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Issue Date: June 17, 2022
Deadline for Question: July 1, 2022, 10AM, Almaty Time
Closing Date: July 29, 2022, 10AM, Almaty Time
Subject: Notice of Funding Opportunity Number: 72011522RFA00006
Program Title: Countering Violent Extremism in Central Asia activity

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the Countering Violent Extremism in Central Asia activity. Eligibility for this award is not restricted.

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

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

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

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

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

Thank you for your interest in USAID programs.

Sincerely,
/S/

Leona Sasinkova,
Agreement Officer



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SECTION A: PROGRAM DESCRIPTION

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

The purpose of this activity is to provide information to the public concerning the program aimed at countering violent extremism (CVE) across five countries of Central Asia: Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan. It in part builds upon and scales up results achieved under a regional USAID activity that is scheduled to end in September 2022¹ called Central Asian Supporting Stable Societies (CASSS). Since Central Asia has also been affected by the ongoing turmoil in Afghanistan, this scope incorporates new findings from additional assessments and key informant interviews. The 2022-2027 activity will be known as “Countering Violent Extremism in Central Asia: Support for Resilient Communities (hereafter, “the Activity”). USAID/Central Asia is searching for a strong implementing partner that will do the following:

- Strengthen the capacity of local-level community leaders and civil society organizations (CSOs) to prevent and counter violent extremism (VE) threats;
- Help individuals and families to enhance their resiliency to personal crises and strengthen their support networks, thus reducing factors associated with individual vulnerability to VE; and
- Increase social cohesion in at-risk communities, fostering opportunities to form positive relationships with vulnerable individuals and reduce marginalization.

BACKGROUND

CVE in the region is an important priority of the United States (U.S.) government’s 2019-2025 Strategy for Central Asia and USAID/Central Asia’s 2020-2025 Regional Development Cooperation Strategy (RDCS).² Specifically, CASSS is nested within the RDCS Development Objective (DO) 2: Resilience to Regional Vulnerabilities Advanced and Intermediate Result (IR) and sub-IRs: IR 2.2 Ability of Central Asian Actors to Reduce VE Risk strengthened. Sub IR 2.2.1: Capacities of Key Regional Stakeholders to Collaborate on and share evidence-based information on CVE increased, Sub IR 2.2.2: Regional Cooperation and Networks of CVE Actors Improved. USAID’s updated approach to undertaking CVE is reflected in the 2020 Policy

¹ <https://www.usaid.gov/central-asia-regional/fact-sheets/usaidd-central-asia-support-stable-societies>; All materials produced are available from the USAID Development Experience Clearinghouse (DEC).

² <https://www.state.gov/united-states-strategy-for-central-asia-2019-2025-advancing-sovereignty-and-economic-prosperity/> and https://www.usaid.gov/sites/default/files/documents/RDCS-Central_Asia-December-2025_External_080421.pdf



for Countering Violent Extremism Through Development Assistance.³ It underscores the importance of working alongside local institutions and communities to enhance their capacity to address VE issues and calls for CVE programming that is highly focused, appropriately tailored to local contexts, responsive to evolving threats, and measurable. The policy also commits USAID to do the following in its CVE work:

- Build a community of partners with the commitment and capacity to prevent and counter violent extremism in their own countries and regions;
- Engage where U.S. development assistance can have a meaningful impact; and
- Anticipate how violent extremism will evolve and adjust programming accordingly.

Gender is an integral consideration in CVE programming. This design is guided by the 2018 [U.S. Strategy To Support Women and Girls at Risk From Violent Extremism and Conflict](#) and the 2019 [U.S. Strategy on Women, Peace, and Security](#). Specifically, the 2019 [USAID Women, Peace, and Security Implementation Plan](#) commits USAID to a “focus on programming that effectively addresses the needs of women and girls affected by VE and constructively engages women in identifying and countering radicalization in their communities.”

According to USAID policy, “violent extremism” refers to advocating, engaging in, preparing, or otherwise supporting ideologically motivated violence to further social, economic, political, or religious objectives. And “radicalization” is a process by which a person or group adopts extreme ideas or beliefs and comes to view violence as a justified means to advance them. While most people who adopt radical views will never use violence, those who do often adopt ideologies that rationalize their actions. These definitions are a framework to understand these complex issues.

This program description reflects a five-year CVE commitment across all five nations of Central Asia. But historically, USAID has not been able to gain the permission from the Government of Turkmenistan to operate in this sector, therefore Turkmenistan may require a different approach. During the 2022-2027 period, USAID aims to strengthen local capacity to prevent VE, foster the resilience of vulnerable individuals and families against VE and increase social cohesion in at-risk communities. The design takes into account the shifting risk factors that could lead to VE across the region, extensive research into the drivers of VE in the various countries, important gender-specific considerations, and the persistence of structural factors that contribute to VE vulnerabilities.

RESULTS FROM 2018-2022

The 2020 USAID Policy for Countering Violent Extremism Through Development Assistance drives the Agency’s approach to CVE programming. Drawing on lessons learned from the field, USAID has moved away from an earlier programmatic focus on directly addressing structural conditions and specific

³ <https://www.usaid.gov/sites/default/files/documents/USAID-publication-Policy-for-Countering-Violent-Extremism-through-Development-Assistance-April2020.pdf> The 2020 policy differs from an earlier one, The Development Response to Violent Extremism and Insurgency, that was adopted in 2011.



grievances associated with VE.⁴ Instead, it seeks to understand the factors that drive VE in a particular context in order to develop appropriate strategies that emphasize “fostering the resilience, responsiveness, and risk-management of our local partners.”

Reflecting that commitment, USAID/Central Asia designed the first CVE activity primarily as research to understand VE drivers Central Asia as a core input into programming decisions. Utilizing a public health approach to CVE, this effort identified relevant prevention, risk and resilience factors, then set out to design and test prevention strategies. The current activity, CASSS, conducted extensive research in Kazakhstan, the Kyrgyz Republic, Tajikistan and Uzbekistan, followed by pilot projects in each of the four countries that concluded in 2021. A brief follow-on activity focused on potential Afghanistan spillover impacts will conclude at the end of September 2022.

The learning outcomes from CASSS are reflected in this program description. It draws on the research findings regarding identification of VE risk and protective factors and proposes programming that has been tested through pilot interventions found to strengthen greater resilience.

Research Framework

CASSS research findings show that extremism risk arises from the complex interaction between three distinct but overlapping processes: the development of individual and community vulnerabilities, social selection, and exposure to social settings supportive of extremism. The research identified six risk factors that increase individual and community vulnerability to violent extremism. Individuals who are *between the ages of 18 and 35* and are *members of marginalized communities* are at significantly higher risk for mobilization to violent extremism. *Perceptions of injustice* and a *lack of religious freedom* were shown to increase individual vulnerability to mobilization. The *experience of a personal or family crisis* and *weak family and social support networks* were shown to increase vulnerability to violent extremism for individuals and communities.

The schematic in **Annex 1** lays out the factors visually. It is important to note that possessing or exhibiting one or two of the risk factors does not indicate radicalization. The research clearly indicates it is the interplay among factors that lead to the most deadly outcomes. It should also be pointed out that this framework was produced to target VE threats through a lens that emphasized social factors and the interplay with groupings based off of religious self-identification. Other organizational methods (e.g., ethnicity, nationality) may require an adaptation or a different intellectual framework to understand the desired outcome.

Country-Specific Context

The landscape of VE varies from country to country due to demographics, geography and local policies. These contexts are dynamic and need constant updating. Nonetheless, USAID research so far yields these country-level observations in four of the five Central Asian countries. As aforementioned, Turkmenistan has not been included in the previous project due to our inability to gain permission from the government. This

⁴ By “structural condition” USAID refers to the economic structure that results in the labor migration and family disintegration. Although USAID can’t change the economic conditions and create job opportunities, its efforts will be focused on increasing the harmony within families and communities. And this will complement the individual focus on preventing them from being radicalized.



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solicitation welcomes new ideas to engage Turkmenistan on CVE and propose a proven and flexible approach or set of methods for monitoring and tracking violent-extremism-related phenomena in Turkmenistan as appropriate for the follow on activities.

The mobilization of violent extremists in **Uzbekistan** has overwhelmingly taken place while in migration. Uzbekistan comprises about 45% of the Central Asian population, however, Uzbeks and Uzbek language materials are overrepresented in Central Asian extremist cyberspace. As much as 60 percent of Central Asian extremist channels distribute online content in the Uzbek language, presenting clear risks to Uzbek-speaking internet users. Critical questions remain about the individual and social impacts of the government's pardoning of many former prisoners charged under the country's extremism legislation and the reintegration of returnees from Iraq and Syria.

In **Tajikistan**, CASSS research found that radicalization has been concentrated in Uzbek ethnic communities, among close networks and families. The Tajik-language VE, online ecosystem carries highly violent content, mostly disseminated from Afghanistan. Due to Tajikistan's shared border with Afghanistan, potential spillover from the escalating conflict, and increased refugee flows could deepen VE vulnerabilities in Tajik border communities. Despite the Taliban's claimed counter-terrorism commitments and supposed commitment to not attack neighboring countries, the situation on the Afghan-Tajik border remains extremely tense, with occasional clashes breaking out, allegedly between Tajikistan border guards and Taliban or other extremist forces on the border between the two countries. Additionally, tensions on Tajik-Kyrgyz border and within the country in Gorno-Badakhshan Autonomous Oblast (GBAO) remain high over the last years.

In the **Kyrgyz Republic**, CASSS research found that Uzbeks mobilized at higher rates than other ethnic groups. Tensions between minority and majority communities, risks of ethnic violence, and border issues disproportionately impact Uzbeks and may raise vulnerabilities to radicalization.

Kazakhstan is unique in the region in that it experienced significant in-country radicalization prior to the rise of Islamic State, and external migration appears to play a smaller part in radicalization processes in comparison to other Central Asian republics. Isolated, mono-industry cities were hotspots of radicalization in the last decade and continue to have large vulnerable populations. The return of women and children from Iraq and Syria and the release of hundreds of extremism offenders from prison presents challenges to prevention efforts in the coming years.

SHIFTING LANDSCAPE

The landscape of VE in Central Asia has undergone important shifts in recent years. With the territorial defeat of ISIS in 2018 and the onset of the COVID-19 pandemic in 2020, numbers of Central Asians becoming foreign terrorist fighters (FTFs) had fallen, but may be on the rise again. However, many of the factors within Central Asia that furnished an environment ripe for recruitment remain. Moreover, with the decline of the pull of conflicts in Syria, Iraq and Afghanistan, radical groups' focus has turned to potential for an increase in VE nationally or ethnic-based violence within Central Asia.

From the mid-2010s until now, an estimated and unprecedented 5,000 to 6,000 Central Asian nationals were radicalized and left to join violent extremist organizations (VEOs) abroad, mostly in the battlefields of Iraq and Syria. Most Central Asian fighters are believed to have been recruited outside their home countries, often while living abroad temporarily as migrant laborers. The vast majority have then left to participate as FTFs in third countries.



Adding to the VE threats connected to Central Asia, from 2016 to 2019, persons of Central Asian origin were implicated in terror attacks in the Russian Federation, Sweden, Turkey and the United States. Domestic attacks credibly classified as terrorism—on a small scale, and with relatively few casualties—occurred in several countries in Central Asia, most recently in the Kyrgyz Republic (2017) and Tajikistan (2017, 2018, 2019).⁵

During most of the decade of the 2010s, governments across Central Asia responded to these events using a highly securitized approach. This entailed applying vague and overbroad laws against terrorism and extremism. These laws were also used as a means of control, often imprisoning people for nonviolent activities, including nonconformist religious practices.⁶ This has resulted in an increased level of exposure of otherwise nonviolent citizens to violent extremists.

Based on available information, arrests on terrorism and extremism charges appear to have peaked in the middle of the decade and to have declined since 2018.⁷ Over time, some “extremism” prisoners are being released after completing their sentences. Most notably, more than 3,000 prisoners convicted on religious extremism charges in Uzbekistan have had their sentences reduced or commuted by President Shavkat Mirziyoyev since he took office in 2016.⁸

A significant shift took place following the territorial defeat of ISIS. Beginning in 2019, Kazakhstan’s government undertook a major effort to repatriate its citizens—mostly women and children—from those areas. Uzbekistan, Tajikistan and the Kyrgyz Republic subsequently developed their own repatriation programs. In total, these Central Asian governments have repatriated more of their citizens from former ISIS-controlled territory—over 1,300 people—than governments in any other part of the world.⁹ Returnee family members are the focus of these successful programs to support their rehabilitation and reintegration into society, while accused FTFs – mostly men – have faced criminal prosecution upon their return. Our research found that women in Uzbekistan were granted immunity instead, for example.

