshops training outlines. The materials to be submitted and the number of copies and language shall be identified in the Annual Work-plans. Project material pertaining to each implementing year must be submitted with the second semi-annual report each year.

G. AID TRACKER

The USP project will be using according to USAID/Lebanon requirements the Aid-Tracker for tracking, disaggregating, and reporting on all program activities. This online system uses the latest technology and provides a transparent way for USAID and program partners to review the immediate and long-term impact of activities.

SECTION IX - SPECIAL PROVISIONS

A- EXECUTIVE ORDER ON TERRORISM FINANCING (FEB 2002)

The Contractor/Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/subawards issued under this contract/agreement.

B- TRAINING RESULTS AND INFORMATION NETWORK (TRAINET)

Exchange Visitors and Training

The recipient will conform to USAID Automated Directives System (ADS) Chapter 252 – Visa Compliance for Exchange Visitors and ADS 253 – Training for Development, as well as USAID/Egypt-specific requirements for processing of J-1 Exchange Visitors.

The Recipient will enter applicable information into TraiNet for any participant Training, third-country training and in-country training that is funded through this award.

Information and assistance on ADS 253 requirements is currently available from the following USAID/Egypt personnel:

Samah Eid seid@usaid.gov 2522-6891

C- VETTING REQUIREMENTS OF SUB-AWARDEES

Prior to the provision of funding by the Recipient to its sub-grantees ("sub-awardees"), the Recipient shall conduct all screening procedures and due diligence on sub-awardees and key individuals of the sub-awardees, including a check of sub-awardees and such key individuals not screened at the time of award by the Agreement Officer to ensure compliance with Executive Order 13224 and U.S. law prohibiting transactions with, and the provision of resources and support to individuals and organizations associated with terrorism. The Recipient will screen names of its sub-awardees and the key individuals of such sub-awardees against the Specially Designated Nationals List ("SDN" list) administered by the Department of the Treasury's Office of Foreign Assets Control ("OFAC") <http://www.ustreas.gov/offices/enforcement/ofac/sdn/>; UN's 1267 Committee List on Al-Qaida and the Taliban and Associated Individuals and Entities: <http://www.un.org/sc/committees/1267/consolist.shtml>; and State Department's Terrorist Exclusion List: <http://www.state.gov/s/ct/list/> (see ADS 303.3.8.a.4 and ADS 303.3.9) and the applicant has a record of business integrity and does not appear on the Excluded Parties List System (EPLS) on this web-site: <https://www.sam.gov/portal/public/SAM/>

"Key individual" means (i) principal officers of the organization's governing body (e.g., chairman, vice chairman, treasurer and secretary of the board of directors or board of trustees); (ii) the principal officer and deputy principal officer of the organization (e.g., executive director, deputy director, president, vice president); (iii) the program manager or chief of party for the USG-financed program; and (iv) any other person with significant responsibilities for administration of the USG-financed activities or resources."

D- STUDENTS AND PARENTS VETTING

Recipient shall Vet³ students and their parents to ensure that the program benefits are not being provided, even inadvertently, to terrorists or their supporters, including people or organizations who are not specifically designated by the USG as terrorists but who may nevertheless be linked to terrorist activities.

³ The kind of required vetting is as per AAPD 04-14, Certification Regarding Terrorist Financing Implementing E.O. 13224, page 6:

The following steps may enable the Recipient to comply with its obligations under paragraph 1:

a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC)

and is available online at OFAC's website: <http://www.treas.gov/offices/eotffc/ofac/sdn/t11sdn.pdf>, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Student.

b. Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's website:

<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

c. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.

d. The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.