



USAID | JORDAN

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Subject: Request for Applications (RFA) Number: RFA-278-13-000002
Community Engagement Project

Ladies and Gentlemen:

The United States Agency for International Development (USAID) Mission in Jordan is seeking applications for Assistance Agreements for funding to support a program entitled “Community Engagement Project”. The authority for the RFA is found in the Foreign Assistance Act of 1961, as amended. Please refer to the Program Description for a complete statement of goals and expected results.

While for-profit firms may participate, pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments such as cooperative agreements. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the grant program and are in accordance with applicable cost standards (22 CFR 226, OMB Circular A-122 for non-profit organizations, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for-profit organizations), may be paid under the Cooperative Agreement.

Applicants under consideration for an award that have never received funding from USAID will be subject to a pre-award audit to determine fiscal responsibility, ensure adequacy of financial controls and establish an indirect cost rate.

Award will be made to that responsible applicant(s) whose application(s) best meets the requirements of this RFA and the selection criteria contained herein. Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an application.

This RFA and any future amendments can be downloaded from <http://www.grants.gov>. Select “Find Grant Opportunities,” then click on “Browse by Agency,” and select the “U.S. Agency for International Development; and search for this RFA. In the event of an inconsistency between the documents comprising this RFA, it shall be resolved at the discretion of the Agreement Officer.

Applicants should also note that the documents listed in this RFA under “Other Information” are intended only as sources for background information that may be helpful to applicants, but are not a part of this RFA. All guidance included in this RFA takes precedence over any reference

documents referred to in the RFA. Any clarification questions concerning this RFA should be submitted in writing to Ms. Arwa Ghanma via email at aghanma@usaid.gov by the date listed above. If there are problems in downloading the RFA from the Internet, please contact the Grants.gov help desk at 1.800.518.4726 or support@grants.gov for technical assistance.

For purposes of this RFA, the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer".

The applicant shall submit applications in electronic copy format only as described in Section IV. The application process will be performed in two phases. There will be a short written application phase and three to five successful applicants from this phase will be invited to present their application in person at USAID/Jordan at the oral presentation phase.

Applications must be received by the closing date and time indicated at the top of this cover letter. Late applications will not be considered for award. Applications must be directly responsive to the terms and conditions of this RFA. Telegraphic or fax applications (entire proposal) are not authorized for this RFA and will not be accepted.

Thank you for your interest in USAID/Jordan programs.

Sincerely,



Bruce F. McFarland
Agreement Officer

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SECTION I – FUNDING OPPORTUNITY DESCRIPTION

(1) Program Description

A. PURPOSE

The purpose of the Community Engagement Project is to strengthen community engagement in the context of regional volatility and transitions associated with domestic policy reform, economic conditions and demographic changes. Three sub-purposes support the purpose:

- Expand NGO, community organization, professional association and government efforts to build resilience and address cohesion-related challenges;
- Increase civil society-government-private sector cooperation in building resilience and addressing cohesion-related challenges; and
- Strengthen capacity relevant to community cohesion.

For the purpose of this project, resilience is defined as “the ability of people, households, communities, countries and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.”

Cohesion is defined as “the ability of communities to recognize the value and respect the rights of all community members, regardless of gender, age, religious affiliation, or ethnic origin; and to act cooperatively and inclusively in meeting challenges and taking advantage of opportunities.”

B. BACKGROUND

1. Statement of Challenges and Opportunities

Jordan is a middle-income country with a population of around 6 million people. Despite a paucity of natural resources and economic crisis and its location in a politically volatile region, it has long managed to maintain stability and offer the large majority of its people a reasonable standard of living. Over the past two years, however, its ability to sustain this performance has come up against an increasingly stiff set of challenges.

Jordan’s poverty rates fell from 9.8 percent in 1997 to 6.1 percent in 2006, due in part to income gains resulting from GDP growth at the time but also as a result of Government of Jordan (GOJ) actions to subsidize essential commodities such as food and fuel. Unfortunately, these hard won gains have since been lost. Slippage is largely attributable to global economic slowdown which led to sharp reductions in the demand for Jordanian exports and negatively affected Jordan’s tourism industry, the second largest contributor to the country’s GDP. Economic conditions were exacerbated when the country was forced to import high-cost oil because of disruptions to the supply of relatively cheap natural gas from Egypt. The economy has yet to recover from these dual shocks. Poverty is currently estimated at 13 percent.

Although the official percentage of unemployment is at 13 percent, however, unemployment could be as high as 40 percent in the general workforce and as high as 60 percent among the workforce under the age of 35. Notably, approximately 70 percent of the entire population is under the age of 35.

Calls for greater freedom across the Arab world have increased domestic pressure on the GOJ to speed the pace of reforms to improve economic conditions, strengthen democratic and good governance practices, and reduce perceived high levels of public corruption. While the planned reforms promise to position Jordan for longer-term growth and stability, they can sometimes create uncertainty and hardship over the shorter-term. Political reforms, for instance, can empower many and, at the same time, threaten those with a stake in the status quo. Economic reforms, particularly subsidy reductions which are critical to increasing the efficiency and competitiveness of the economy, can leave significant key populations feeling vulnerable, especially during the transition period before the benefits of reform begin to take hold.

Jordan is also confronted with challenges associated with unrest in Syria. Perhaps most significantly, more than 200,000 Syrians have fled violence in their own country for the safety and protection afforded within the Jordanian borders. As the crisis nears the end of its second year, Jordanians in host communities have lost jobs to Syrians who have lower wage expectations; experienced increased housing costs as demand for housing goes up; and suffered the strains of sharing a social service system ill-equipped to absorb a spike in client numbers.

There is a growing concern for the impact that the multiple stresses are having on women and children, with anecdotal evidence indicating that gender-based violence, female and child trafficking and other forms of exploitation are increasing.

The confluence of both domestic and regional challenges provides a unique opportunity for the GoJ to demonstrate its continued commitment to responding to citizen concerns; and for the Jordanian people to pull together in the common cause of maintaining a peaceful, prosperous and vibrant nation. Jordanians and their government are rising to challenges with a reform agenda focused on deepening the country's democracy and building a more competitive economy. Particularly relevant to this project are reforms and policies geared toward building a more inclusive, more participatory political system; helping youth live more productive lives; empowering women; and promoting democracy at the municipal level.

2. Relationship to the USAID Strategy and US Foreign Policy Objectives in Jordan

A constructive actor in a volatile part of the world, Jordan is a critical partner to the United States in countering terrorism and promoting Middle East peace. Maintaining our strong partnership with Jordan and supporting the country's economic reform plans in addition to U.S. foreign policy interests.

USAID is contributing to Jordan's development and USG foreign policy interests through a 2013 to 2017 Country Development Cooperation Strategy (CDCS) that has a stated goal of supporting "prosperity, accountability, and equality for a stable, democratic Jordan."

The Community Engagement Project directly supports both USG foreign policy interests and the USAID CDCS. It will contribute to Jordan's continued stability and economic reform plans and U.S. foreign policy interests by supporting the on-going efforts of the Jordanian government, civil society actors and communities to maintain and strengthen cohesion. It will specifically support two "Intermediate Results" (IRs) and constituent sub-IRs under Development Objective (DO) 2: "Democratic Accountability Strengthened" of the CDCS results framework:

- IR 2.1: Accountability of, and equitable participation in, political processes enhanced
 - Sub-IR 2.1.4: Local governance made more participatory, representative, accountable and effective
- IR 2.3: Civil society engagement and effectiveness increased
 - Sub-IR 2.3.2: Opportunities for meaningful civic engagement enhanced, especially for youth, women and other marginalized groups

Because the project will respond to challenges identified by target communities, which could range from employability and income generation issues to quality of public services and gender equality concerns, the project will also contribute to the results framework, and facilitate the provision of resources from, project supported under other USAID DOs. Below are the elements of USAID's results framework, in addition to the DO 2 elements indicated above, where intersects are most likely to occur:

- DO 1: Broad-based, Inclusive Economic Development Accelerated
 - IR 1: Private Sector Competitiveness Increased
 - Sub IR 2: access to finance increased, especially for women
 - IR 2: Workforce Development and Opportunities for Vulnerable Groups Increased, Especially for Women and Youth
 - Sub IR 2: Entrepreneurship opportunities promoted, especially for women in the small and medium enterprise sector;
 - Sub-IR 4: Community economic development enhanced
 - Sub-IR 5: Gender- and age-based legal and regulatory barriers to economic resources and rights reduced
- DO 3: Essential Service to the Public Improved
 - IR 1: Use of Integrated Family Planning and Reproductive Health Services Increased
 - Sub IR 1: Access to, and quality of, family planning and reproductive health services increased
 - IR 2: Quality of Education Services Increased
 - Sub IR 2: Learning environment improved
 - Sub IR 3: Relevant education services for vulnerable youth increased
 - IR 3: Accountable, Sustainable Management of Water Resources Increased

- Sub IR 2: Resources utilized and allocated more efficiently
- Special DO: Gender Equality and Female Empowerment Enhanced

A significant portion of interventions pursued under the project will advance the Agency's goal under its *Gender Equality and Female Empowerment Policy* of reducing gender disparities and increasing the capability of women and girls to realize their rights and influence decision-making in households, communities and society at large. These same interventions will contribute similarly to the goals of the *U.S. National Action Plan on Women Peace and Security* and the Secretary of State's Policy Guidance on *Promoting Gender Equity*.