While the majority of those radicalized are men, women occupy a more complicated role. The involvement of women from Central Asia in Islamic State recruitment revealed factors that made them both vulnerable to VE’s influence and important for CVE programming in the region. USAID research has highlighted social

⁵ <https://www.state.gov/reports/country-reports-on-terrorism-2019/kyrgyz-republic/>,
<https://www.state.gov/reports/country-reports-on-terrorism-2019/tajikistan/>

⁶ <https://www.sova-center.ru/en/misuse/reports-analyses/2020/04/d42292/>,
<https://undocs.org/en/A/HRC/43/46/Add.1>,
<https://www.ohchr.org/Documents/Issues/Terrorism/Preliminary-findings-En.docx>

⁷ DAI, “Emerging Trends,” analysis produced for USAID/Central Asia, September 2021. It remains to be seen how many people will be charged in Kazakhstan following mass arrests in early 2020, when the government blamed “local and foreign terrorist groups” for civil unrest that followed a series of peaceful protests.

⁸ <https://www.state.gov/reports/2020-report-on-international-religious-freedom/uzbekistan/>

⁹ Kazakhstan and Uzbekistan have taken the lead in repatriating their nationals through official programs, bringing back 654 people and 512 people, respectively, while Tajikistan repatriated 84 children and the Kyrgyz Republic repatriated 79 children as of mid-2021.

<https://www.usip.org/publications/2021/07/processes-reintegrating-central-asian-returnees-syria-and-iraq>
Turkmenistan’s government does not acknowledge that any of its nationals have been recruited as terrorist fighters abroad.



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and cultural norms and dependency of women in Central Asia, which compelled women to follow their husbands in order to keep families intact. Gendered VE recruitment narratives were utilized to draw men and women through, for example, promises of traditional Islamic marriages and lifestyles or gendered recruitment narratives can also utilize messaging that reinforces societal expectations about men's roles as providers and protectors. Poor economic conditions in parts of Central Asia also motivated divorced women or women left behind by husbands to join ISIS through promises of high status and salaries. Future activities need to have a gendered lens to understand the dynamics without placing women in situations where they have limited agency to affect lasting change.

There are other considerations for USAID/Central Asia during the design of this Activity:

Impact of Covid-19

The Covid-19 pandemic has had far-reaching effects on VE patterns in Central Asia. Pandemic-related restrictions on travel, especially in 2020, disrupted labor migration in which the citizens (and economies) of many Central Asian nations depend for remittances. These travel restrictions also cut-off, at least temporarily, one of the recruitment pathways for VEOs that previously had mobilized Central Asians to VE while they were in labor migration abroad. As a result, analysts speculate that online radicalization into VE may have increased in importance, at least during the period when travel was disrupted. Labor migration rebounded in 2021, with Tajikistan sending a record number of migrants to Russia that year.

Governments' Posture

The Central Asia region has also seen examples of different forms of VE. Discussions in the Central Asia context – particularly government rhetoric, policy and security responses – generally focus on combating (violent) extremists whose ideology is centered on religious narratives, particularly Islamic fundamentalism. There are concerns that such heavy-handed securitized responses are misplaced in that they fail to deal with the underlying risk factors that give rise to individuals being susceptible to and joining VEOs.

Rise of Ethno-Nationalism

Other forms of extremism are on the rise that are not tied to religion and that may pose a more significant threat to regional stability. Incidents of deadly violence apparently inspired by nationalism and ethnic intolerance have erupted periodically, including on the Kyrgyz-Tajik border and in southern Kazakhstan. In key informant interviews, this is clearly an issue that is causing concerns from stakeholders, from the government to civic activists. But little systematic research has been conducted so far.

Impact of Afghanistan

Historically, the countries of Central Asia provided, relative to other countries and regions, low numbers of FTFs to the conflict in Afghanistan, though accurate data is unavailable for verification. The instability in Afghanistan following the Taliban takeover in August 2021 initially raised concerns about possible renewed recruitment of Central Asians and wider regional instability through crossborder VEO operations. However, research conducted by CASSS in December 2021 suggests that this threat of recruitment remains low.¹⁰

¹⁰ <https://docs.google.com/document/d/1wKovE0gbNaWb2vxlzkhBJiZSR4PWt2fk/edit>



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Despite geographical proximity, increased border security has inhibited the flow of persons to and from Afghanistan. Also, in an effort to present a moderate face to the world, the Taliban has taken steps to prevent locally based VEOs from attacking neighboring countries.

The greater threat to regional instability, according to the same research, may come from the Taliban takeover of Afghanistan inspiring local movements to install a ‘Taliban like’ system within other Central Asian countries. Some analysts and governments in the region point to the possibility that Afghanistan-based VEOs might undertake terror attacks in Central Asia, as well the risk of homegrown violent extremism from alleged terrorist “sleeping cells” inspired by or associated with foreign VEOs. The governments of Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan each assess and manage these risks differently.

Impact of Ukraine

The recent full-scale invasion of Ukraine by Russia has also resulted in a renewed focus on Russia’s influence over Central Asia’s ethnic Russian populations. The radicalization and manipulation of these groups, like in eastern Ukraine, could present a credible threat to stability within and amongst the countries of Central Asia. In an April 2022 meeting with USAID, the Country Director of International Organization on Migration in Nur Sultan cited a yet-to-be published data of 100,000 Russian migrant workers who are now counted in Central Asia. These are not Kazakh citizens who are ethnic Russians returning to Central Asia, but rather 100,000 new Russian migrants. There is fear that where they congregate could be fertile ground to stoke future conflicts. Increasing unemployment and economic problems, as stated risk factors, also present potential concern to the region.

SOLUTIONS:

LOCAL CAPACITY

USAID/Central Asia-commissioned research on finding target populations and their localities have yielded some surprising insights. A persistent challenge is that any given identified risk factors, i.e. recruitment to work overseas, are often widespread; yet most people exhibiting those risk factors never have any involvement with VEOs. Thus, targeting CVE interventions primarily on the basis of a person's characteristics—such as their age or status as a labor migrant—is misplaced. Importantly, this approach can also fuel stigma. To identify those at risk for religious radicalization, the research activity uses an analytical approach that considers the contexts in which people encounter content or individuals supportive of VE (exposure) and the circumstances that increase the likelihood they will encounter these contexts (selection), as well as to focus attention on the factors that either contribute to individual vulnerabilities to radicalization to VE or are protective. Using a gender and inclusion lens can add additional nuance as to vulnerabilities that might contribute to the likelihood of recruitment and mobilization to VE.

In the past five years, USAID/Central Asia found that spending time in migration and having social or family networks that include violent extremists are two of the main “selection” factors that make it more likely someone will experience “exposure” to a setting supportive of VE. These findings indicate that one way to target CVE efforts would be to identify vulnerable individuals in communities that have disproportionately high rates of migration and/or a connection to a disproportionate number of known or accused violent extremists.



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The research done by CASSS also determined, in part, that vulnerability was higher for individuals who (1) experienced a personal or family crisis, (2) lacked strong family or personal support networks and/or (3) felt marginalized.¹¹ Through pilot programming after the research phase, CASSS successfully tested and refined approaches to help local organizations and community leaders in at-risk communities identify vulnerable individuals and families and deliver valuable psychosocial services and other forms of support.

Drawing on these analysis, pilot project evaluations and the associated evidence, USAID/Central Asia has determined that it should expand this work through a sustained commitment to improving local capacity in select communities to understand and help address the psychosocial and other critical support needs of vulnerable individuals and families with attention to gender and other identity factors. Addressing key gaps with targeted services and support that boosts the resilience of these individuals will help protect them, their neighbors and wider society against the risks of radicalization and mobilization to VE.

As part of developing capacity to prevent and counter VE at the community level, the Activity should seek to partner with and develop civil society organizations present in target geographic areas to the extent possible, such that the Activity naturally builds and expands the local organizational capacity to sustain

CVE interventions. In the Kyrgyz Republic, the Activity may also choose to partner with the State Committee for Religious Affairs in order to support national capacity for sustained CVE programming.

SHOCK RESPONSIVENESS

USAID/Central Asia envisions a comprehensive approach to address and proactively respond to any possible shocks by adapting development and humanitarian assets to mitigate social impact and provide speedy recovery if such conditions arise. This will include an adaptive management approach to proactively anticipate and plan for shocks and build a high level of programmatic and operational flexibility to be able to respond quickly and effectively at the appropriate scale.

This approach will allow the new CVE activity to adopt new interventions and adjust them to the new conditions, change a strategic approach, if needed, to modify and implement these activities, shift programmatic priorities, scale up what works well and adopt new programmatic and operational interventions. This will also allow the activity to change and adjust the work plan throughout the life of the activity by revising the approach and/or adding new resources when an emergency situation triggers the need to change.

The Activity must address changing circumstances and unanticipated events that impact the achievement of the objectives and support new activities that could enhance its results. This may include, but not limited, to preparedness, refugee response, social crises, humanitarian assistance and recovery, assistance to the governments and other key stakeholders to provide a rapid response to the changing geopolitical environment, and other political, social and humanitarian challenges.

¹¹ CASSS's research found six factors that contribute to vulnerability: 1) Age - 18-35, 2). Marginalized communities, 3) Perceived injustice, 4) Family and personal crisis, 5) Lack of religious freedom, and 6) Lack of strong family and social support.



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GENDER Equality and Women's Empowerment:

Evidence shows that structural gender inequalities exacerbate the root causes of and vulnerability to VE.¹² In Central Asia, traditional family structures combined with gender inequalities, function both to protect and create vulnerabilities for VE recruitment.¹³ A UN study noted that factors that cause women's vulnerability, particularly in minorities such as ethnic Uzbeks in Kyrgyz Republic's southern provinces, include under-age marriage, curtailed education, expectations to bear children immediately upon marriage, encouragement/coercion to stay home instead of working, separation from one's own family to reside with in-laws, domestic abuse, religious expectations to obey husbands, and financial dependence.¹⁴ According to USAID's analysis, cases of women's mobilization from Central Asia divide into two models: dependency and agency. In the dependency model, women followed their husbands.¹⁵ In the agency model, the women are mobilized on their own volition. Anecdotal evidence suggests that the majority of women belong to the dependency model.

While informative, the aforementioned research was conducted before 2020 and given the rapid changes in Central Asia, the Activity is expected to conduct a new gender analysis to better understand changes that have happened since for both men and women. Gender is a cross-cutting theme and is expected to be integrated into all activities. This solicitation includes funds dedicated for activities related to "Women, Peace and Security," therefore the Activity should explicitly propose additional interventions targeting women as outlined below.

OBJECTIVES

Consistent with USAID's 2020 CVE policy, the overarching goals of the Activity are to do the following:

- Reduce the risk of recruitment into, and support for, violent extremism, and
- Build the capacity and commitment of our partners to prevent and counter the violent extremist threats.

More specifically, USAID/Central Asia aims to strengthen resilience to VE across the countries of Central Asia with a portfolio of interventions over five years that advance several interrelated objectives:

1. Strengthen the capacity of local-level community leaders – particularly women and youth – and CSOs to prevent and counter VE threats,
2. Help individuals and families to enhance their coping skills and strengthen their support networks, thus reducing factors associated with individual vulnerability to VE, and

¹² A Training Manual: Women in Preventing and Countering Violent Extremism

¹³ Women in P/CVE in Central Asia; The Roles of Women in Supporting, Joining, Intervening in, and PVE in Kyrgyzstan

¹⁴ Women in P/CVE in Central Asia; The Roles of Women in Supporting, Joining, Intervening in, and PVE in Kyrgyzstan

¹⁵ USAID/Central Asia's Central Asia Support for Stable Societies' Gender Two Pager



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3. Increase social cohesion in at-risk communities, fostering opportunities to form positive relationships with vulnerable individuals and reduce marginalization.

In addition, the CVE program has three cross-cutting objectives: to promote women's empowerment and advance gender equality; foster youth engagement; and promote social inclusion.

This multi-pronged CVE program is based on the following theory of change: If vulnerable individuals and families who are experiencing a crisis or facing significant challenges can readily access trusted community leaders, and if community leaders are trained to coordinate the provision of psychosocial, economic, educational and other services tailored to their needs and circumstances (including with regard to gender and age), then such support will enhance resilience to malign influences at the personal-, family- and community-level and improve social cohesion overall, all of which will lower VE risks.

RESULTS FRAMEWORK

Goal: Reduce the risk of recruitment into, and support for, VE.		
Objective 1: Strengthened local CSOs capacity to engage in CVE	Objective 2: Improved resilience of vulnerable individuals and families	Objective 3: Increased social cohesion in at-risk communities
Intermediate Result (IR) 1.1: Increased support services facilitated by community leaders to vulnerable individuals and families	Intermediate Result (IR) 2.1: Improved psychosocial health of the targeted populations	Intermediate Result (IR) 3.1: Reduced marginalization of vulnerable individuals
Intermediate Result (IR) 1.2: Increased number of informal leaders who will engage with community-based approaches to CVE	Intermediate Result (IR) 2.2: Increased number of individuals and families receiving psychosocial and other tailored support services	Intermediate Result (IR) 3.2: Greater opportunities for vulnerable individuals to form and strengthen positive relationships
Intermediate Result (IR) 1.3: Monitoring of VE trends in Central Asia		Intermediate Result (IR) 3.3: Increased number of interventions targeting and led by women [with funds from Women, Peace and



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		Security]
Cross-Cutting Objective A: Improved gender equality		
IR A.1-3:		
● Increased empowerment of women community leaders through increased capacities and CVE leadership opportunities; ● Reduction in gender gaps in access to psychosocial and other tailored support services for women in the target populations; ● Increased availability of gender-sensitive CVE training, programs, services and materials, including to specifically engage and target men.		
Cross-Cutting Objective B: Increased youth engagement		
IR B.1-2:		
● Improved voice, agency and skills of young people* (both male and female)* ● Increased participation over time of young people		
Cross-Cutting Objective C: Greater social inclusion		
IR C.1-3:		
● Increased participation of marginalized populations ● Improved access for marginalized populations to program activities ● Greater outreach to varied social, cultural, religious or ethnic groups, as warranted		

* Depending on the country context, the focus may be on youths aged 15-25 or young adults aged 18-35.

Geographic Focus

At the outset, the Activity will primarily be active in Kazakhstan, the Kyrgyz Republic, Tajikistan and Uzbekistan. A monitoring component will incorporate Turkmenistan, where programming may expand in later years if politically feasible. As was done during the previous activity, site selection will be informed by identifying specific settings where exposure to VE ideologies is more likely to occur and that therefore present higher VE risks (often termed “hotspots”). Research information from USAID’s CASSS activity will be made available. In line with applicable U.S. law, USAID/Central Asia is unable to engage in programming benefiting FTFs or any family members who traveled with them to Syria or Iraq.

In each of the program countries, activities will take place in limited geographic areas that correspond to communities where residents face a heightened risk of exposure to VE. The focus communities are to be determined jointly by the Awardee and USAID/Central Asia during the work plan process. Initial selection of the focus communities (and any subsequent changes) should be subject to clear criteria, including the following:



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- Alignment with research on the VE environment in each country, taking into account different manifestations of VE (e.g., nationalist and ethno-nationalist violence);
- Feasibility;
- Local interest, to be determined based on scoping or prior engagement;
- Coordination, to ensure that the Activity integrates well with other relevant initiatives;
- Added value, meaning the Activity will make a contribution that does not duplicate other efforts; and
- Sustainability or potential for an initiative to continue after the Activity ends.

Following the initial selection and implementation of activities, themes and issues common across the region will be identified and used to create learning and sharing of best practice opportunities.

ILLUSTRATIVE ACTIVITIES

USAID envisions a mutually-reinforcing set of activities. Below are broad frameworks based on internal USAID assessments. The Activity should adhere to the spirit of these ideas but may propose a different approach to achieve these objectives.

In these endeavors, the Activity will utilize and build upon the analytical framework developed by the previous activity, as well as relevant findings. CASSS research reports will be made available for the purpose. While the interventions target the communities, the Activity should always consider the interactions with and support from the local governments.

A. Community Cohesion

1. Community-Based Leadership Development

The Activity will identify locations by using identified vulnerability criteria. In these selected locations, the Awardee will work to create or enhance community-level leadership structures that can facilitate the provision of sensitive and supportive services for the prevention of VE. Namely, the Awardee should identify trusted community leaders to whom others turn for advice (e.g., elders, teachers, faith leaders, sports coaches, activists, Community Based Organizations or CSO representatives), giving special attention to inclusion and meaningful participation of women and, where relevant, members of different ethnic, linguistic communities, or to the extent groups are formed/characterized by self or external perceptions of their religious identities. The Activity would also take into account differences between urban and rural-based communities.

These community leaders should be offered culturally-responsive and gender-sensitive training on violence prevention that incorporates core CVE concepts, dialogue facilitation and conflict management, as well as psychological aspects of the communication. In addition, these leaders should be supported in developing the skills to perform community outreach, conduct needs assessments in line with CVE best practices and to identify community members who are most vulnerable to VE risks—such as those with family ties to a known or suspected violent extremist and those experiencing personal and family crises—in a gender-sensitive and trauma-informed manner and without causing or contributing to their stigmatization. Community leaders also would benefit from support in the form of communications equipment (e.g.,



phones, tablets) and other ways to provide assistance for counseling, consultations and other meetings where needed for this Activity.

2. Tailored Assistance for Vulnerable Families

The Activity should assist community leaders to facilitate the provision of tailored assistance to the families that are identified by using identified vulnerability criteria as needing support to address increased vulnerability to VE. In most cases, this could include the provision of confidential psychological support—in person or virtually, depending on the circumstances—to address personal or family challenges by increasing coping skills and other social-emotional competencies. For more complex situations, ongoing case management, legal assistance or other forms of support might be needed.

It is anticipated that the identified families might include those who, in addition to a higher risk of exposure to VE, are experiencing a variety of other challenges that may vary according to the country and local context, such as follows:

- Families with high rates of labor migration, especially long-term labor migration (which may include internal migration);
- Socially marginalized women-headed households;
- Households in which extended family members are raising minor children whose parent(s) are absent due to long-term labor migration, imprisonment or other reasons;
- Families with an experience of domestic violence, assault, involvement in the criminal justice system, a tragic death or other potential trauma; and
- Households with children not attending all years of public school.

3. Mutual Support Groups

The Activity should assist community CVE leaders in supporting the creation of informal networks of psychosocial support that can serve to further strengthen the resiliency of the target individuals and families. This could include convening groups (e.g., a men's group, a parenting group, a group for young women) for educational or community-building activities and facilitated conversation. Such gatherings would help them practice and reinforce the social-emotional skills they are developing through counseling, as well as provide an opportunity to widen their social network and reduce feelings of isolation. Especially in the early stage, the presence of a trained practitioner may be helpful but, over time, members of the groups may elect to stay connected independently. To the extent that these group discussions surface issues of mutual concern, they could also serve as a basis to communicate needs to local leaders, increasing agency and voice.

B. Supportive Return for Vulnerable Adults

Another component of the Activity is the provision of tailored support to adults with heightened VE vulnerabilities who require support to successfully return to their home communities or relocate to a new community. To restate, this Activity will not include programming for FTF returnees and their families. Instead, this component of the Activity is designed to ease an otherwise challenging transition for adults who may have experienced a personal crisis or failure that increases their VE vulnerabilities and who do not have a positive support network. This could include, for example the following:

- Unsuccessful labor migrants (those who are turned back or deported for not having required permits or who were exploited while in migration);



- Community members seeking to reintegrate after involvement with the criminal justice system (whether on probation or recently released after imprisonment for non-violent offenses);
- Young people who have experienced or are experiencing life-affecting trauma (i.e., loss of a parent, sibling or friend), or
- Young adults returning to their home communities after failing their studies and/or unsuccessful employment attempts.

The Activity will seek to support these vulnerable adults with services tailored to their needs and circumstances. To illustrate, this could include the following:

- Psychosocial support in the form of counseling, life skills training or peer-to-peer support;
- Livelihood support through mentorship or apprenticeship programs or jobs training, in partnership with the private sector and support from the local authorities;
- Assistance with administrative matters, such as issuance of identification documents;
- Ongoing case management in complex cases; and
- Access to social networking and other support networks in local languages.

Decisions on how to select which category of adults to support will be made on a country-by-country basis, in consultation with the relevant USAID Missions. These decisions will be informed by consideration of the degree of VE vulnerability alongside feasibility factors (including necessary cooperation from national or sub-national authorities).

C. Positive Youth Engagement

There is overwhelming evidence that in Central Asia (as is also true globally), VEOs target young people for recruitment. Accordingly, increasing the resilience of youth to radicalization and mobilization to VE is a recognized CVE priority. Demographic trends in Central Asia show a youth surge, with the population of young people large and growing. Children under 15 accounted for about a third of the total population of Central Asia's five countries as of 2020, with their share increasing in Tajikistan (37.27 percent), the Kyrgyz Republic (32.65 percent) and Kazakhstan (28.14 percent) and stable in Turkmenistan (30.79 percent) and Uzbekistan (28.8 percent).¹⁶

To target interventions appropriately, it is necessary to identify which youth have higher vulnerability to VE. For the Activity, it is envisioned to rely on a process of referrals whereby trusted community partners recommend certain young people to participate in targeted interventions based on information that suggests they have heightened vulnerability. Following individual assessments to verify their VE vulnerability and assess their needs, the youth will be matched to supportive programming to strengthen their resiliency and support pro-social attitudes and behaviors. Specific programming should be tailored to the needs of the selected youth. This could include, for example, peer-to-peer support, life skills training, career counseling, vocational training, psychosocial support, mentorship and mini/small catalytic grants, and VE risk awareness-raising.

¹⁶ See World Bank, "DataBank: Population ages 0-14 (percent of total population) - Kazakhstan, Kyrgyz Republic, Turkmenistan, Uzbekistan, Tajikistan,"

<https://data.worldbank.org/indicator/SP.POP.0014.TO.ZS?locations=KZ-KG-TM-UZ-TJ>.



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D. Women, Peace and Security

This focus area will be based on the gender assessment that will be done, and should comprise four sub-components that are directed by the data:

- I. Enhance the roles of women as decision makers, community leaders, and activists to support CVE within the family, local community and through regional networks*
 - a. Using culturally-responsive, conflict and gender-sensitive approaches to violence prevention, dialogue facilitation, and conflict management, support women leaders to engage in community dialogue and governance, to perform community outreach, and to serve as role models to build strong families;
 - b. Build the capacity of women leaders to identify vulnerable families and facilitate the provision of tailored assistance (provided by local experts) to these families. This assistance will include the provision of confidential psychological support to address personal or family challenges and coping skills and other social-emotional competencies; and
 - c. Amplify the voices of women previously involved in VE in Central Asia or abroad.
- II. Strengthen informal and/or formal regional networks of community women leaders (CSO representatives, private sector members etc), to engage, collaborate on and share evidence-based information to prevent VE via different culturally appropriate proxies*
 - a. Build intra-state and regional networks of women community leaders in hotspot communities across Kazakhstan, Krgyz Republic, Tajikistan, and Uzbekistan, plus Turkmenistan if applicable;
 - b. Increase information sharing, lessons learned through regional networks of women community leaders to improve engagement, conduct PVE initiatives and promote gender and conflict sensitive approaches to community development and conflict resolution; and
 - c. Strengthen regional informal networks capacity in developing gender and conflict sensitive PVE initiatives to more effectively build resilience against extremism.
- III. Support women's participation in rehabilitation, and/or reintegration programs to address the unique needs of affected and/or radicalized women and girls*
 - a. Advocate for women's inclusion in designing and implementing de-radicalization and rehabilitation programs and support women and men who have been through the de-radicalization process as peace messengers.
- IV. Target research to better understand women's resilience against VE influence*

The research component will cover the following topics:

- b. Assessing local government and CBO capacity to develop gender-responsive and conflict sensitive PVE-related policies and initiatives;
- c. Understanding how VEOs recruit women and the messages that resonate with women; and
- d. Determining effective counter-messaging strategies against VE using women's voices, particularly on issues that impact family health and welfare.



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MORE CONSIDERATION ON WOMEN'S ROLE

Deeply ingrained social and cultural norms tied to gender identity shape the actual and potential roles of women and men in relation to VE in each of the Activity countries. Gender norms influence who engages with VEOs and how they do so. For example, the majority of Central Asian women who traveled to Iraq or Syria to join VEOs did so to accompany or join their husbands and to keep their families intact. In cases where women independently chose to join a VEO, they broke out of gender roles to assert control over their futures.

Social expectations are equally relevant for preventing VE in Central Asia. Programs to enhance women's resilience to VE can have a multiplier effect, given their gendered role in families and communities. Moreover, the research shows that families of known or suspected violent extremists face added VE risk – and these families are very often headed by women. Abandoned wives (left by their husbands who migrated abroad), divorced women and single mothers can be economically and socially marginalized in tradition-bound communities, increasing their or their children's potential vulnerability to recruitment into VE.

The implementation of the Activity must be inclusive of women from diverse backgrounds. Consistent with USAID's 2020 Gender Equality and Female Empowerment Policy and the 2018 U.S. Strategy to Support Women and Girls at Risk From Violent Extremism and Conflict, the Awardee must ensure that gender sensitive approaches are integrated across the Activity, incorporating gender integration considerations into the work plans and appropriate gender-sensitive indicators in the MEL plan to measure progress toward gender equity.

[END OF SECTION A]

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide \$15,000,000 in total USAID funding over a five-year period.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is 5 (five) years. The estimated start date will be determined at the time of the award.