3. Relationship to Government of Jordan and Other Jordanian Priorities

The GoJ recognizes the need to address local level service concerns and is in the process of implementing substantial reforms to address citizens' concerns and grievances. The three-year Governorate Development Plan, led by the Ministry of Planning and International Cooperation (MOPIC) and developed in collaboration with local and national stakeholders, aims to stimulate economic development at the local level in ways that take into account local needs and deliver tangible improvements in citizen livelihoods. The Plan is part of a broader decentralization effort to empower local decision-makers to identify and address local priorities by strengthening the capacity of the decision-makers to: (a) engage with local constituencies and effectively communicate citizen interests upward through governorate-level planning processes; and (b) provide resources to address key priorities at the governorate level through a Governorates Development Fund.

MOPIC is also implementing the Enhanced Productivity Program (EPP) aimed at improving the living conditions of the poor communities and individuals, and enhancing their economic opportunities. In addition to providing small grants for income generating projects and providing essential physical and social infrastructure services, the program supports capacity building of community-based organizations to help them better address local needs.

As part of the long standing partnership between Jordan and the United States, the USAID/Jordan Mission CDCS was developed to support the implementation of key GoJ reforms. The Community Engagement Project's development of a community-based rapid response mechanism will enable the GoJ to engage communities and respond to concerns at the grass-roots level.

4. Complementarity with Other Donor Efforts

Governorate-focused efforts to address capacity constraints are supported mainly by the European Union. Technical assistance efforts target selected municipalities where the disconnect between citizen demands and municipal performance is weakest. Support is aimed at strengthening the regional development management structures, reducing regional

disparities in social and economic development, increasing citizen participation in decision-making at the local level, and reinforcing cooperation between local authorities and local non-state actors to stimulate economic development.

Other related donor support includes the Kuwait Fund for Arab Economic Development which is providing funding for MOPIC's Enhanced Productivity Program and the Governorate Development Fund. Furthermore, considering the refugee situation in Jordan, various NGOs and international agencies are conducting extensive relief work in the camp with possible plans of extending their work outside to host communities.

It will be crucial for the Recipient to maintain constant coordination and dialogue with the various donors working in Jordan on community development. This is necessary to avoid duplication, assist in information gathering that will be of value when identifying project activities, and leverage project resources by facilitating linkages between communities and other donor resources.

C. PROJECT OVERVIEW

1. Project Purpose, Sub-purposes and Approach

The project purpose is to strengthen community engagement in the context of regional volatility and transitions associated with domestic policy reform, economic conditions and demographic changes.

The purpose will be supported through the achievement of three sub-purposes:

- Expand NGO, community organization, professional association and government efforts to build resilience and address cohesion-related challenges;
- Increase civil society-government-private sector cooperation in building resilience and addressing cohesion-related challenges; and
- Strengthen skills and build other capacity relevant to community cohesion.

The project has three components that correlate directly with the three project sub-purposes: a grants-making component; a component to develop platforms (called Fora for the purposes of the project) for government-civil society engagement and cooperation; and a skills-building component.

The grant-making component will sometimes operate independently from the Fora development component. This will especially be the case in the beginning of the project when the project is expected to get activities up and running quickly, the Fora are not yet in place, and civil society organizations and (through in-kind grants) government agencies are best able to facilitate a rapid project start-up. It will also be the case through the remainder of the project as there may be: *(i)* issues that NGOs are willing to deal with that communities are not yet able to openly recognize, such as gender-based violence; *(ii)* activities that are relevant to

multiple targeted communities but that all communities have not prioritized; or (iii) other reasons to use the grant-making mechanism outside of the Fora development component. As Fora evolve, however, there will be closer links between components one and two as many of the community-identified projects will be implemented through grants. (Other community-identified projects, for instance, the construction or rehabilitation of infrastructure, may be implemented through contracts with local firms.)

The skills-building component is intended to strengthen activities under both components one and two as well as, on a more limited basis, strengthen the broader capacity to promote cohesion and resilience.

Illustrative indicators of project success include, but are not limited to:

- # of vulnerable people benefitting from USG-supported services and infrastructure, disaggregated by gender, geographic region (governorate) and type of service or infrastructure;
- Scores on annual perception survey that measures four to six indicators of cohesion and resilience. Illustratively, these indicators could include, but are not limited to, perceptions related to:
 - Government performance;
 - Societal relations;
 - Social well-being;
 - Optimism in the future.

2. Project Components

a. Component One: Grants to Non-Governmental Organizations and In-Kind Support to Government

The objective of Component One is to expand the efforts of NGOs, community organizations, professional associations and government to build resilience and address cohesion-related challenges.

The objective will be achieved through:

- i. Grants to NGOs, community organizations, professional associations, media outlets, businesses and community networks for activities that promote cohesion, mitigate or resolve community stressors, encourage greater tolerance, and otherwise strengthen the fabric of society. Special efforts will be made to reach out to organizations working on behalf of youth, women and vulnerable populations. This is in recognition of the negative impact alienated youth can have in a society as well as the constructive role an engaged youth population can have; and takes note of

the literature that correlates stable societies with societies that respect women's and other human rights.

The Recipient will award grants through a continuous application processes. Activities supported under the grants will be focused on one or more project-targeted communities. There may, however, be instances in which NGOs seeking to have a national-level impact are supported. It is anticipated that grant amounts will range from \$500 to \$50,000, however, higher level grants are possible.

Beyond making individual grants, the Recipient will be charged with facilitating networks of like-oriented organizations through electronic media, annual conferences to discuss lessons learned and shared concerns, and other appropriate communications-coordination mechanisms.

The Recipient will also be expected to link organizations to other USAID projects when appropriate. For instance, organizations that might benefit from institutional strengthening would be referred to the Democracy and Governance Office's planned civil society development project. Organizations engaged in supporting youth will be brought into the orbit of the Education Office's on-going and planned youth projects. Organizations helping to empower or protect women will similarly be linked to the Program Office's planned gender project, and so forth.

The project will support a wide range of grants that will feed into cohesion, mitigate or resolve community stressors, encourage greater tolerance, and otherwise strengthen the fabric of society.

The following includes, but is not limited to, illustrative of the sorts of activities the project would support through grants:

- Youth clubs, sports leagues, youth counseling/mentoring programs, and activities to engage youth civically.
- Activities to increase women's participation and representation in political processes, combat gender-based violence and human trafficking, and empower women to take on issues related to strengthening families, communities and community cohesion.
- Activities to encourage community or community-municipality inter-action and cooperation, such as community clean-up/trash collection exercises, group-guaranteed lending schemes, and community efforts to improve schools, health and nutrition services, etc.
- Dialogue platforms within communities, inter-faith exercises, and constructive advocacy in favor of human rights and an inclusive, non-discriminatory society.

ii. In-kind support to government.

This sub-component of the project anticipates that there will be instances in which government will require technical assistance or other support to develop and/or implement activities relevant to the project goal for which expertise or funds are not available.

The following includes, but is not limited to, illustrative of the types of in-kind support the project might provide:

- Technical assistance and other support for the development and broadcast/dissemination of a media campaign to help explain a contentious policy to the public.
- Technical assistance and other support to organize and host a national conference or a series of regional conferences to gather civil society input and/or build a national consensus on a topic relevant to national or regional amity.
- Technical assistance and other support relevant to interacting with, or responding to, NGOs being supported under the sub-component above.

Over the life of the project, USAID expects that approximately 20 percent of project resources will be directed toward Component One activities. This excludes grants and in-kind support that will be made in support of Component Two.

Illustrative performance indicators include, but are not limited to:

- # of NGOs receiving USAID support, disaggregated by topic of support and amount of funding dedicated to each topic, e.g. increasing the ability of youth to live productive lives, female empowerment, improved community-municipal relations; reinforcing constructive interaction within Jordanian communities (there may be times when an activity fits more than one category)
- # of NGOs participating in one or more networks of NGOs dealing with gender topics
- # of workshops supported to strengthen collaboration among like-oriented organizations
- # of government media campaigns supported to increase citizen understanding of government policies
- % of participating NGOs meeting 80 percent of performance targets, disaggregated by topic of support
- % of NGO and government activities contributing to indicators under other DO frameworks
- Level of funding leveraged on behalf of communities outside of the Community Engagement Project.

b. Component Two: Community Engagement

The objective of Component Two is to increase civil society-government-private sector engagement and cooperation in addressing challenges at the community level. The component is expected to have corollary benefits with regard to increasing government transparency and accountability; and building recognition among citizens of their own responsibilities and capabilities in transforming their communities.