3. Substantial Involvement

Per ADS 303.3.11, USAID will conduct substantial involvement throughout the implementation of this activity in the following areas:

a. Approval of the Recipient's Annual Work Plans:

The **initial Annual Work Plan and subsequent work plans** must be submitted to and approved by the Agreement Officer's Representative per the description of work plans in "Reporting Requirements".

b. Approval of Specified Key Personnel:

Key personnel as designated in the Section "Key Personnel" must be submitted in writing to the Agreement Officer (AO) for approval via concurrence from the Agreement Officer's Representative (AOR).

c. Approval of Monitoring, Evaluation, and Learning Plan (MELP):

The initial MELP and subsequent updates to the MELP must be submitted to and approved by the Agreement Officer's Representative. As necessary, the MELP may be updated each year of this award as part of the work plan approval process.

d. Approval of Substantive Provisions of Proposed Subawards or Subcontracts:

2 CFR 200.308 requires the recipient to obtain the Agreement Officer's prior approval for the subaward, transfer, or contracting out of any work under an award. The authority to approve subawards up to \$50,000 is delegated to the AOR. In addition, the Grants Manual, describing policies and procedures of subaward making process must be developed and submitted to the AOR for concurrence and to the AO for approval.

e. Agency and Recipient Collaboration or Joint Participation:

USAID may participate as a member on advisory committees, if established. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.

f. Agency Monitoring to Permit Specific Kinds of Direction or Redirection:

USAID may direct or redirect the work because of interrelationships with other projects or activities. All such direction and redirection must be within the program description, approved budget, and other terms and conditions of the award.



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4. Authorized Geographic Code

The geographic codes for the procurement of commodities and services under this program are Code 937 (the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source) and 110 (the United States, the independent states of the former Soviet Union, or a developing country, but excluding any country that is a prohibited source).

5. Nature of the Relationship between USAID and the Recipient

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

6. Selection of Instrument

An Assistance Instrument was selected as the implementing mechanism based on the following rationale:

1. USAID/Central Asia/DHO market research indicates that any organization regardless of if it is international or local with experience working on CVE programming would be well suited to implement the activities envisioned under Countering Violent Extremism in Central Asia Activity. USAID determined that its programmatic needs would be best addressed by engaging in a cooperative agreement for this assistance award because USAID's purpose is to provide support for recipient's own activities rather than to achieve a result specified by USAID. For instance, USAID expects that the recipient will be adapting and implementing tailored and targeted community-centered interventions to foster the resilience of vulnerable individuals and families against VE and increase social cohesion in at-risk communities that it has developed. It is anticipated that the recipient will have a greater degree of independence than is normally associated with a contract. Thus, use of an assistance instrument is justified as this way USAID will be supporting and intensifying the activities of independent organizations which contribute to the achievement of Agency goals and objectives.

2. The intended purpose of the award is not to acquire goods or services for the USG's own use or for direct assistance to beneficiaries e.g., commodities. The purpose of the proposed Countering Violent Extremism in Central Asia Activity is to strengthen resilience to VE across the countries of Central Asia through enhancing the capacity of local CSOs and community leaders, helping individuals and families to enhance their coping skills and strengthen their support networks and reduce factors associated with individual vulnerability to VE, and increasing social cohesion in at-risk communities, fostering opportunities to form positive relationships with vulnerable individuals and reduce marginalization. The activity will also provide targeted support to CVE champions and institutions in Central Asian republics. These objectives are best met by having an independent entity implement them. It is expected that the activity will be implemented by the competent organization with a proven ability to successfully manage regional countering radicalism or violent extremism - or related programs. The principal purpose of the relationship between the recipient organization and USAID is the transfer of funds to the recipient in order to accomplish a public purpose as



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the stated goal within the PD. USAID does not need to provide detailed specifications for the project to be successful. USAID does not require the need to exercise a considerable amount of operational control, i.e. perform day-to-day oversight and provide technical direction for the project to be successful. USAID will be supporting the program but not directly controlling the project. The awardee will perform the project for its own purpose with USAID's financial assistance. The funded activities will complement USAID's mission, but the awardee will not implement the program as agents of USAID.

3. This is not a follow-on award.

[END OF SECTION B]

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SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is not restricted. Any qualified U.S. and Non-U.S. organization, individual, non-profit, or for-profit entity may participate under this NOFO.

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

2. Cost Sharing or Matching

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

3. Other

An applicant may submit only one application under this notice of funding opportunity.

[END OF SECTION C]

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Primary: Ms. Jannat Koksalova
Acquisition and Assistance Specialist

Secondary: Ms. Leona Sasinkova
Supervisory Regional Agreement Officer

Address: USAID/Central Asia
41 Kazibek Bi Street
050010 Almaty, Kazakhstan

Email: AlmatyAASolicitations@usaid.gov

2. Questions and Answers

Questions regarding this NOFO should be submitted to AlmatyAASolicitations@usaid.gov no later than the date and time indicated on the cover letter, as amended.

Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Content and Form of Application

Preparation of Applications:

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections 5 and 6, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

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

- Name of the organization(s) submitting the application;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Program name
- Notice of Funding Opportunity number



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- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303.
- Should we request for ex-DUNS Number here?

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

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English.
- Use standard 8 1/2" x 11", single sided, single-spaced, 12-point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- 10-point font can be used for graphs and charts. Tables, however, must comply with the 12 point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

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

4. Application Submission Procedures

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

Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

USAID's preference is that the technical application and the cost application each be submitted as consolidated email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide instructions on how to collate the



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attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

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

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

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Central Asia/Acquisition and Assistance Office cannot guarantee their acceptance by the internet server.

5. Technical Application Format

The technical application will be the most important factor for consideration in selection for award of the proposed Cooperative Agreement. The technical application should demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this activity. Therefore, it should be specific, complete and presented concisely. The application should take into account the requirements of the program and evaluation criteria found in this NOFO.

The Technical Application should be in English and submitted in a Microsoft work (.docx) format.

Technical application must not exceed 20 pages, utilizing Times New Roman 12-font size, single spaced, typed in standard 8 ½" x 11" on letter size paper with one-inch margins both right and left, and each page numbered consecutively. Cover letter, dividers, table of contents, and annexes will not count toward the page limit. Any pages that exceed the page limitation will not be furnished to the Selection Committee.

The technical application must include the following sections:

(a) Cover Page (not included in 20-pages limit)

The Cover Page should include the information listed in Section D.3 above.

(b) Table of Contents (not included in 20-pages limit)

The table of contents must list all parts of the technical application, with page numbers and attachments.

(c) Executive Summary (included in 20-pages limit; not to exceed two (2) pages)

The Executive Summary must provide a high-level overview of key elements of the Technical Application.

(d) Technical Approach (included in 20-page limit; not to exceed (12) twelve pages)



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In this section, Applicants are not to merely repeat what is already described in this NOFO. Applicants shall focus on describing the program that the Applicant will implement and how they propose to achieve the objectives, expected results, and make a significant contribution toward achieving the strategic purpose and priorities identified in USAID's activity program description (PD). Applicants are expected to demonstrate an approach reflecting the guiding principles outlined in the activity PD, which are central to achieving the objectives, and should be well described throughout the application. The Applicant must discuss the specific challenges to be addressed, the general strategy and plan to achieve activity objectives, and results to be achieved. Results and the associated impact should be concrete and measurable.

The program description set forth in this NOFO describes a range of issues that should be addressed in the technical approach. It is not meant to describe all of the issues pertaining to countering violent extremism in Central Asia nor how those issues should be addressed, as Applicants should describe in their technical applications the key challenges related to countering violent extremism as they understand them and how they propose to address such challenges. Therefore, the program description of this NOFO should not be interpreted as restrictive. Applicants are encouraged to raise and justify other technical issues that may not appear in the program description but are, nevertheless, related.

The approach must include a clear vision and comprehensive strategy, as well as feasibility and sustainability in achieving all of the project objectives and results identified in this NOFO. This must exhibit Applicants' familiarity with the operational context. Applicants are required to ensure sustainability of interventions are incorporated throughout the Activity, including but not limited to, building organizational capacity of local and regional partners to pursue self-sustaining operational capacity and to mobilize non-USAID resources.

Applicants will be expected to articulate how programming interventions will adapt to dynamic and rapidly evolving environments and which learning processes are appropriate to adjust activities to ensure the most effective approach over time and ensure continued progress toward anticipated results. Proposed approaches must reflect a systematic strategy and continuous processes for institutional learning and change, which incorporate lessons learned and best practices throughout the program. This includes analysis, planning, implementation, assessment, and measurement that are reflected in organizational practices of adaptive learning and innovation to ensure they are sustained beyond the life of the project cycle.

The approach must:

- Demonstrate an in-depth understanding of the programming context and the development landscape in Central Asia.
- Clearly explain how the proposed technical approach will contribute to the desired goals, objectives, results, and performance measures outlined in the NOFO, including how the Applicant will maintain flexibility and adapt to evolving conditions.
- Include the succinct description of major challenges and possible solutions for each result. Demonstrate a thorough understanding of the roles and responsibilities and the ability to work collaboratively with key local, national, and regional stakeholders, including government entities CSOs, international donors, religious organizations, research/academic actors and other partners working on countering violent extremism, and other project stakeholders. This should include how the Applicant will engage these actors and forge partnerships with them.



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- Demonstrate how the applicant will build the capacity of local CVE Champions (mostly, local youth, women, communities and religious leaders and state authorities) committed to working against violent extremism. A clear sustainability plan will be presented for all activities that demonstrates what steps the applicant will seek to ensure impact beyond the life of the program. In addition, the Applicant is expected to incorporate gender and sustainability throughout its technical approach.

In addition, the Applicant is expected to incorporate gender and sustainability throughout its technical approach.

Gender Equality and Female Empowerment:

Ensuring opportunities for women's participation and leadership in decision-making at all levels of society has not been fully realized. The Recipient must promote women's participation and work to empower women in decision-making processes to ensure maximum opportunities to gain access to information, benefits, and reforms that can bring strategic changes to their status, and to gender relations. Interventions implemented by the Recipient must be responsive to gender considerations, and seek to ensure that the assistance provided, and the results achieved are beneficial to both genders. As appropriate, impact and indicators must be disaggregated by gender. None of the interventions must inhibit the active participation of either men or women. Men and women must be treated as equal partners in their role as clients, and as partners of USAID.

Sustainability:

A clear description of how the Applicant will ensure the sustainability of the approaches that are developed and the results that are achieved via the alliance. For example, describe specific steps and actions that the Applicant will take to ensure sustainable results and impacts beyond the term of USAID's financial support and the prospects for the activities and results to continue after completion of the agreement.

(e) Management Structure and Staffing Plan (included in 20 pages limit; not to exceed (4) four pages)

The Applicant must propose a staffing/organizational structure that demonstrates effective means for managing program resources and working with activity partners and organizations under the major objectives of this program.

This section must address at a minimum the following:

- a. Composition and organizational structure of the proposed team (including an organizational diagram for the program as an annex) and a description of each long/short-term key or non-key team members' role, technical expertise, and estimated amount of time to be devoted to the activity. This should include any proposed institutional partners (sub -awardees or other arrangements) along with their expertise, roles, and responsibilities. Delineation of roles, responsibilities, authority, and processes for decision making among the Applicant's regional, in-country teams and the home office must be spelled out clearly. USAID encourages prospective applicants to seriously consider diversifying the partner base by targeting new and underutilized organizations who may bring new perspectives and creative approaches to the sector.
- b. A clear and realistic description of project mobilization, including when and how key and non-key personnel will be hired, opening offices in the program's target countries, and other start up activities with specific dates. Applicants must demonstrate in writing that they clearly understand the time and management requirements needed for establishing offices in four Central Asian republics except for Turkmenistan including an understanding of visa, banking, reporting regulations, and setting up other administration, reporting, and information systems for project implementation.



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- c. Identify positions (up to five) that will be filled by key personnel. For each key personnel position, briefly highlight why the roles and responsibilities justify the position being designated as “key”.
- d. Effective management systems and procedures for personnel, sub-contractors, commodities, training, and information technology solutions. If sub-awardees are proposed, a demonstrated ability to issue, manage, and monitor sub-awards and sub-awardee activities.
- e. Ways in which the structure will ensure effectiveness and efficiency in order to achieve maximum benefits and results at minimum cost.

USAID neither requests nor desires exclusivity agreements between the Applicant and any proposed sub-awardee.

(f) Monitoring and Evaluation (M&E) (included in 20-page limit; not to exceed (2) two pages):

The Applicant will provide an overview of the M&E approach in the technical application. This narrative must include the following: a planned staffing structure and resource allocation for M&E; how data collection, analysis and reporting of performance data will be managed under the project; how data quality assessments will be undertaken; how gender analysis will be incorporated into the M&E methodology; and how data will be shared and used to inform programming. In addition, given the dynamic nature of this activity, the Applicant should explain how it will utilize an adaptive learning approach to ensure lessons gleaned from M&E are incorporated into the activity.