The component builds on experience gained under the Millennium Challenge Corporation-sponsored, USAID-managed Local Government Development Program (LGDP). According to the end-of-project evaluation of the LGDP, “Government-citizen joint planning and discussion were heretofore virtually unheard of in Jordan, but universally embraced by all stakeholders once they were equipped with the types of methods and skills provided through the LGDP.” The evaluation highlighted the “increased use of participation methods in the interface between citizens and local government” as a high-yield activity meriting further support and noted the approach could be particularly important for engaging youth.

Under the component, the Recipient will provide technical assistance and other support leading to the establishment of Fora in communities that will be identified jointly by USAID, the GoJ and Recipient. Fora will bring together municipal officials with community leaders drawn from civil society, the business community, religious institutions, tribal structures, youth organizations, politics and government. There should be significant if not equal participation of women in each Fora.

Fora will serve as:

- Platforms for dialogue around community challenges, opportunities, needs and development;
- Mechanism for joint government-civil society identification, planning and implementation of projects to address challenges and needs, take advantage of opportunities and promote development.

It is expected that Fora will begin as informal gatherings of municipal officials and community leaders tasked with doing a rapid SWOT (strengths, weaknesses, opportunities, threats) analysis of cohesion in their communities; and identifying and prioritizing projects that would address relevant challenges and/or maximize relevant opportunities. The Recipient will facilitate this process and, for communities that complete the process, support the implementation of one or more of prioritized projects.

The project should propose the amount of funding available for each community to decide how best to spend. Communities will decide themselves whether to support one big project or several smaller projects with the amount of funding made available, as long as the projects are within the parameters of criteria that will be pre-defined by the project and consistent with the project goal and with USAID regulations. The project

needs to make more than the specific amount available to communities that are willing to match USAID on a 1:1 basis for funding over the fixed amount. The fixed amount will vary based on the size of the community. Matches can be in the form of cash, labor, materials or other in-kind support.

It is expected that, over time, with the help of the Recipient and the experience of working together on the initial project(s), the informal organizations will be formalized into Fora. Each Forum will develop a charter specific to its community. The charter will describe roles and responsibilities of the Forum, set forth the structure of the Forum, establish how the Forum will be governed, indicate how often the Forum will meet, and include mechanisms for outreach to the broader community population.

The Recipient will help Fora to:

- Develop charters;
- Identify, develop, implement and monitor community projects beyond the initial stage projects;
- Consider topics that might not naturally come up in community discussions, such as gender-based violence and child abuse;
- Develop a core set of skills, including general and financial management, procurement, community mobilization, building constituencies for reform, and so forth;
- Develop a core set of tools, such as community profiles, community development and monitoring plans, and an inventory of active donor projects;
- Develop an early warning network that will identify and initiate discussion/action on emerging sources of tension and track progress in addressing tensions; and,
- Become “gateways” for other USAID projects, other donor projects and initiatives of the GOJ.

In helping Fora to identify, develop, implement and monitor future projects, the Recipient will avoid undertaking activities another project can support unless it is doing so in a rapid-response mode, using the activity to build community cohesion, bringing some other special characteristic to the activity, or the other project lacks the funds or capacity to reach into the targeted community. The Recipient, will instead, whenever possible seek to link the Fora to other sources of support, either from USAID, other donors, the GoJ, the private sector or other. This approach will help the project to leverage its limited resources and help Fora develop the “fund-raising” skills that will be essential to their long-term sustainability.

Additionally, to further strengthen Fora, the Recipient will build a Fora network. It will do so by:

- Organizing an annual meeting of participating Fora to share lessons learned and to identify common areas of interest;
- Promoting Fora-to-Fora peer-mentoring arrangements; and
- Facilitating other means of regular contact between and among Fora such as email list services, website chat rooms, etc.

For the purposes of the project, communities are defined as Class C municipalities and sub-divisions of Class B and Class A municipalities. It is anticipated that the project will support the development of Fora in approximately nine communities. The communities will be spread across three governorates, two governorates in the north and one in the south, with three communities in each governorate.

Over the life of the project, USAID expects that approximately 60 percent of project resources will be directed toward Component Two activities. A significant portion of Component Two resources, however, are likely to be in the form of grants to civil society or in-kind support to government and programmed through mechanisms established under Component One.

Illustrative performance indicators include, but are not limited to:

- # of rapid-response project completed, disaggregated by on-time and on-budget; and by type of project, e.g., in support of women, in support of youth;
- % of communities supported that have fora achieving a mixed score against a matrix of performance indicators, such as regular meetings held, community development plan in place and status of implementation, level of municipal-community-private sector participation in fora, % of female and youth participation, and so forth;
- Amount of funding leveraged, disaggregated by source, e.g., USAID, other donor, GoJ, private sector, community.

c. Component Three: Capacity Building

The objective of Component Three is to strengthen skills and build other capacity relevant community cohesion.

This component has two sub-components:

- Training and mentorship for governmental and non-governmental actors: The Recipient will collaborate with local training institutions to develop and offer training courses relevant to the project goal. The courses should be developed as part of broader curriculum so that participants can choose to take one course, a limited number of courses or work toward a certificate. The aim will be to make the courses of such value that most participants will want to take advantage of the full

curriculum. Illustratively, the project could train, but not be limited to, the following:

- Civil Society: NGO, religious, business and other leaders will be offered training in community mobilization; mediation; constructive negotiation; anticipating and mitigating conflict, gender and minority sensitization, building on the strengths of a multi-cultural population, and so forth.
- Government Officials: Government officials will be trained on topics such as those indicated for civil society but will also be offered courses in media relations, public education and outreach, building constituencies for reform and so forth.
- Media: Print, electronic and broadcast journalists will be trained in the responsible coverage of controversial issues.

Training could sometimes be specific to a geographic or occupational (e.g., government, civil society or media) group and other times be seen as an opportunity to bring different groups together. It will be both classroom-based and experiential. Mentoring, a training website and other mechanisms for reinforcing training will also be developed.

Training will be developed in partnership and delivered through local institutions. Over time, local institutions should be able to deliver courses with their own staff. Every effort will be made to identify and take advantage of or strengthen relevant training programs being offered elsewhere in the USAID portfolio and by other sources in order to maximize synergies and ensure mutual advantage.

- ii. Development of community media: The project will provide technical assistance, training and equipment to spur the development of community media. Priority will be given to communities participating in Component Two.

Over the life of the project, USAID expects that approximately 20 percent of project resources will be directed toward Component Three activities.

Illustrative performance indicators include, but are not limited to:

- # of training modules being offered vis-à-vis curriculum plan;
- % of training modules being offered by Jordanian training institutions with their own staff;
- # of trainees, disaggregated by gender and home governorate of participant;
- # of certificate holders, disaggregated by gender and governorate;
- Evidence that community members and municipal officials are using skills learned in training.

(2) The authority for this RFA is found in the Foreign Assistance Act of 1961, as amended, and the applicable sections of USAID regulation 22 CFR 226.

(3) Program Eligibility Requirements: Types of entities which may apply are described in Section III.

(4) Award Administration: For U.S. organizations, 22 CFR 226, OMB Circulars, and the Standard Provisions for U.S., Nongovernmental Recipients will apply. For non-US organizations, the Standard Provisions for Non-U.S., Nongovernmental Recipients will apply. Copies of these regulations can be found at the following addresses:

22 CFR 226 - <http://www.ecfr.gov/cgi-bin/text-idx?c=ecfr&SID=9f75d4e10320fd4750035a91400010b3&rgn=div5&view=text&node=22:1.0.2.22.23&idno=22#22:1.0.2.22.23.1.48.1>

OMB Circulars - http://www.whitehouse.gov/omb/circulars_default

Standard Provisions for US NGOs - <http://inside.usaid.gov/ADS/300/303maa.pdf>

Standard Provisions for Non-US NGOs - <http://inside.usaid.gov/ADS/300/303mab.pdf>

(5) Environmental Review:

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204

(<http://www.usaid.gov/policy/ads/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities.

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

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

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

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

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

(6) Gender:

Women often bear the heaviest burden of shocks and stresses and, at the same time, possess enormous individual and collective capacity to help themselves, their families and their communities. The critical role that women play in promoting peace and security is recognized in the USAID Gender Equality and Female Empowerment Policy and the U.S. National Action Plan on Women, Peace and Security.

At the same time, males, especially young males, are more likely to express discontent in violent ways and males in general are often better positioned, because of their status, to lead more constructive engagement processes.

Applicants will be required to:

- Demonstrate their understanding of: (i) the different roles men and women play in maintaining a cohesive society in Jordan; and (ii) the impact that societal challenges have on each gender.
- Describe what actions they will take to help each gender play their idea role and surmount gender-challenges.

Three months after the award of the Cooperative Agreement, the Recipient will be required to submit a full gender analysis and its plan for taking gender into consideration during project implementation. Among topics covered in the plan will be: identification of project-relevant gender challenges and opportunities; a description of how gender considerations will be dealt with in the project; identification of any performance indicators relevant to gender considerations as well as identification of performance indicators that will be gender-disaggregated; targets for female and male participation in relevant activities; and strategies for ensuring high levels of meaningful female and youth participation in project activities.

Please refer to **Section VIII – Other Information**, for additional background information on Gender.

(7) Outreach and Communication

The overall communications messages for this program are:

- Better communications among the diverse populations of a community make the community stronger.
- Conflict can be avoided by clear and open communication.
- Communities can manage the interrelations of their populations well with little external help once good processes are in place.
- The US Government through USAID programs helps Jordanians establish their own healthy communities.

All three components of the project offer opportunities for USG visibility, in terms of branding and marking but also with regard to events and other direct engagement:

- Component One offers opportunities for signing ceremonies and engagement with the NGOs and their target audiences throughout the course of the project;
- Component Two offers opportunities for signing ceremonies and engagement with communities and municipal officials throughout the course of the project;
- Component Three offers opportunities for graduation ceremonies.

All three components offer opportunities for branding and marking either through commodities, small-scale infrastructure and/or print/broadcast/electronic materials.

The AOR, together with the Development Outreach and Communications team, will work with the Recipient to develop a Communications Plan that takes full advantage of the opportunities presented, including use of traditional and social media. The Recipient will appoint a Communication Specialist for the development and implementation of the outreach and communication plan.

SECTION II – AWARD INFORMATION

USAID/Jordan expects to award one Cooperative Agreement based on this RFA to the responsible applicant whose application offers the best value to the U.S. Government. Subject to the availability of funds, USAID/Jordan intends to provide approximately \$50,000,000 to be allocated over a period of five years with an anticipated start date of April 2013. This program will be implemented through a phased approach. The first phase is budgeted at \$21,000,000 for a period of three years. The second phase is for \$10,000,000 (may be made available within the first three years), and the third phase is a \$19,000,000 two-year extension. These phases may be made available contingent upon project progress toward meeting the project purpose and sub-purposes and the Recipient's performance. The availability of these phases is based on the foreign policy interests of the US Government and the decision to implement these phases is therefore solely at the discretion of the Agreement Officer (AO).

The Recipient must be aware of the importance of coordinating this program with other USAID Mission programs and US foreign policy objectives and the rapidly changing environment within which this program will operate. USAID will be substantially involved during the implementation of this Cooperative Agreement in the following ways:

1. Approval of the recipient's implementation plans.

- Approval of initial and annual workplans.
- Approval of any amendments to the workplan as a result of the Strategic Planning Sessions.
- Approval of the Monitoring and Evaluation Plan.
- Approval of the Final Report.

2. Approval of specified key personnel.

The following positions have been designated as key to the successful implementation of the program objectives of this Agreement. In accordance with the Substantial Involvement clause of this award, these personnel are subject to approval by the Agreement Officer:

- Chief of Party
- Deputy Chief of Party
- Three other Key Personnel positions to be designated based on the successful applicant's proposed structure

3. Agency and recipient collaboration or joint participation.

- a. USAID staff participation in grant review, selection and concurrence on the substantive provisions of those grants.

USAID staff will actively participate in grant review, selection and concurrence on the substantive provisions of all grants. USAID will concur on the scope of each grant, the awardee, and the documentation. To facilitate concurrence, the recipient will design a one to two-page cover note that indicates grant purpose, justifies it vis-à-vis the Community Engagement Project purpose, summarizes the results of the recipient's review (including an environmental, gender and sustainability review), and identifies linkages to any other sources of funding. USAID will also advise on identification, development and implementation of specific activity interventions and geographic areas of program engagement. USAID may also request ad hoc reports on activity development and implementation.

b. Participation in identifying communities.

USAID, with input from the GoJ, will participate in the selection of project-supported communities. USAID will also advise on the identification, development and implementation of specific activity interventions. USAID may also request ad hoc reports on activity development and implementation.

c. Approval of the recipient's monitoring and evaluation (M&E) plans.

Within 60 days of signing the agreement, a draft Monitoring and Evaluation plan shall be submitted to the AOR for review. This plan shall be coordinated with the overall Mission's M&E Guidelines. The plan should be updated and resubmitted for USAID approval when the project enters new geographic areas.

d. Approval of recipient-developed grants management manual and Fora development manual.

Within 90 days of signing the agreement, a draft Grants Management Manual shall be submitted to USAID for approval. The manual will guide applicants in the application process and familiarize grant recipients with project implementation, monitoring and other procedures. Within 120 days of signing the agreement, a draft Fora Development Manual shall be submitted to the AOR for review. The manual should introduce intended Fora participants to the Fora concept, provide templates for key organizational and planning documents (emphasizing that the templates are only models for Fora to use as starting points, offer tools to promote good governance and broad-based participation, and share best practices from other countries.

e. Agency monitoring to permit special kinds of direction or redirection because of interrelationships with other USAID projects and alignment with US foreign policy objectives.

USAID will monitor program implementation to ensure activities are supporting

strategic objectives, to share best practices and capture lessons learned. This monitoring will be conducted through the quarterly work plans, related program meetings, the M&E System, the Environmental Compliance System, and through site visits (conducted by USAID and other USG personnel). USAID may establish a third party M&E instrument to assist USAID in monitoring this program. The Recipient must cooperate with this M&E partner within the guidelines of the Mission's M&E plan.

The AOR may request additional ad hoc reporting to facilitate coordination among USAID Mission programs and rapidly evolving situations. The Recipient must be sensitive to the critical nature of the Mission's information requirements under this program.

4. Agency authority to immediately halt a construction activity.

USAID retains the authority to immediately halt any construction undertaken under this program.

For purposes of this program, "construction" means: construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration and refurbishment. The term includes, without limitation, roads, power plants, buildings, bridges, water treatment facilities, and vertical structures.

Any construction activities undertaken under this Cooperative Agreement will be expressly stated and approved in the Agreement and explicit in the budget.

SECTION III – ELIGIBILITY INFORMATION

- (1) Eligible Entities:** Applicants who are eligible to apply are US, international or national organizations, faith-based and community organizations, or educational institutions, who are able to respond in person through oral applications and be able to mobilize in a very short period of time.

To be eligible for award of a Cooperative Agreement, in addition to other conditions of this RFA, organizations must have a politically neutral humanitarian mandate, a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.

Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all sub-awards issued under this Cooperative Agreement.

- (2)** USAID encourages applications from potential new partners.

- (3)** A cost sharing of 10-15% is suggested. This could be achieved through encouraging volunteerism and contributions from local communities, the private sector and other sources. USAID sees cost sharing under this program as an opportunity to engage local communities and organizations and to secure deeper levels of commitment.

Criteria for cost sharing can be found under 22 CFR 226.23.

- (4)** The successful applicant must be able to establish an active ground presence in the targeted communities within two weeks of award of the Cooperative Agreement.

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

All questions relating to this RFA should be submitted to Ms. Arwa Ghanma at aghanma@usaid.gov via email no later than the due date and time for questions shown on the cover page of this RFA. Unless otherwise notified by an amendment to the RFA, no questions will be accepted after this date. Applicants must not submit questions to any other USAID staff.

Applicants are expected to review, understand, and comply with all aspects of this RFA. Failure to do so will be at the applicant's risk.

There will be two phases to the application process. The first phase is an Initial application phase consisting of a short written technical application and a summary budget. All applications must be in English. The second phase is oral presentations. The best three to five applicants from the initial phase will be invited to present their applications orally in person at USAID/Jordan. This in-person oral presentation is a condition of award as technical discussions will also occur at this stage. After discussions have concluded, the apparently successful applicant will be required to submit final technical and cost applications.

Initial applications shall be submitted electronically at www.grants.gov in two separate parts: (a) initial technical application and (b) Initial cost application, and should be prepared according to the structural format set forth below. Technical applications must not make reference to pricing data in order that the technical evaluation may be made strictly on the basis of technical merit. Applications must be submitted no later than the closing date and time for application submission indicated in the cover letter accompanying this RFA unless the RFA is amended to extend the deadline. Applications, which are submitted late or incomplete, run the risk of not being considered in the review process. Late applications will be considered for award only if the Agreement Officer (AO) determines it is in the Government's interest.