Annexes:

a. Annex 1: Country Strategy (up to 1 page per country and not included in 20 page limit)

Given the different operating environments and needs in each of the countries, the programmatic emphasis and approach will be slightly different from country to country. As such, the Applicant should submit brief country strategies for Kazakhstan, Kyrgyz Republic, Tajikistan, and Uzbekistan that highlight the overall approach that will be taken in each country including any key considerations and opportunities/challenges that will affect program implementation and potential for success. Sustainability of approaches will be a required component of the country strategies. These country strategies are meant to be flexible and ‘living’ documents that serve as a basis for both life of program approaches and quick decision-making and will be updated annually based on shifting programmatic priorities and specific needs in each of the target countries. Country strategies should not exceed 1 page for each country (Kazakhstan, Kyrgyz Republic, Tajikistan, and Uzbekistan), not to exceed 4 pages in total.

b. Annex 2: Organigram (up to 2 pages and not included in the 20-pages limit)

An organogram should be provided as an annex to support the management structure and staffing plan narrative.

c. Annex 3: Job Descriptions for Key Personnel (1 page per position and not included in the 20-page limit)

Job descriptions for 5 Key Personnel positions must be submitted as an annex to demonstrate how the Applicant intends to meet Key Personnel requirements provided in Section F of the subject NOFO and illustrate the experience and expertise each identified Key Personnel position must hold. The job descriptions must highlight the duties, responsibilities, and required qualifications each key personnel position will have. It is USAID’s expectation that key personnel will include Chief of Party, Country



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Directors for countries other than where Chief of Party resides, and a community development specialist. However, USAID is open to alternate proposals for the structure of key personnel.

Applicants must not submit individuals for the designated as Key personnel positions and must not submit CV/resumes and other similar documentation related to candidates' key personnel. However, within 10 business days of signing the award, the Recipient will be asked to submit candidates for Key Personnel positions. As such, USAID encourages Applicants to begin recruiting for key personnel during the application process. See Section F. "Key Personnel" for additional information on Key Personnel requirements.

d. Annex 4. Draft Activity Monitoring, Evaluation and Learning Plan (MELP) (up to 5 pages, not included in 20 pages limit):

The Applicant must include a draft Activity Monitoring, Evaluation, and Learning Plan (MELP or MEL Plan). The MEL Plan must explain how the applicant proposes to monitor project performance and must describe the methods that will be used to measure impact. As adaptive learning will be the primary method for measuring project results, the applicant must discuss in detail its methodology for collection, analysis, and reporting of performance data and how it will be managed under the project. It is the applicant's responsibility to ensure that all costs, if any, related to the implementation of the Monitoring and Evaluation Plan are included in the cost proposal.

- Specifically, the Applicant should submit the draft MEL Plan as follows:
The MEL that will describe how the project's performance will be monitored and how indicators will be measured. The MEL must include both USAID standard indicators (<http://f.state.sbu/Pages/Indicators.aspx>) and custom indicators, targets for each objective. -
- The MEL should be based on the program goal, purpose, objectives, and indicators. The MEL should specify methodologies that will be used to monitor the progress of program activities toward achieving the expected outputs, outcomes and results. Indicators should be disaggregated by sex and where appropriate by age, occupation, and residence. Indicators should be included that will track gender differentials in access and use of services and the sustainability of program activities.
- The MEL should also include data sources, the frequency of data collection, collection methods, responsible parties of data collection, baseline information or plan for immediate baseline data collection, and benchmarks for each proposed indicator.
- The Applicant should include an M&E narrative detailing how the collection, analysis, and reporting of performance data will be managed under the project, how gender will be incorporated into the M&E methodology and analysis, and how data will be shared and used to inform programming.

e. Annex 5: Draft Year One Annual Work Plan (up to 3 pages; not included in the 20 page limit)

The Draft Year One Annual Work Plan should follow the guidelines in section F.3.b.i, "Annual Work Plans" and illustrate how the Applicant will ensure a rapid and effective launch of project activities in Year 1 and a realistic approach to implement the program Description to achieve the results. Each activity should be clearly linked to an outcome or impact.

The plan must provide a detailed explanation (narrative, graphic, or both) of proposed activities and their sequencing, with an illustrative work plan for Year 1.



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f. Annex 6: Past Performance (up to 5 pages; not included in the 20 page limit)

This section must address the following:

- Institutional strength as represented by breadth and depth of experienced personnel in program relevant disciplines and areas;
- Examples of accomplishments and results in developing and implementing similar programs - this should not be a list of previous programs or activities; and
- Relevant experience with proposed approaches.

The applicant should describe a maximum of three relevant contracts, grants, and/or cooperative agreements that the organization, both the primary Applicant as well as substantive sub-partners, if any, has implemented involving similar or related programs over the past five years. Please include the following information in an annex under past performance information:

- Name, address, current telephone number, and email address of responsible representative(s) from the organization for which the work was performed;
- Contract/grant name and number, if any, annual amount received for each of the last three years, and beginning and end dates; and
- Brief description of the project/assistance activity.

6. Business (Cost) Application Format

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

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

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

a) Cover Page (See Section D.3 above for requirements)

b) SF 424 Form(s)

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

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html



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

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

c) Required Certifications and Assurances

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

- (1) “Certifications, Assurances, Representations, and Other Statements of the Recipient” ADS 303mav document found at <http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>
- (2) Assurances for Non-Construction Programs (SF-424B)
- (3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

d) Budget and Budget Narrative

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

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. See **Annex 2** for Summary Budget Template
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant’s program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

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



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- 1) **Salaries and Allowances** – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and support market research.
- 2) **Fringe Benefits** – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
- 3) **Travel and Transportation** – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
- 4) **Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property** – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
- 5) **Subawards** – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant's budget, including those related to fringe and indirect costs.
- 6) **Construction** – If applicable
- 7) **Other Direct Costs** – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.
- 8) **Indirect Costs** – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:



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Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

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

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

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

Eligibility: Any applicant that does not have a current NICRA

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

Method 4 - Indirect Costs Charged As A Fixed Amount

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

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

- Total costs incurred by the organization for the previous fiscal year and estimates for the current year.
- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year.
- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

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

e) Prior Approvals in accordance with 2 CFR 200.407

Inclusion of an item of cost in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for



which prior written approval is specifically required for allowability, the applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

e) Approval of Subawards

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

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

f) Unique Entity Identification Number and SAM Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements. Each applicant (unless the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

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

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

Unique Entity ID number: <https://sam.gov/content/duns-uei>

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

Non-U.S. applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain a Unique Entity ID number, on <http://www.sam.gov>.



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g) History of Performance

The applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed 5 (five) awards, as follows:

- Name of the Awarding Organization;
 - Award Number;
 - Activity Title;
 - A brief description of the activity;
 - Period of Performance;
 - Award Amount;
 - Reports and findings from any audits performed in the last 3 years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

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

h) Branding Strategy & Marking Plan

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

(Note: The apparently successful applicant will be requested to propose a name for the program. The name should directly contribute to the intended overall results of this Activity. The apparently successful applicant should vet the name with a broad set of Kazakhstan and U.S. stakeholders to confirm suitability, with final approval from USAID/Central Asia.)

Branding Strategy – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs,



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such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all of the following:

(1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.

(2) The intended name of the program, project, or activity.

(i) USAID requires the applicant to use the USAID logo and brandmark, with the tagline “from the American people” as found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

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

(iii) It is acceptable to cobrand the title with the USAID logo and the applicant's logo.

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

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

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

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

(i) Describe the main program message.

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

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

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

(5) Information on any direct involvement from host-country government or ministry, including any



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planned acknowledgement of the host-country government.

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

f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

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

[END OF PRE-AWARD TERM]

Marking Plan – Assistance (June 2012)

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

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

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

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

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

(1) A description of the public communications, commodities, and program materials that the applicant plans to produce, and which will bear the USAID logo as part of the award, including:

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

(ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;



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

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

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

(2) A table on the program deliverables with the following details:

(i) The program deliverables that the applicant plans to mark with the USAID logo;

(ii) The type of marking and what materials the applicant will use to mark the program deliverables;

(iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;

(iv) What program deliverables the applicant does not plan to mark with the USAID logo; and

(v) The rationale for not marking program deliverables.

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

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

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

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

(iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.

(v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.



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(vi) Offend local cultural or social norms or be considered inappropriate. The applicant must identify the relevant norm and explain why marking would violate that norm or otherwise be inappropriate.

(vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking. f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

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

[END OF PRE-AWARD TERM]

i) Funding Restrictions

USAID policy is not to award profit under assistance instruments. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principle under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

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

Construction will not be authorized under this award.

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

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

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

a. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

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



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b. Organizational Conflict of Interest

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

[END OF PRE-AWARD TERM]

[END OF SECTION D]

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SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

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

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

2. Review and Selection Process

a) Merit Review

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following criteria shown in descending order of importance:

Criterion	Description
Technical Approach	The Technical Approach will be evaluated on the degree to which the Applicant describes an approach that achieves all the activity's objectives and results identified in this NOFO in line with the considerations discussed in Section D.5.d.
Management Structure and Staffing Plan	Management Structure and Staffing will be evaluated with regards to the extent to which the Applicant's key personnel, management structure, and staffing plan convincingly demonstrate the ability to effectively implement the activities proposed and achieve their objectives in line with the considerations discussed in Section D.5.e.
Monitoring and Evaluation	Monitoring and Evaluation will be evaluated with regards to the extent to which the monitoring and evaluation narrative, the draft monitoring, evaluation, and learning plan, and the draft annual work plan demonstrate the ability to mobilize, implement, monitor, and evaluate activities in line with the considerations discussed in Section D.5.f.

b) Business Review

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

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



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

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

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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

A notice of award signed by the AO is the authorizing document for the award resulting from this NOFO. USAID will provide it electronically to the authorized individual identified by the Recipient in the application.

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

2. Administrative & National Policy Requirements

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

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

For non-U.S. organizations, [Standard Provisions for Non-U.S. Non-governmental Organizations](#) will apply.

See **Annex 3** for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

3. Reporting Requirements

The Recipient must provide the following reports to the Agreement Officer's Representative (AOR) and to the Agreement Officer at AlmatyAAReporting@usaid.gov, as specified below, in accordance with 2 CFR 200.328 and 200.327 and the Substantial Involvement provisions.

- **Financial Reporting:**

Quarterly Financial Reports: The Recipient must submit the Federal Financial Form (SF-425) on a quarterly basis within 30 calendar days after the end of each USG fiscal quarter (i.e. October 30, January 30, April 30, July 30) via electronic format to the USAID/CA Office of Financial Management at CARInvoices@usaid.gov, and to the Agreement Officer at AlmatyAAReporting@usaid.gov and the Agreement Officer's Representative (AOR).

Final Financial Report: The Recipient must submit the original and two copies of all final financial reports to USAID/CA/FMO, the Agreement Officer, and the AOR. The Recipient must submit the final financial report no later than 90 calendar days from the end of the agreement.

Electronic copies of the SF-425 can be found at: www.grants.gov



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- **Performance Reporting**

- i. Annual Work Plans (AWP):**

Within forty-five days (45) of the effective date of the award of the Cooperative Agreement, the Recipient must develop and submit the first annual work plan to the AOR. Work plans may be submitted electronically. Upon acceptance of the work plan by the AOR, any substantial revisions to the plan must require the written approval of the AOR. Annual work plans for subsequent years are due to the AOR 30 days prior to the end of the USG's fiscal year or approximately August 31st. Regardless of the start date of this award, work plans will be adjusted to the fiscal calendar of October 1-September 30.

The Recipient must ensure that the AWP appropriately reflects activity objectives and the program description. The AWP should detail the work to be accomplished during the upcoming year. All work plan activities must be within the scope of the award. The AWP will serve as a guide for activity implementation—a demonstration of links between interventions and objectives in accordance with the Monitoring, Evaluation and Learning (MEL) Plan. The AWP must outline key activities and the expected results to be accomplished for that year and will be negotiated and shared with key stakeholders for comments as appropriate.

Outreach and communication events or activities will be detailed in the Annual Implementation Plan. A brief narrative will accompany the Annual Implementation Plan to explain how the proposed outreach and communication events or activities contribute to the broader outreach and communication goals that are being pursued. Communication and outreach components that may be incorporated into the work plan include, but need not be limited to: objectives, performance benchmarks, audiences, content production targets, content acquisition options, content distribution models, social media goals, press engagement, etc.

The AWP will also serve as a basis for budget estimates for that year of program implementation. A budget with sufficient detail to allow the AOR to judge the efficiency of the implementation plan should be included. The AWP should delineate an overall budget by line item and a budget per objective and activity. The AWP may be revised on an occasional basis in the course of implementation, as needed, to reflect changes on the ground with the concurrence of the AOR.

The annual work plans must also highlight how gender will be effectively addressed in the activity, using learning and information from the initial gender analysis and subsequent implementation. This includes ensuring the following areas are captured as they relate to gender:

- Prioritize recommendations and action items;
- Highlight key stakeholders in implementation and plans for outreach to stakeholders;
- Training and capacity development plan for staff and targeted beneficiaries;
- A description of tools to be developed or used; and
- Any other content the implementing partner deems pertinent.

If appropriate, the Recipient can highlight for USAID work or research that the implementing partner feels would further the cause of gender integration and social inclusion but is not within the scope of the current award.



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ii. Quarterly/Annual Performance Reports:

The Recipient will use the standard form Performance Progress Report (SF-PPR) to report performance progress for the program under the award. Reports may be submitted electronically. Regardless of the start date of the cooperative agreement all reporting will be adjusted to the USG fiscal year calendar.

Quarterly Reports: The Recipient must submit quarterly reports that include narratives of quarterly achievements, and progress against the work plan and agreed-upon performance indicators. A format for the quarterly report must be approved by the AOR on an annual basis. The Recipient must submit quarterly reports within thirty (30) calendar days of the end of each quarter. The following quarter end dates must be used to determine the date of submission off the quarterly reports: 3/31, 6/30, 9/30, or 12/31. The fourth quarter report must be drafted as an annual report and must cover activities of the quarter as well as overall assessment of performance and progress for the prior 12 months of the program (See Annual Reports below).

The quarterly report must describe and assess the overall progress to date based upon agreed performance indicators. The reports must also describe the accomplishments of the Recipient and the progress made during the past quarter and will include information on key activities, both ongoing and completed during the quarter (e.g. meetings, trainings, workshops, significant events, subcontracts, and grants). The quarterly report should include targets and results for each indicator agreed upon in the MEL Plan. The quarterly report provides the opportunity to discuss impacts of learning on the program; for example, how has implementation evolved as the result of information gathered over the course of the quarter? Also, notification must be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award, or which may have an impact on the development hypothesis or theory of change for the activity, and/or other activities (USG-funded or not) which might be informed by such learning. This notification must include a statement of the action taken or contemplated, and any assistance needed to resolve the situation. Lastly, the quarterly report will outline how the project has collaborated with host country governments and other USG and other donor funded projects and efforts. The quarterly reports must utilize photos, maps, tables and other graphical elements useful in communicating performance data and activity implementation and include at least one success story. Any outreach or press reporting about the activity must also be included.

Annual Reports: The Recipient must submit annual reports that include narratives of achievements, and progress against the work plan and agreed-upon performance indicators. A format for the annual report must be approved by the AOR on an annual basis. The Recipient must submit annual reports within thirty (30) calendar days of the end of each U.S. Government fiscal year. Annual reports should contain content appropriate for public dissemination. In addition to content summarizing performance from the preceding quarter (See Quarterly Report above), the Annual Report must include a section that summarizes performance from the preceding year. The annual summary must concentrate on outcome and impact based on agreed upon performance indicators. It will report on annual achievements against targets and will account for any shortfalls. The analysis in the annual section must not be limited to performance measures – it will also summarize progress during the previous year in a qualitative fashion. To this end, the Annual Report must also utilize photos, maps, tables, and other graphical elements useful in summarizing project performance from the past year. In addition, the annual report must include a professionally formatted, four-to eight pages annual summary of achievements, noteworthy activities, lessons learned, changes in the environment, etc. The summary must be formatted to function as a stand-alone, externally shareable document, designed to keep key project stakeholders (such as USG agencies, other donors, and other USG



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implementers) up to date on progress. The summary must include photos, maps, tables, and other graphical elements as relevant. The annual summary must not directly recycle text, photos or other elements from quarterly summaries.

As Part of both Quarterly and Annual Performance reporting, the Recipient will address the following:

Monitoring, Evaluation, and Learning: every quarterly and annual report will be based on, and include description of progress and analyses derived from activity performance monitoring, evaluation findings (if conducted in a given quarter or year) and learning (as well as collaborating and adapting based on evidence). Reports will reflect quantitative or qualitative information to reveal whether implementation is on track and whether expected results are being achieved. The recipient and USAID will agree upon on a specific Quarterly Report and Annual Report template, as needed.

Performance Indicators: reports should include targets and results for each indicator agreed upon in the MEL Plan. To that end, reports must include as an annex an updated Performance Indicator Tracking Table, and if requested, an updated site location reporting form. USAID may require that this data be submitted through an online platform.

Learning and Adapting: reports must discuss the impacts of learning on the program; for example, how has implementation evolved as the result of information gathered over the course of the quarter. Also, notification must be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award or which may have an impact on the development hypothesis or theory of change for the activity, and/or other activities (USG-funded or not) which might be informed by such learning. This notification must include a statement of the action taken or contemplated, and any assistance needed to resolve the situation.

Coordination and partnerships: reports will outline how the project collaborated with host country governments and other USG and other-donor funded projects and efforts. In addition, reports shall include a professionally formatted, two-to-four page summary of key activities and achievements. The summary shall be formatted to function as a stand-alone, externally shareable document, designed to keep key project stakeholders up to date on Activity progress. The summary shall include photos, maps, tables, and other graphical elements as relevant. The summary shall be produced in English, Russian, and Kazakh. In the case of a quarterly report that is also an annual report, the summary document shall only cover activities from the previous quarter.

Development, Outreach and Communication: The Recipient will be requested to include in their regular reports a section on the outreach and communications efforts of the Program. This section should describe the program's activities to raise public awareness about the Program, promote its key messages and strengthen USAID's brand. The reporting must include sample communications products, links to publications, statistics on audiences reached and other related items described in the Branding Strategy and Marking Plan of the project.

The Recipient will be requested to provide the following information:

- An updated quarterly list of public events to be organized by the Recipient during the upcoming three months, including approximate date, location, and audience. The Recipient will coordinate with USAID about all planned events with press participation, press activities, press releases, as well



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as inclusion of USAID promotional materials for the participants, participation of USAID/USG representatives.

- Two success stories a year with an accompanying photograph. The success stories will be provided in a Word Document format, using a standard USAID success story template and will focus on human impact. A good success story can be as simple as a compelling photo and appropriate caption.
- At least 2 copies of all public communications materials produced by the project. In addition, the Recipient must submit all final documents to USAID's Development Experience Clearinghouse (www.dec.usaid.gov).

The final list of items and the form of reporting will be finalized in consultation with the AOR and DOC team of USAID/Central Asia.

Gender Reporting: Annual activity reports must include a specific gender section with the following explanations:

- Summary of the implementing partner's accomplishments in achieving specific gender-related results and conclusions about areas that could need future support.
- Overall description of all gender-related activities.
- Achievement of results, intermediate-results, outputs, and/or targets for all gender related indicators, disaggregated by sex, with specific discussion of improvements in previously identified gender disparities and inequalities.
- Difficulties or challenges encountered in the implementation of gender-related activities.
- Recommendations for sustainability of the gender-related activities after the activity has ended.
- Documentation on lessons learned and best practices, including identification of new opportunities for men and women that were created, what negative impacts were addressed or avoided, and what needs and gender inequalities emerged or remain.

TEAMS and USAID Sponsored J-1 Visas:

All host country nationals being funded fully, partially, directly, or indirectly by USAID must enter the U.S. on a J-1 Visa, regardless of the type or duration of the activity. In order to secure a J-1 visa, each participant must first secure a DS-2019 form (Certificate of Eligibility for Exchange Visitor J-1 Status). TEAMS is the only means of obtaining a DS-2019 for USAID-funded Exchange Visitors.

USAID/CA delegates the TEAMS data entry, verification, and reporting responsibilities to its implementing partner who is responsible for data entry (the R1 role) and verification (the R2 role) of all training programs and participants that are funded by USAID.

USAID/CA is responsible for approval (the R3 role) and the CORs/AORs and program managers are responsible for working with their implementing partners to obtain the data needed by the R3. USAID/Washington is responsible for submission of the data (the R4 role) to SEVIS. The DS-2019 approval process is as follows:

- Data is entered into TEAMS by the implementing partner's Data Entry Initiator (R1) for initiating visa applications and tracking the participants in TEAMS;
- The designated Verifier (R2) verifies the accuracy of the data in TEAMS, and either submits the information to the R3 if all is correct, or rejects the file if there are errors in the data;



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- A designated United States citizen in the Central Asia Mission – the Approver (R3) – reviews the electronic versions of documents in TEAMS and either approves or rejects the files (for missing data or other concerns based on review of the files) sending them back to the R1 with comments;
- When the R3 approves a file, the information is electronically transferred to the Responsible Officer (R4) in USAID/Washington who provides the final approval before the information is submitted to the Department of Homeland Security SEVIS database for processing;
- The DS-2019 form is created, printed and mailed to the Responsible Officer in the Mission;
- The Responsible Officer gives the form to the USAID COR or AOR who provides it to the implementing partner. The implementing partner is responsible for delivering the form to the participant so that he/she can present it to the Consular Officer during their appointment for a J-1 visa at the U.S. Embassy consular section, or designated Consulate. Exchange visitors in Kazakhstan apply online at the U.S. State Department’s website, at the following address: http://kazakhstan.usembassy.gov/non-immigrant_visas.html.
- When asked to enter a “Program Number”, applications should enter USAID’s Exchange Visitor Program Number **G-2-00263**.

Collection of Activity Location Data in Geographic Information Systems (GIS)

In accordance with USAID [ADS 201](#) and [ADS 579](#), the Recipients must plan, collect and submit Geographic data about their award activities based on the following requirements:

At a minimum, the location(s) where the activity is implemented must be collected at the Site Location level, through Exact Site Location (i.e., latitude and longitude geographic coordinates), Exact Area Feature Location, Exact Line Feature Location, or Populated Place location. The Implementing Partner will coordinate with the AOR and Mission GIS Specialist to determine the appropriate geographic representation and level of detail for site locations. The location of the activity’s beneficiaries also needs to be collected using the same standards, in coordination with the AOR and Mission GIS Specialist to determine the appropriate geographic representation and level of detail.

The performance indicators for geographically disaggregated performance and/or context indicators should be collected as described in [ADS 201](#) and [ADS 201 Additional Help: Monitoring Data Disaggregation by Geographic Location](#), which provides additional guidance.

Activity Location Data must be collected according to the standards provided by USAID in accordance with [ADS 579](#). Activity Location Data must be submitted twice a year according to Agency approved methods. If the Activity Location Data has not changed since the previous data submission, it must be indicated when the data is submitted.

The Activity Location Data must exclude personally identifiable information. If the Activity Location Data collected by the Recipient requires protection from unauthorized access to mitigate data risk, the Recipient must notify USAID before submitting the Activity Location Data to USAID and implement mitigation techniques to protect the data from unauthorized access in consultation with USAID.

In addition, if other geographic data assets are created or used as part of the award, other geographic data assets must be submitted in accordance with the special clause or provision of the “[Submission of Datasets to the Development Data Library \(see page 7\)](#)”. Both primary and derived Geographic Data Files must be submitted in accordance to [ADS 579 Additional Help: Geographic Data Collection and Submission Standards](#).



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Submissions must be reviewed by the AOR, and then the Recipient must submit the final Activity Location Data to the AOR. A template for standard submissions will be provided by the AOR, or by the GIS Team.

Inclusive Development

USAID intends for the activity to be subject to rigorous monitoring and evaluation, to: a) ensure the intended results are being generated; b) inform activity management if and when course corrections may be necessary; c) ensure the interventions are targeting the right groups; and d) capture diverse perspectives from stakeholders; and e) monitor the context. In accordance with Automated Directives System (ADS) 201, achieving results outlined in a project through the implementation of a set of activities is a continuous process. Monitoring efforts should include ongoing consultations and other forms of direct communication with marginalized groups (such as, but not limited to, indigenous peoples, LGBTQI+ people, persons with disabilities, religious/ethnic minorities, women/girls, youth) to gauge their perception of programming as well as program impacts. A detailed M&E design will be developed subsequent to the award and will include appropriate Standard Foreign Assistance Indicators (F indicators), as well as custom indicators.

iii. Final Report:

The Recipient must submit a final report that summarizes achievements, and progress against the work plan and agreed-upon performance indicators over the life of the project. The Recipient must submit the Final Report within ninety (90) calendar days after the expiration of the award. The Final Report must contain content appropriate for public dissemination. The Final Report must contain the following information:

1. An executive summary of the accomplishments and results achieved;
2. An in-depth analysis of progress and results that synthesizes achievements that contributed towards program objectives. This section must clearly describe activities, major accomplishments, and results achieved, including results for all of the activities under the Cooperative Agreement;
3. Describe reasons why targets were not achieved or were surpassed and why activities were delayed or not carried out, if appropriate;
4. A summary of problems/obstacles encountered during the implementation, and how those obstacles were addressed and overcome, if appropriate;
5. Success stories, including examples of synergy and collaboration with partners;
6. Lessons learned, best practices, and other findings, along with recommendations for future programming in this sector;
7. A summary of progress made in achieving indicator targets during the activity implementation (based on valid data collection and analysis and credible baseline) including final data, compared to baseline data, for all indicators included in the monitoring and evaluation plan. This section should include disaggregated data by gender, historically disenfranchised groups, and other relevant groups identified;
8. A comparison of actual expenditures with budget estimates, including analysis and explanation of cost overruns or high unit costs, as relevant;
9. Other pertinent information, including recommendations with-in depth- analysis and lessons learned, related to the overall activity results;
10. The Final Report must also contain an index of all reports and information products produced under the award; and
11. The Final Report must include a professionally formatted, four-to-eight page annual summary of achievements, noteworthy activities, lessons learned, changes in the environment, etc. The Report must be formatted to function as a stand-alone, externally shareable document, designed to keep key



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project stakeholders (such as USG agencies, other donors, and other USG implementers) up to date on progress. The Final Report must include photos, maps, tables, and other graphical elements as relevant. The Final Report must not directly recycle text, photos or other elements from Annual Reports.