All applications received by the deadline at www.grants.gov will be reviewed for responsiveness to the specifications outlined in these guidelines. Section V addresses the technical evaluation procedures for the applications.

Proprietary Information: Applicants which include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes, should:

- Mark the title page with the following legend: "This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a cooperative agreement is awarded to this applicant as a result of - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting agreement. 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 pages ____; and”

- Mark each sheet of data it wishes to restrict with the following legend: “Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application.”

Initial Technical Application Format

The initial technical application must be organized so that it follows the technical evaluation factors listed in Section V. Applicants are to present detailed information only when required by specific RFA instructions. The initial technical application must not exceed seven pages in length (including graphics and charts but excluding annexes). The pages that exceed this page limitation will not be evaluated. Any additional annexes not required by this RFA will not be evaluated. Applications shall be submitted in Word format, written in English, single-spaced, using Times New Roman font size 12 with each page numbered consecutively, and have at least one inch margins on the top, bottom and sides.

Initial applications must include:

1. Ability for a Rapid Project Start-up (limited to one page)

The applicant must propose a start-up plan of the project which demonstrates the ability to rapidly deploy key personnel and technical staff to support the simultaneous implementation of the technical program and establishment of operations inside the capital and in the field while taking into consideration staff recruitment, training and teambuilding. The plan must demonstrate that Component One grants will be awarded within three months of the cooperative agreement award and Component Two initial projects will be identified within six months of the cooperative agreement award.

Applications which cannot demonstrate the ability to establish an active ground presence in the targeted communities within two weeks of award will not be considered.

2. Key Personnel (limited to one page, excluding resumes)

The applicant must propose individuals for key personnel positions that are highly qualified and are able to fulfill the responsibilities as described below. The staffing plan and its annexes (i.e. resumes) should clearly show how the individuals as well as the proposed staffing mix are appropriate for achieving the program’s objectives and supporting the implementation at all levels. Key personnel must have sufficient managerial as well as technical capacity, expertise and experience to effectively manage and support the overall project and its staff as outlined in the responsibilities below. The applicant must include resumes for all Key Personnel (no longer than 2 pages each) to be included in an annex. Each resume must include three (3) references. The applicant must include a letter of commitment for each Key Personnel in an annex.

The applicant may propose a maximum of five Key Personnel. Of those five positions, the following positions must be proposed and their qualifications must meet or exceed the qualifications described below:

- a. Chief of Party
- b. Deputy Chief of Party
- c. Other proposed Key Personnel

The responsibilities for each position are described below:

a. Chief of Party:

The nature of the program demands strong leadership; program, organizational management and communication skills; and political savvy, particularly as related to the Middle East region. The Chief of Party (COP) has overall responsibility for management of and reporting on the recipient's activities; making key decisions and solving problems in short time frames while ensuring operational and program quality and integrity; and serving as the recipient's first point of interface with USAID on routine and strategic matters.

Qualifications:

- A minimum of ten years of experience supervising complex, fast-paced, politically-oriented field operations in emerging democracies, at least three years of which have been spent in COP or Deputy COP (DCOP) positions, or their equivalents.
- Experience managing or implementing a project that involves grants-making, community engagement, and training.
- Demonstrated experience and knowledge in establishing systems and overseeing project start-up under limited time constraints.
- Experience hiring and supervising host-country personnel and ensuring they acquire the necessary training and skills to meet evolving program needs.
- Advanced degree (Masters or Doctorate) in a related field.
- Prior work in the Middle East is highly desirable.
- Fluency in English is required.
- Proficiency in Arabic is desirable but not required.

b. Deputy Chief of Party:

The skills of the DCOP should complement and not simply duplicate the skills of the proposed COP. USAID/Jordan recommends an individual with strong managerial, administrative, and/or writing skills. The DCOP will report to the COP and ideally will be a highly qualified Jordanian. This person should have at least 12 years of professional experience – if an expatriate, professional experience should be primarily overseas.

Qualifications:

- A minimum of seven years of experience supervising staff in complex, fast-paced, politically-oriented field operations in emerging democracies, at least two years of which have been spent in a senior management position.
- Experience managing or implementing a project that involves grants-making and community engagement.
- Demonstrated experience and knowledge in establishing systems and overseeing project start-up under limited time constraints.
- Experience hiring and supervising host-country personnel and ensuring they acquire the necessary training and skills to meet evolving program needs.
- Bachelor's Degree in a related field required (Master's Degree preferred).
- Prior work in the Middle East is highly desirable.
- Fluency in English is required.
- Proficiency in Arabic is desirable but not required.

c. Other proposed Key Personnel:

Qualifications:

- A minimum of five years of relevant experience in developing countries
- Demonstrated experience in building constructive relationships between government and civil society
- Demonstrated experience in applying participatory methods
- Understanding of Jordanian communities and the Jordanian political system
- Demonstrated experience and knowledge in establishing procedures and systems relevant to the start-up of new grant projects
- Demonstrated experience in conflict mitigation
- A Bachelor's Degree in a relevant field
- Fluency in English and Arabic

3. Past Performance (limited to one page)

Applicants must provide records of relevant past performance that demonstrate evidence of their organizational capacity and relevant technical and managerial resources and expertise to design and implement the described project. This section should include, but not be limited to, the following:

- Evidence of experience in similar community mobilization projects; small grants programs and/or rapid response mechanisms.
- Evidence of experience in working with a broad range of grantees including but not limited to government entities, registered organizations, community-based organizations and informal groups and networks.

- Demonstrated ability to mobilize quickly.

The application shall include an Annex listing of all its contracts, grants, or cooperative agreements involving similar or related programs during the past three years that required the placement of long-term key personnel. The reference information for these awards must include the performance location, award number (if available), a brief description of the work performed, and a point of contact list with current telephone numbers and email addresses.

USAID reserves the right to obtain past performance information from other sources including those not named in the applications.

4. Technical Approach (limited to two pages)

The technical approach must provide a clear and succinct picture of how the proposed program will achieve the outlined objectives, taking into account the evolving dynamics in Jordan and, as relevant, in the Middle East region. It must also include a monitoring plan that adequately evaluates performance and provides information for project planning.

5. Management (limited to two pages)

The overall management approach should demonstrate the applicant's capacity to manage a rapid response project in what, at times, could include politically-sensitive situations. The management approach is encouraged to:

- Include a summary staffing pattern and summary organizational chart which, together, show the totality of positions proposed for all components of the implementation plan, inter-staff relationships and lines of communications.
- Include a narrative that helps explain the staffing pattern and organization chart(s) and describes the advantages of the management approach.

Initial Cost Application Format

The initial cost application must be submitted separately from the initial technical application.

The initial cost application shall consist of a summary budget, in US dollars, which provides a breakdown by major cost element, the anticipated costs under this Cooperative Agreement using Standard Form 424 – Application for Federal Assistance, 424A – Budget Information – Nonconstruction Programs, and 424B – Assurances – Nonconstruction Programs.

The initial cost application will address only phase one of the project (\$21,000,000 over three years).

Oral Presentation

Based on USAID's evaluation of initial applications, only the best three to five applicants will be invited to present their applications orally in person at USAID/Jordan through a PowerPoint presentation. If less than three applicants are found to be technically acceptable, then only those applicants will be invited. USAID/Jordan will provide the conference room and media presentation equipment. The presentation will be made to the Technical Evaluation Committee who will be making their evaluation during the presentation. The Agreement Specialist and the Agreement Officer will also attend. The evaluation criteria will be different than those used for the initial evaluations (see Section V).

The presentation must cover the following areas:

- Technical Approach
- Management and Staffing

The proposed COP and at least one other Key Personnel must attend and be presenters for at least part of the presentation (do not have to be the primary presenters). The applicant is limited to seven attendees and all attendees must be present in person at USAID/Jordan on the date and time specified for the presentation. There will be no conference call-ins for the presentation. The presentation must last no more than one hour to be followed by a two-hour question and answer period/discussions where the applicant will respond to questions related to their presentation as well as to any other questions arising from their initial application.

After the presentation has been evaluated, USAID will continue budget discussions with the apparently successful applicant.

The presentation agenda will be:

- Introductions
- PowerPoint Presentation
- Questions and Answers regarding Presentation
- Discussion Items
- Action Items to Applicant (if any)

USAID intends to schedule presentations within two weeks of receiving initial applications. Applicants should anticipate that the invited applicants will have less than one week's notice of their presentation date.

USAID will provide topics for discussion items based on evaluations of initial applications five days prior to the presentation date.

The presentation must be in PowerPoint format and sent by email to aghanma@usaid.gov two days prior to the first scheduled presentation. The order of presentation among the three to five applicants will be determined randomly by the Agreement Officer.