Development Experience Clearinghouse Requirements

Consistent with ADS 540, the Recipient must prepare and submit a copy of semi-annual and final performance reports, results of assessments and operational research, if any, required by this award to the USAID Development Experience Clearinghouse (DEC) at:

Online: <https://dec.usaid.gov/dec/content/submit.aspx>;

By Mail:

USAID Development Experience Clearinghouse
M/CIO/ITSD/KM/DEC
RRB M.01-010
Washington, DC 20523-6100

Essential bibliographic information must accompany submissions, whenever it is available. The submission page on the DEC identifies the minimum required fields to submit. For questions on DEC submissions, contact:

Email: ksc@usaid.gov
Telephone: +1 202-712-0579

*Note: Mail sent to USAID via the US Postal Service undergoes security and irradiation processing. To send sensitive items, like CDs or DVDs, please contact the DEC team at ksc@usaid.gov to arrange delivery.

4. Program Income

USAID does not anticipate any program income under the award. Should there be any program income, the Recipient shall account for it in accordance with 2 CFR 200.307 and the required as applicable standard provision “Program Income”. Program income earned under this award shall be added to the project.

5. Key Personnel

Within 10 business days of the award having been made, the Recipient will propose candidates for key personnel positions (USAID considers five (5) Key Personnel positions as being essential to the successful implementation of the activity), which corresponds to the proposed technical approach of the Activity Description and the proposed staffing plan, along with written justification in sufficient detail to permit evaluation of the impact on the program.

The key personnel whom the Applicant will furnish for the activity under this application are as follows:

1. Chief of Party (COP).



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2. Country directors for countries other than where the Chief of Party resides (3 individuals).
3. Community Development Specialist.

The key personnel specified above are considered essential to the completion of the award's objectives. Unless otherwise agreed by the Agreement Officer, the Applicant will be responsible for providing such personnel for the duration of the award.

Prior to replacing any of the specified individuals, the Recipient must immediately notify both the Agreement Officer and USAID Agreement Officer Representative (AOR) reasonably in advance and must submit written justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the project. No replacement of key personnel will be made by the Recipient without the written consent of the Agreement Officer.

The Key Personnel, as a team, must possess fluency in Russian, Central Asian languages, and English, and the team must possess the following skill sets:

- Demonstrated experience in managing complex international development programs, including experience on CVE projects in a context similar to Central Asia.
- Advanced educational background and knowledge relevant for similar projects in developing countries.
- Strong leadership, administrative, management, presentation, reporting, and communication skills and the ability to implement projects with diverse subject matter.
- Demonstrated experience in monitoring and evaluation.
- Demonstrated ability to research and analyze state policies and legislation and make recommendations for improvement to relevant stakeholders.
- Ability to coordinate with USG and other donor programs on P/CVE and seek synergies and complementarities to maximize results.
- Ability to perform at a high level and apply diplomacy skills with a wide range of stakeholders (i.e., national, provincial, district and local government officials, academia, CSOs/NGOs, informal community organizations, youth, and beneficiaries).
- Demonstrated ability to work in an ambiguous and rapidly evolving environment, must be comfortable with constant change of local leadership / partners, and multiple, competing priorities.
- Demonstrated ability to steer the program forward while being flexible enough to respond to emerging opportunities and overcome barriers.

Chief of Party (COP)

The Chief of Party will be the primary point of contact with the USAID/Central Asia Mission with regard to day-to-day activity implementation and management matters relating to the Agreement. The Chief of Party must have overall responsibility for assuring that all assistance provided under the award is technically sound and appropriate for the program needs to be addressed and for adequately managing and supervising the work of all staff under the award.

Minimum qualifications:

- A minimum graduate degree in a related field such as International Relations, Political Science, or Religious Studies.



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- At least five years of progressive experience in managing and leading development programs of a similar size and scope in developing countries, with a strong preference for experience managing DRG and CVE programs as well as programs in Central Asia specifically or Asia more broadly.
- Substantial experience working on key result areas of the proposed activity, like community resilience and development, P/CVE, or civic education.
- Excellent negotiation skills and the ability to lead and build consensus, cooperation, and coalitions among individuals with competing interests.
- Demonstrated knowledge of integrating a gender perspective in the key delivery areas of the proposed activity.
- Demonstrated experience in planning, conflict management, project management, and budgeting.
- Experience of working on similar technical areas and with the P/CVE or related projects in Central Asia or the former Soviet Union.
- Professional fluency in English is required.
- Ability to speak Russian and/or Central Asian languages is preferred.

Country Director minimum qualifications:

- A minimum of a BA and 5 years of relevant work experience managing country offices or overseeing programmatic, finance, administration, and operations activities for complex and large-scale donor funded programs; or MA and 3 years of relevant work experience.
- Demonstrated experience in management/supervisory role; minimum 3 years or senior management positions for USAID programs.
- Demonstrated leadership, strategic thinking and planning, management, and presentation skills.
- Demonstrated experience coordinating and collaborating with stakeholders
- Experience in monitoring and documenting project activities and outcomes
- Excellent communications, organizational, and interpersonal skills
- Good knowledge of English is required.
- Ability to speak Russian and/or Central Asian languages is required.

The Community Development Specialist minimum qualifications:

- A minimum of a BA or equivalent with minimum 3 years of experience in public health, social work, community engagement, awareness raising, advocacy for vulnerable groups or another activity-related field.
- Experience in community development, civil society capacity-building, and/or participatory planning, community organizing, stakeholder mapping, capacity building, and multi-stakeholder mechanisms. Previous experience with USAID funded projects preferred.
- Proven ability to support communities and form and maintain partnerships with civil society and local government entities, international NGOs, and donors.
- Experience conducting training for communities and other stakeholders.
- Proven ability to coordinate and manage teams.
- Ability to communicate clearly and concisely in English, orally and in writing.
- Ability to speak Russian and/or Central Asian languages is required.



6. Environmental Compliance

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) Chapters [201](#) and [204](#), 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. Implementing Partner environmental compliance obligations under these regulations and procedures are specified in the following paragraphs. In addition, the implementer 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.

No activity funded under this agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA), and duly signed (approved) by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as "approved Regulation 216 environmental documentation"). The Analyses are covered by Memo to the File [Asia-18-076-MTF-9](#) to the Programmatic Democracy and Governance IEE Amendment #8 ([DCN: Asia 18-076](#), approved by the Bureau Environmental Officer on 6/11/2018; valid through FY 2025).

It is expected that almost all planned interventions will include technical assistance, training, analyses, studies and information transfers that qualify for a Categorical Exclusion (CE) under 22 CFR Part 216.2(c)(2) (no effect on the natural or physical environment) and, therefore, these activities are excluded from further environmental review. Only if the project procures electric and electronic equipment and commodities and works on small renovation/reconstruction activities under various components, it will have to provide environmental management in accordance with terms established in above MTF-9. Specifically, the IP shall report to USAID using the Environmental Review Checklist template.

Preliminary Climate Risk Screening (CRS) found that all Activity components are rated as Low Climate Risk as climate change is not expected to materially affect the implementation or outcomes of the activity. Per ADS 201mal, the Implementer must conduct additional CRS as part of the planned analyses. It may use support information and sources referenced in the Kazakhstan, Kyrgyz Republic, Uzbekistan and Central Asia (including Turkmenistan) Climate Risk Profiles.

As part of its initial Work Plan, and all Annual Work Plans thereafter, the Implementer, in collaboration with the Agreement Officer's Representative (AOR), the Regional Mission Environmental Officer and Climate Integration Lead will review all ongoing and planned activities under this award to determine if they are within the scope of the approved 22 Reg. 216 environmental documentation. If the applicant plans any new activities outside the scope of [Asia-18-076-MTF-9](#), it must assist the AOR to prepare a new Memo to the File (MTF) for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of an MTF. Any on-going activities found to be outside the scope of the approved 22 Reg. 216 environmental documentation must be halted until an amendment to the documentation is submitted and written approval is received from USAID.



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7. Performance Monitoring, Evaluation, and Learning

The Recipient is required to develop and implement monitoring, evaluation, and learning (MEL) plan that is consistent with ADS 201, in consultation with the AOR, and, as appropriate, with the mission MEL Specialist. The MEL plan shall cover the life of the award. Annual MEL Plan development is **NOT** recommended. However, the Recipient should review the MEL plan annually to ensure that it is still valid. If, over the course of implementation, modifications to the MEL plan become necessary, changes to the MEL plan shall be proposed to the AOR. Once approved by the AOR, the Recipient will then amend the MEL plan to reflect those changes and document clearly the changes as approved. If modified, the MEL plan shall not exclude data previously collected, and, to the extent possible, shall mitigate any significant variations in data collection methodology, indicator definition, or data presentation. The intent of the MEL plan is to show changes over time as a result of USAID intervention.

The MEL plan will be guided by the activity's goal and objectives, anticipated results articulated in the results framework, the theory of change, and planned inputs/interventions as laid out in the annual work plan. The MEL plan will also serve as a tool of mutual understanding among all involved parties (e.g. USAID, the Recipient, Sub-Recipient (if any) and other stakeholders) on stakeholders' MEL roles and responsibilities and how the achievements of this award will be measured and presented. Routine MEL tasks and reports will give the Recipient and USAID/CA a basis for gauging performance and return on investment, promoting learning, and facilitating adaptive management to allow activity adjustment due to unforeseen changes in strategy, approach, or operating environment that may be needed to achieve or maximize results. The MEL plan must, therefore, articulate clearly the link to the results framework and the theory of change of the award; identify how key assumptions in the theory of change would be tested or validated over the course of implementation; clearly define the high quality indicators to be reported to USAID (see below); and contain practical, feasible, and cost-effective methodologies to accomplish the tasks laid out in the MEL plan.

The MEL plan will be submitted to the AOR for approval within 90 days of the award and is separate from the work plan and regular financial and other reports required by the standard clauses. The MEL plan and its annexes should be finalized before major implementations begin, and prior to the first indicator data is being collected.

Performance Monitoring

The MEL plan shall follow contents and instructions as specified in the USAID/CA **MEL Plan Template***. At minimum, the MEL plan shall be accompanied by two annexes: an indicator tracking table* (ITT) and indicator reference sheets (IRSs). The ITT will contain a list of all indicators with appropriate disaggregations to be tracked and reported to USAID/CA. The Recipient is encouraged to use quantitative as well as qualitative indicators as deemed appropriate for the result it is intended to measure. The ITT will be submitted to the AOR according to the reporting timeline specified in the award. To the extent possible, and with AOR approval, baseline data should be collected prior to intervention inputs.

It is highly recommended that the MEL plan include no more than 10 indicators; i.e., those at the higher level results or at the output level and above, rather than all indicators that the Recipient uses for its internal management. When selecting indicators, the Recipient should take into consideration the relevance and accuracy of the indicators according to the planned tasks/services and intended results, as well as time and resources required to collect and report each indicator data. All selected indicators must be in line with the



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activity as well as the Mission-wide Performance Management Plan (PMP). The existing U.S. Foreign Assistance Standard Indicators and/or those of the US Government's Initiatives, the mission's Regional Development and Cooperation Strategy, and other relevant IRSs shall be used as applicable.¹⁷

A separate IRS* is to be developed independently for each indicator as per the template and instructions provided. If a qualitative indicator is used it must also be accompanied by a IRS. If a qualitative indicator is used it must also be accompanied by a IRS. If a Standard Foreign Assistance Indicator is used a standard definition must also be used. The Recipient may add a "precise definition" to the standard definition to further elaborate inclusion and exclusion criteria specific to the nature of the activity as needed. However, the precise definition must be within the scope of the standard definition. If the selected standard or custom indicators are the same as those being used in activity and/or the PMP, the same standard IRSs shall be used so that the results can be aggregated at USAID/CA level. As applicable, all indicators shall be disaggregated by geographical locations at the Administrative 1 (province or state) level. All people indicators must be disaggregated by sex and include other metrics that allow the full capture of effect on gender equality and women's economic empowerment.

All performance indicators are required to have baseline data. Baseline data should be collected before the start of the implementation that is expected to lead to a result (output or outcome) measured by that performance indicator. If baseline data cannot be collected until later in the course of an activity, the indicator's IRS should document when and how the baseline data will be collected.

USAID/CA will conduct a data quality assessment (DQA) of the indicators that are to be reported to Washington, DC, as soon as each required indicator data is being collected and reported to the mission. The mission may conduct the DQA on other indicators as deemed appropriate.