Content of the Presentation:

Technical Approach:

The content of the technical approach will demonstrate understanding of the Jordanian context and the proposed project. It will outline an approach that:

- Demonstrates how the applicant will build local “ownership” for the project and facilitate Jordanian responses to Jordanian-identified challenges and opportunities. This will include describing the extent to which the project will be implemented in partnership with Jordanian organizations and the rate at which Jordanian organizations will assume increasing responsibility for project development, implementation and monitoring.
- Balances the demand and supply sides of the good governance equation, ensuring that: (a) government’s capacity to respond to needs and opportunities under the project keeps pace with civil society’s ability to articulate its needs and opportunities under the project; and (b) civil society increasingly recognizes its own responsibilities in addressing issues.
- Takes advantage of best practices and experiences in Jordan and elsewhere.

Management and Staffing:

Summarize the Recipient’s capacity to operate efficiently and effectively in all parts of Jordan, its ability to practice the values of community cohesion, equal opportunity and tolerance the project is promoting, and its commitment to working through local, Jordan-based organizations as much as possible.

If the applicant plans to enter into sub-awards to implement one or more activities, the applicant shall submit a management and implementation plan that clearly differentiates the roles and responsibilities of both the applicant and the sub-awarded implementer(s) along with the relevant capacities to fulfill those roles and achieve the goals of the activities.

Final Cost Application Format

After discussions have concluded, the apparently successful applicant will be requested to submit a final cost application in accordance with the following section.

While there is no page limit for this portion, the applicant is encouraged to be concise, but still provide the necessary detail to address the following:

- a. A summary budget: It must provide a breakdown by cost element, by year, for the first three years of the project for the anticipated costs under this Cooperative Agreement.

- b. A detailed budget must be submitted in US dollars for the applicant and all subcontractor/subgrantee for the first three years of the project. It must be in Excel format with unlocked formulas. An accompanying budget narrative must be submitted in Word, text accessible, for the prime applicant and all sub-awardees and must provide in detail the total costs for implementation of the program that the applicant is proposing. The budget narrative must provide detailed budget notes and supporting justification of all proposed budget line items. It must clearly identify the basis of all costs, such as market surveys, price quotations, current salaries, historical experience, etc.

The detailed budget must include:

- The breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;
 - The breakdown of all costs according to each subcontractor/subgrantee involved in the program;
 - The costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
 - The name, position, annual salary, and expected level of effort (in days) of persons charged to the activity. There may be TBD positions, i.e. support staff. Furthermore, 260 days equals one year of labor. Information provided must show work experience and annual salary history for at least the three most recent years.
 - If not included in an indirect cost rate agreement negotiated with the U.S. Government, the applicable fringe benefit rates for each category of employees, and an explanation of the benefits included in the rate;
 - A breakdown of allowances by specific type and by person, and they must be in accordance with the applicant's policies;
 - Travel, per diem and other transportation expenses detailed to include number of trips, expected itineraries, number of per diem days and per diem rates;
 - Separate cost line items for other direct costs such as supplies, communication costs, visas, passports, and other general costs;
 - Potential contributions of non-USAID or private commercial donors to this Cooperative Agreement;
- c. A copy of the latest Negotiated Indirect Cost Rate Agreement (NICRA), for the applicant, if applicable.

If the applicant does not currently have a NICRA from their cognizant agency, the following information shall be required:

- Copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID;
- Projected budget, cash flow and organizational chart;
- A copy of the organization's accounting manual.

- d. Required certifications, assurances and other statements. These can be found at <http://inside.usaid.gov/ADS/300/303mav.pdf>. Please note that these certifications are required for both the applicant and all subgrantees whether US or non-US organizations.
- e. The Optional Survey on Ensuring Equal Opportunity for Applicants found at the end of this Section.
- f. Applicant and subgrantees, if any, must submit additional evidence of responsibility they deem necessary for the Agreement Officer to make a determination of responsibility. The information submitted should substantiate that the applicant:
 - i. Has adequate financial resources or the ability to obtain such resources as required during the performance of the Cooperative Agreement.
 - ii. Has the ability to comply with the Cooperative Agreement conditions, taking into account all existing and currently prospective commitments of the applicant, nongovernmental and governmental.
 - iii. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance.
 - iv. Has a satisfactory record of integrity and business ethics.
 - v. Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations.
- g. If the applicant has never received a cooperative agreement, grant or contract from the U.S. Government, the applicant will be required to submit a copy of its accounting manual. If a copy has already been submitted to the U.S. Government, the applicant should advise which Federal Office has a copy.
- h. The applicant must have an active registration in www.sam.gov.
- i. The applicant must state that the application is valid for 120 days.

Survey on Ensuring Equal Opportunity for Applicants

OMB No. 1890-0014 Exp. 1/31/2006

Purpose: The Federal government is committed to ensuring that all qualified applicants, small or large, non-religious or faith-based, have an equal opportunity to compete for Federal funding. In order for us to better understand the population of applicants for Federal funds, we are asking nonprofit private organizations (not including private universities) to fill out this survey.

Upon receipt, the survey will be separated from the application. Information on the survey will not be considered in any way in making funding decisions and will not be included in the Federal grants database. While your help in this data collection process is greatly appreciated, completion of this survey is voluntary.

Instructions for Submitting the Survey: If you are applying using a hard copy application, please place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. If you are applying electronically, please submit this survey along with your application.

Applicant's (Organization) Name: _____

Applicant's DUNS Number: _____

Grant Name: _____ **CFDA Number:** _____

1. Does the applicant have 501(c)(3) status?

☐ Yes ☐ No

2. How many full-time equivalent employees does the applicant have? (Check only one box).

☐ 3 or Fewer ☐ 15-50
☐ 4-5 ☐ 51-100
☐ 6-12 ☐ over 100

3. What is the size of the applicant's annual budget? (Check only one box.)

☐ Less than \$150,000
☐ \$150,000 - \$299,999
☐ \$300,000 - \$499,999
☐ \$500,000 - \$999,999
☐ \$1,000,000 - \$4,999,999
☐ \$5,000,000 or more

4. Is the applicant a faith-based/religious organization?

☐ Yes ☐ No

5. Is the applicant a non-religious community based organization?

☐ Yes ☐ No

6. Is the applicant an intermediary that will manage the grant on behalf of other organizations?

☐ Yes ☐ No

7. Has the applicant ever received a government grant or contract (Federal, State, or local)?

☐ Yes ☐ No

8. Is the applicant a local affiliate of a national organization?

☐ Yes ☐ No

Survey Instructions on Ensuring Equal Opportunity for Applicants

Provide the applicant's (organization) name and DUNS number and the grant name and CFDA number.

1. 501(c)(3) status is a legal designation provided on application to the Internal Revenue Service by eligible organizations. Some grant programs may require nonprofit applicants to have 501(c)(3) status. Other grant programs do not.
2. For example, two part-time employees who each work half-time equal one full-time equivalent employee. If the applicant is a local affiliate of a national organization, the responses to survey questions 2 and 3 should reflect the staff and budget size of the local affiliate.
3. Annual budget means the amount of money our organization spends each year on all of its activities.
4. Self-identify.
5. An organization is considered a community-based organization if its headquarters/service location shares the same zip code as the clients you serve.
6. An "intermediary" is an organization that enables a group of small organizations to receive and manage government funds by administering the grant on their behalf.
7. Self-explanatory.
8. Self-explanatory.

Paperwork Burden Statement

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this information collection is 1890-0014. The time required to complete this information collection is estimated to average five (5) minutes per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection. **If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to:** U.S. Department of Education, Washington, D.C. 20202-4651.

If you have comments or concerns regarding the status of your individual submission of this form, write directly to: Joyce I. Mays, Application Control Center, U.S. Department of Education, 7th and D Streets, SW, ROB-3, Room 3671, Washington, D.C. 20202-4725.

SECTION V – APPLICATION REVIEW INFORMATION

The criteria presented below have been tailored to the requirements of this particular RFA. Applicants should note that these criteria serve to: (a) identify the significant matters which applicants should address in their applications and (b) set the standard against which all applications will be evaluated. To facilitate the review of applications, applicants must organize the narrative sections of their applications in the same order as the Evaluation Criteria.

The initial technical applications will be evaluated in accordance with the Evaluation Criteria set forth below. Thereafter, the initial cost application of all applicants submitting a technically acceptable application will be opened and costs will be evaluated for general reasonableness, allowability, and allocability. An award will be made to the responsible applicant whose application offers the greatest value to the Government, cost and other factors considered. The final award decision is made by the Agreement Officer.

Evaluation Criteria for the Initial Application Phase:

The following initial evaluation criteria, which are further described below, will be the basis of evaluation for all initial technical applications. All criteria are listed in descending order of importance. Technical Approach and Key Personnel are least important during the initial selection, but will become more important during the oral phase.

1. Ability for a Rapid Project Start-up
2. Key Personnel
3. Past Performance
4. Technical Approach
5. Management

During the initial application phase, the ability for a rapid project start-up is substantially the most important evaluation factor. Key Personnel is next most important, then Past Performance which is only slightly less important than Key Personnel. Technical Approach and Management are equal during this phase and when combined are less important than Past Performance.

1. Ability for a Rapid Project Start-up:

In assessing this factor, the TEC will evaluate the ability of the applicant to establish an active ground presence in the targeted communities and begin substantial implementation quickly.

2. Key Personnel:

In assessing this factor, the Technical Evaluation Committee will consider:

- The relevance of the education and technical and managerial experience of proposed Key Personnel to the positions for which they are nominated;
- The collective knowledge and experience of Key Personnel of the current social, political, and economic situation in the Middle East and Jordan specifically;
- The collective knowledge and experience of Key Personnel in the implementation of similar rapid response, community development, stabilization projects.
- Evaluation of references obtained for key personnel including information obtained from other than the sources provided by the applicant.

3. Past Performance:

All applicants will be subject to a past performance review for demonstrated successful past performance in previous and/or existing projects and will take into account the following:

- The quality of performance demonstrated by the applicant based on references provided by the applicant and other references as determined by USAID.
- Experience in managing similar community mobilization programs; small grants programs and/or rapid response mechanisms.
- Experience in working with a broad range of sub-grantees including but not limited to government entities, registered organizations, community-based organizations and informal groups and networks.
- Experience with the rapid development and implementation of a high volume of sub-grants which provide in-kind assistance.

4. Technical Approach:

Applicants will only be evaluated for the general viability of their approach. The technical approach will be substantially evaluated in detail during the oral presentation phase.

5. Management:

Applicants will only be evaluated for the general viability of their management approach. The management approach will be substantially evaluated in detail during the oral presentation phase.

Evaluation Criteria for the Oral Presentation Phase:

During the oral presentation phase, the following factors will be evaluated:

1. Technical Approach
2. Management
3. Staffing

4. Any revisions to the initial evaluation resulting from discussions.

The Technical Approach is substantially the most important evaluation factor. Management is the next most important evaluation factor, and Management and Staffing when combined would be more important than Technical Approach. However, if discussions during oral presentations affect the evaluation of initial applications, these changes may become substantially important to the overall evaluation of applications.

1. Technical Approach

In assessing this factor, the Technical Evaluation Committee will consider whether:

- The applicant has demonstrated adequate knowledge and understanding of the Jordanian context and the relevant community dynamics;
- The applicant has clearly understood the scope of the project and presented a clear, logical, and well-conceived approach to achieving the project purpose and sub-purposes that is consistent with, and improves upon, the project description provided in Section I of this RFA;
- The applicant's approach is likely to leave in place a lasting Jordanian capacity to promote cohesion, resilience and stability;
- The applicant has presented a monitoring plan that adequately captures performance, provides information for continuous learning and project improvement, and positions the project to contribute to the body of best practices in the design and implementation of similarly-oriented projects.
- The applicant has demonstrated an ability and commitment to affecting a rapid project start-up and maintaining the ability to respond rapidly, flexibly and effectively to changing situations.
- The potential of the applicant's approach to advance Agency Gender goals.

2. Management

In assessing this factor, the Technical Evaluation Committee will consider:

- The clarity and likely effectiveness of the proposed organizational structure, logistical support, personnel management, procurement arrangements for goods and services, roles and responsibilities of key personnel;
- Evidence of the applicant's ability to mobilize staff quickly;

3. Staffing

In assessing this factor, the Technical Evaluation Committee will consider:

- The overall skills mix proposed for the project as well as the distribution of skills among field sites and the main office.
- The selection/location of Key Personnel to gain the greatest input on results in the communities.
- The efficiency and effectiveness of the proposed staffing plan.
- The efficiency and effectiveness of support staffing from the Home Office (if any).
- The relevance and contribution of proposed short-term technical assistance (if any).

Evaluation of Cost:

Following the evaluation process, a final cost application will be requested from the apparently successful applicant. A review of the cost realism analysis will be conducted on the cost application. Cost has not been assigned a score but will be evaluated for general reasonableness, and cost-effectiveness. The applicant's cost application will be evaluated to ensure it is a realistic financial expression of the proposed project and does not contain estimated costs which may be unreasonable or unallowable.

Cost negotiations will only be conducted with the apparently successful applicant. If a mutually satisfactory award cannot be negotiated, the Agreement Officer will notify the applicant that negotiations have been terminated and the Agreement Officer will initiate negotiations with the second most technically acceptable applicant. This procedure shall continue until a mutually satisfactory award has been negotiated.

Determination of Award

Following the recommendation of the Technical Evaluation Committee, the Agreement Officer will make an award determination.

The Agreement Officer's decision regarding funding of an award is final and not subject to review. Any information that may impact the Agreement Officer's decision shall be directed to the Agreement Officer.

SECTION VI – AWARD AND ADMINISTRATION INFORMATION

1. The Government plans to award one Cooperative Agreement resulting from this RFA to the responsible applicant whose application conforming to this RFA offers the greatest value to the U.S. Government. The Government may reject any or all applications, accept other than the lowest cost application, accept alternate applications, and waive informalities and minor irregularities in applications received.
2. The Government may award one Cooperative Agreement on the basis of initial applications received, and may not conduct discussions or negotiations. Therefore, each initial application must contain the applicant's best terms from a cost and technical standpoint. As part of its evaluation process, however, USAID may elect to discuss technical, cost or other pre-award issues with one or more applicants. Alternatively, USAID may proceed with the award selection based on its evaluation of initial applications received and/or commence negotiations solely with one applicant.
3. A written award mailed or otherwise furnished to the successful applicant within the application's validity time as specified either in the application or in this RFA (whichever is later) shall result in a binding Cooperative Agreement without further action by either party. Before the application's specified validity expiration time, the Government may accept an application, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received by the applicant before award. Negotiations or discussions conducted after receipt of an application do not constitute a rejection or counteroffer by the Government.
4. Applicants must set forth full, accurate and complete information as required by this RFA. The penalty for making false statements to the Government is prescribed in 18 U.S.C. 1001.
5. Neither financial data submitted with an application nor representations concerning facilities or financing, will form a part of the resulting Cooperative Agreement unless explicitly stated otherwise in the agreement.
6. USAID reserves the right to perform a pre-award survey which may include, but is not limited to: (1) interviews with individuals to establish their ability to perform agreement duties under the project conditions; (2) a review of the prime recipient's financial condition, business and personnel procedures, etc.; and (3) site visits to the prime recipient's institution.
7. Authority to Obligate the Government: The Agreement Officer is the only individual who may legally commit the Government to the expenditures of public funds. No costs chargeable to the proposed Cooperative Agreement may be incurred before receipt of either a fully executed Cooperative Agreement or a specific, written authorization from the Agreement Officer.

8. **Information Management:** It is expected that the Recipient will develop an appropriate database to track the development, implementation and impact of grants as well as financial and administrative information. The Recipient will be responsible for timely updates to the database and ensure quality control and accuracy of information. The Recipient will also be responsible for developing appropriate information security protocols to ensure that information stored in the database is secure as well as protocols for staff access to the information. The Recipient will produce specific database reports as requested by the AOR.
9. **Implementation Approach:** It is expected that the Recipient program staff will play a critical role in actively identifying and developing activities with the grantee, entering activity development and implementation information in the database and monitoring and evaluating grantee deliverables. The Recipient staff will closely collaborate with grantees to assist with grant design and development as needed.

The Recipient shall ensure that grants comply with all USAID regulations and relevant U.S. assistance legislation and policies, including anti-terrorism certifications. Processes must be established for ensuring that concerns over Foreign Terrorist Organizations (FTO) for grantees, beneficiaries, and vendors are addressed.

10. **Start-up Conference:** Within 14 days of Cooperative Agreement award, the Recipient will participate in a two-day start-up session in Amman, Jordan. The Recipient will consult with the AOR to determine appropriate attendance at this session, which will likely include key Recipient staff and home-office personnel. It is highly desirable that all the Recipient's key personnel participate in this session.
11. **Deliverables throughout the life of the project:**

The Recipient shall be responsible for delivery of the following items:

- a) **Initial 120 Day Work Plan:** The initial 120 day work plan will be submitted in the proposal and revised as necessary based on feedback from the USAID AOR to be provided within 30 days of the start of the Cooperative Agreement. The work plan should focus on the startup personnel; their roles, tasks, management and reporting; the startup work plan including initial geographic areas for programming; the analysis of political and operational issues, a timeframe and plan for establishment of field offices and the management of the transition between start up and long term operations. The Recipient will also provide illustrative concepts for initial small grants that can be implemented during this startup phase. The Recipient must also be prepared to implement activities identified by USAID in the target communities.
- b) **Initial Strategic Planning Session:** Within 120 days of the start of the Cooperative Agreement, the Recipient will hold an Initial Strategic Planning Session which will serve as the basis of the annual work plan. The Strategic Planning Session should assess key

emerging issues, review and refine criteria for geographic engagement, review program design including community assessment and engagement and develop parameters for the first year of programming including expected results. The session will also provide the opportunity to review the program's activity cycle, staffing plan, and M&E system. The schedule, participants, and agenda will be established by mutual agreement between the AOR and the Recipient will include relevant USAID Mission participation. Following this session, the Recipient will develop its Annual Work Plan for review by the AOR within 120 days of award.