USAID/CA works to deploy Development Information Systems, which will serve as a repository for all performance indicators, including baseline values and timeframes, targets, and rationales for targets and actual values. Once DIS is deployed, the awardees will be required to enter baseline, target and actual data directly. USAID will provide training and necessary support to the implementer's MEL staff. The AOR will clear data prior to the awardee inputting the data and review the data submitted to ensure accuracy.

Routine monitoring is not all about tracking and reporting numbers against the selected indicators. The Recipient should use appropriate means, mechanisms, and tools to assess the level of performance beyond tracing numbers; capture any unintended positive results and the factors contributing to such results; and examine any unintended negative consequences or results of the implementation, especially those that could affect the safety of beneficiaries or their equitable access to the services. All these should be well documented and shared with the AOR. USAID staff may pay visits to the implementation sites at any time during the life of the award.

Evaluation

The USG funding shall not be used for any studies that do not meet USAID and/or international standards, are not necessary or have no added value to maximize the outcomes or results, and/or have no clear objectives and a plan for data use. The Recipient may conduct special studies, such as internal

¹⁷ The latest list of Standard Indicators will be provided by AOR after the awards is signed

*The templates will be provided by AOR after the award is signed



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evaluations¹⁸, formative assessment, and baseline and endline surveys, as deemed necessary. The studies shall be planned and their purposes, methods, and intended use of the findings and recommendations be precisely described in a relevant section of the MEL plan. The study concept/protocol and the scope of work or terms of reference of the study team should be shared with the AOR and AOR clearance shall be obtained prior to implementation.

At any time of award, USAID/CA may conduct one or more evaluation(s), either by USAID staff and/or a third party external to USAID and the Recipient, as deemed appropriate. This is mainly to generate strategic information and learning opportunities that can inform program management and to strengthen current programming and/or to support design of future activities; measure progress and/or achievement of intended/unintended higher level outcomes; and account for the investments and demonstrate their effectiveness and/or impact. The Recipient must work closely with and provide essential support to USAID and/or external evaluators as requested.

Learning

The Recipient shall concisely describe the plan for adaptive learning in the MEL plan. This section shall explain the activity's approach to learning from monitoring data, evaluation findings (if applicable), data presentation, and other learning activities, and how it will be adapted in response to new learning and knowledge, especially how the lessons can be applied to the USAID program cycle. Learning also includes creating case studies, best practices, and communications pieces to share internally to USAID and externally to partners and stakeholders.

The anticipated learning needs are as follows:

- Verify and periodically update information on the contexts associated with risk of exposure to VE ideas and groups. This includes monitoring for new information regarding geographic concentrations of VE exposure risk ("at-risk communities"), taking into account different manifestations of VE (e.g., nationalist and ethno-nationalist violence) and assessing the impact on VE exposure risks in a given context of the reintegration of FTF returnees;
- Analyze available information regarding VE recruitment and mobilization of Central Asian nationals, including in relation to migration and online settings, to inform interventions and particularly risk-awareness raising component
- Monitor and periodically update analysis on selection of vulnerable families and individuals for programming; and
- Build feedback loop(s), such as mini-surveys between the implementer and stakeholders for occasional reality checks and programmatic adjustments.

8. Electronic Payments System

1. Definitions:

- a. "Cash Payment System" means a payment system that generates any transfer of funds through a transaction originated by cash, check, or similar paper instrument. This includes electronic

¹⁸ Either by the Recipient's or Sub-Recipient's staff or outsourced Recipient or consultant. See definition in ADS 201.

*The templates will be provided by AOR after the award is signed



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payments to a financial institution or clearing house that subsequently issues cash, check, or similar paper instrument to the designated payee.

- b. “Electronic Payment System” means a payment system that generates any transfer of funds, other than a transaction originated by cash, check, or similar paper instrument, that is initiated through an electronic terminal, telephone, mobile phone, computer, or magnetic tape, for the purpose of ordering, instructing or authorizing a financial institution to debit or credit an account. The term includes debit cards, wire transfers, transfers made at automatic teller machines, and point-of-sale terminals.
2. The Recipient agrees to use an electronic payment system for any payments under this award to beneficiaries, subrecipients, or implementing partners.
3. Exceptions. Recipients are allowed the following exceptions, provided the Recipient documents its files with the appropriate justification:
 - a. Cash payments made while establishing electronic payment systems, provided that this exception is not used for more than six months from the effective date of this award.
 - b. Cash payments made to payees where the Recipient does not expect to make payments to the same payee on a regular, recurring basis, and payment through an electronic payment system is not reasonably available.
 - c. Cash payments to vendors below \$3000, when payment through an electronic payment system is not reasonably available.
 - d. The Recipient has received a written exception from the Agreement Officer that a specific payment or all cash payments are authorized based on the Recipient’s written justification, which provides a basis and cost analysis for the requested exception.
4. More information about how to establish, implement, and manage electronic payment methods is available to Recipients at <http://solutionscenter.nethope.org/programs/c2e-toolkit>.

9. Police and Prisons

Under this award, assistance may not be used to provide training, advice, or any financial support for police, prisons, or other law enforcement forces.

10. Implementation Principles and Guidance

Gender and Social Inclusion

Gender issues are key to the achievement of USAID’s strategic plans and Development Objectives, and the Agency strives to promote gender equality in which both men and women have equal opportunity to benefit from and contribute to economic, social, cultural and political development; enjoy socially valued resources and rewards; and realize their human rights.



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Sustainability

Sustainability is a core part of U.S. global development policy and USAID's reform agenda. The applicant's approach to sustainability of the proposed activity is, therefore, a key consideration for USAID. The activity is expected to build the institutional capacity of key CVE stakeholders, to foster partnership and to introduce tools and mechanisms in a manner that these will continue to develop beyond the timeframes and scope of this activity.

Youth

It is critical to include youth throughout the entire program cycle to better respond to their needs and preferences and cultivate this growing potential within the context of the proposed interventions. The Activity must ensure that appropriate interventions, choices, and incentives for meaningful and inclusive youth participation are integrated throughout programming. USAID's policies on Youth in Development must be mainstreamed throughout the activity.

Inclusion of Vulnerable Groups

The inclusion of vulnerable ethnic minorities, persons with disabilities and the elderly are a critical aspect of the activity. Applicants should address their approach to increasing the awareness, inclusion and representation of minorities, persons with disabilities and other disenfranchised groups in activity interventions.

Flexible and Adaptive Programming

USAID recognizes the importance thinking critically and shifting strategic decisions to respond to emerging development challenges. This activity should maintain the flexibility and adaptability to ensure responsiveness to evolving local dynamics and to take advantage of opportunities, as well as mitigate challenges in a timely and effective manner. This will require a management approach that regularly reassesses the operating environment in target countries and adjusts program planning and implementation as necessary. The activity will be flexible enough to be able to adapt to changing circumstances and respond with different approaches as well as different types of funding or unanticipated shifts in level of funding, as needed.

[END OF SECTION F]

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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

For questions, please refer to Section D of this NOFO.

2. Acquisition and Assistance Ombudsman

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

<https://www.usaid.gov/work-usaid/acquisition-assistance-ombudsman>

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

[END OF SECTION G]

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SECTION H: OTHER INFORMATION

1. Award

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

2. Applications with Proprietary Data

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

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

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

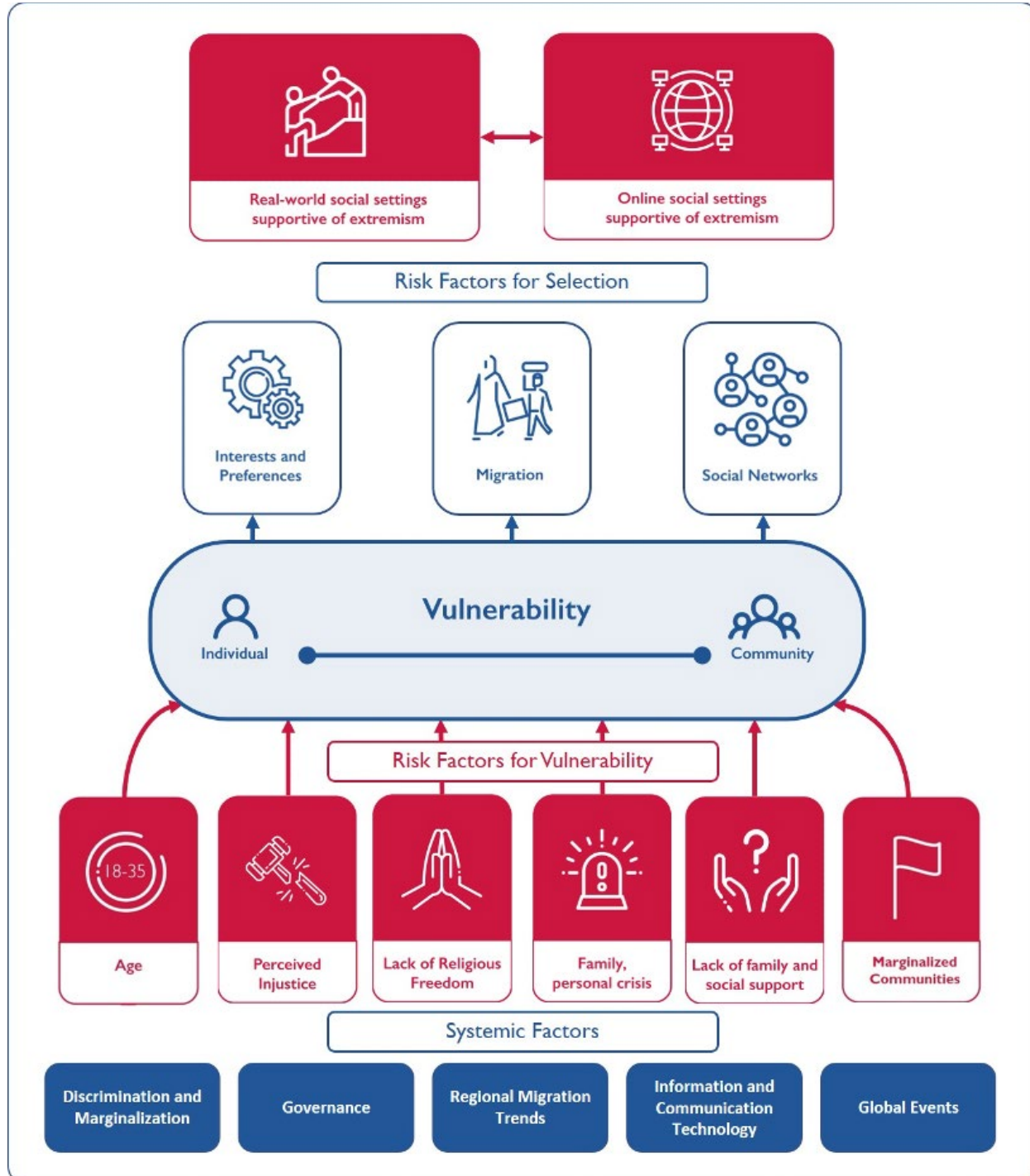
“Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application.”

[END OF SECTION H]

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ANNEX 1. CASSS VIOLENT EXTREMISM RISK FRAMEWORK



[End of Annex 1]



ANNEX 2 - SUMMARY BUDGET TEMPLATE

Item #	Cost Category	Year 1	Year 2	Year 3	Year 4	Year 5	Total in US Dollars
1.	Salaries and Allowances						
2.	Fringe Benefits						
3.	Travel and Transportation						
4.	Equipment & Supplies						
5.	Subawards						
6.	Grants to Local Organizations						
7.	Other						
8.	Total Direct Charges						
9.	Indirect Charges						
10.	Total Estimated USAID Amount						

Note: Your organization should submit its summary budget in the above summary budget template. You must also submit the detailed budget for each of the cost categories with the accompanying budget narrative.

[End of Annex 2]



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ANNEX 3 - STANDARD PROVISIONS

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

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

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

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



X		RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
	X	RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
X		RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
X		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
	X	RAA25. PATENT REPORTING PROCEDURES (NOVEMBER 2020)
	X	RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
X		RAA27. DEFENSE BASE ACT (DBA) WORKERS' COMPENSATION INSURANCE FOR PROCUREMENT CONTRACT (DECEMBER 2014)
X		RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
		RAA29. RESERVED
	X	RAA30. PROGRAM INCOME (AUGUST 2020)
	X	RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020) RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020) RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012) RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
X		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
X		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)



X		RAA8. SUBAWARDS (DECEMBER 2014)
X		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
	X	RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
X		RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
	X	RAA12. PATENT RIGHTS (JUNE 2012)
X		RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	X	RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)
	X	RAA 15. COST SHARE (JUNE 2012)
	X	RAA16. PROGRAM INCOME (AUGUST 2020)
	X	RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
X		RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
X		RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
X		RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	X	RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
	X	RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
X		RAA28. DEFENSE BASE ACT (DBA) WORKERS' COMPENSATION INSURANCE FOR PROCUREMENT CONTRACT (DECEMBER 2014)
X		RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
		RAA30. RESERVED
	X	RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

[End of Annex 3]