- c) Annual Work Plans: The first annual work plan shall be submitted to the AOR within 140 days of the start of the Cooperative Agreement. Work plans for subsequent years are due 30 days prior to the end of each project year and will be based on the outcomes of a strategic review session. These work plans shall include, at a minimum, the emerging issues and context the program will be addressing, proposed areas of geographic targeting, if there are new areas, the plan and methodology for assessing and engaging the communities, the proposed entities, networks and individuals who will be engaged, proposed number of sub-awards to be developed as well as illustrative activities. The annual plans will be updated on a quarterly basis.
- d) Database: Within 60 days of the start of the Cooperative Agreement, the Recipient must provide a prototype of the database to the AOR for review. The information fields in the database must include the following fields: grant summary/justification, background, grant objectives, program objectives, indicators, implementation plans, impact assessment, grant amount, grant title, grantee information. The AOR shall have direct access to the database.
- e) Grants Manual: Within 90 days of the start of the Cooperative Agreement, the Recipient shall submit a Grants Manual to the AOR and to the Acquisition and Assistance Office for their approval.
- f) Quarterly Strategic Review Sessions and Work Plans: Quarterly strategic review sessions will be conducted by the Recipient with USAID participation to assess: the current political situation and emerging issues, program objectives, geographic targeting and target actors. The objectives of this review should be to assess whether the previous quarter's activities were responsive to the political situation and had impact and whether adjustments to program objectives, geographic targeting or target actors need to be modified based on the projected political situation and scenario planning for the next four (4) months.
- g) Monthly Progress Report: The Recipient shall provide a brief 1 page summary per office of the program. The summary should include an update on significant political, economic and social issues in the target geographic areas; how/whether the program is responding to those issues, any security issues and a summary of activities under development and implementation for the month. This report should also include a one

page success story which highlights program/activity impact. The AOR will provide the additional parameters and format for the success stories.

- h) **Quarterly Progress Report:** Quarterly reports will summarize the country situation; program highlights, achievements, and major activities; budget information; summary of grant implementation and appraisal; problems encountered, proposed remedial actions and impact achieved against the objectives. USAID will develop a reporting schedule with the Recipient during the start-up phase of the program, to provide final guidance on this report. Quarterly Reports should not exceed 10 pages in length and will not be required for the Quarter when Annual Reports are due.
- i) **Monitoring and Evaluation Plan:** Within 60 days of the award of the Cooperative Agreement, the Recipient shall submit a draft of its plan to the AOR for review and comment. It is envisioned that this plan will outline the general systems and procedures that the Recipient will establish for monitoring and evaluation. Suggested community base line measurements, particularly those that measure perceptions and attitudes, and the proposed frequency of measurement should be included. As the program may engage additional communities as it progresses, base line information for communities should be provided 30 days after the program engages a new community. A final monitoring and evaluation plan shall be submitted for approval within 140 days of the start of the Cooperative Agreement.
- j) **Final Report:** This report shall contain a summary of the country situation, a discussion of all activities conducted under the Cooperative Agreement, the results achieved, complete data from the performance monitoring and evaluation plan. The AOR will provide additional guidelines and the timeframe for submission of this report.
- k) **Data Collection and Training Materials:** The release or dissemination of any information, data, documents, or materials containing sensitive information about the project must be approved by the USAID/Jordan AOR. The Recipient shall submit all reports, evaluations of training activities, training materials, instructional manuals, etc. developed to USAID/Jordan for prior approval before their use.
- l) **Oral Briefings:** At the request of USAID/Jordan, the Recipient shall also consult with members of USAID's other Strategic Objective Teams, as well as their implementing partners, in order to coordinate with and promote the achievement of USAID's other strategic objectives as described in the Program Description.
- m) **Sustainability of Results:** The Recipient shall incorporate into its work plan a strategy for ensuring that to the extent possible mechanisms and systems established in the communities are sustainable outside of support of the program.
- n) **Branding Strategy and Marking Plan:** The apparently successful applicant will be required to submit a Branding Strategy and Marking Plan.

BRANDING STRATEGY – ASSISTANCE

(a) Definitions

Branding Strategy means a strategy that is submitted at the specific request of a USAID Agreement Officer by an Apparently Successful Applicant after evaluation of an application for USAID funding, describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens. It identifies all donors and explains how they will be acknowledged.

Apparently Successful Applicant(s) means the applicant(s) for USAID funding recommended for an award after evaluation, but who has not yet been awarded a grant, cooperative agreement or other assistance award by the Agreement Officer. The Agreement Officer will request that the Apparently Successful Applicants submit a Branding Strategy and Marking Plan. Apparently Successful Applicant status confers no right and constitutes no USAID commitment to an award.

USAID Identity (Identity) means the official marking for the Agency, comprised of the USAID logo and new brandmark, which clearly communicates that our assistance is from the American people. The USAID Identity is available on the USAID website and is provided without royalty, license, or other fee to recipients of USAID-funded grants or cooperative agreements or other assistance awards or subawards.

(b) Submission. The Apparently Successful Applicant, upon request of the Agreement Officer, will submit and negotiate a Branding Strategy. The Branding Strategy will be included in and made a part of the resulting grant or cooperative agreement. The Branding Strategy will be negotiated within the time that the Agreement Officer specifies. Failure to submit and negotiate a Branding Strategy will make the applicant ineligible for award of a grant or cooperative agreement. The Apparently Successful Applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events and materials, and the like.

(c) Submission Requirements

At a minimum, the Apparently Successful Applicant's Branding Strategy will address the following:

(1) Positioning

What is the intended name of this program, project, or activity?

Guidelines: USAID prefers to have the USAID Identity included as part of the program or project name, such as a "title sponsor," if possible and appropriate. It is acceptable to

"co-brand" the title with USAID's and the Apparently Successful Applicant's identities. For example: "The USAID and [Apparently Successful Applicant] Health Center."

If it would be inappropriate or is not possible to "brand" the project this way, such as when rehabilitating a structure that already exists or if there are multiple donors, please explain and indicate how you intend to showcase USAID's involvement in publicizing the program or project. *For example: School #123, rehabilitated by USAID and [Apparently Successful Applicant]/ [other donors].*

Note: the Agency prefers "made possible by (or with) the generous support of the American People" next to the USAID Identity in acknowledging our contribution, instead of the phrase "funded by." USAID prefers local language translations.

Will a program logo be developed and used consistently to identify this program? If yes, please attach a copy of the proposed program logo.

Note: USAID prefers to fund projects that do NOT have a separate logo or identity that competes with the USAID Identity.

(2) Program Communications and Publicity

Who are the primary and secondary audiences for this project or program?

Guidelines: Please include direct beneficiaries and any special target segments or influencers. *For Example: Primary audience: schoolgirls age 8-12, Secondary audience: teachers and parents – specifically mothers.*

What communications or program materials will be used to explain or market the program to beneficiaries?

Guidelines: These include training materials, posters, pamphlets, Public Service Announcements, billboards, websites, and so forth.

What is the main program message(s)?

Guidelines: *For example: "Be tested for HIV-AIDS" or "Have your child inoculated."* Please indicate if you also plan to incorporate USAID's primary message – this aid is "from the American people" – into the narrative of program materials. This is optional; however, marking with the USAID Identity is required.

Will the recipient announce and promote publicly this program or project to host country citizens? If yes, what press and promotional activities are planned?

Guidelines: These may include media releases, press conferences, public events, and so forth.

Note: incorporating the message, “USAID from the American People”, and the USAID Identity is required.

Please provide any additional ideas about how to increase awareness that the American people support this project or program.

Guidelines: One of our goals is to ensure that both beneficiaries and host-country citizens know that the aid the Agency is providing is "from the American people." Please provide any initial ideas on how to further this goal.

(3) Acknowledgements

Will there be any direct involvement from a host-country government ministry? If yes, please indicate which one or ones. Will the recipient acknowledge the ministry as an additional co-sponsor?

Note: it is perfectly acceptable and often encouraged for USAID to "co-brand" programs with government ministries.

Please indicate if there are any other groups whose logo or identity the recipient will use on program materials and related communications.

Guidelines: Please indicate if they are also a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

(d) **Award Criteria.** The Agreement Officer will review the Branding Strategy for adequacy, ensuring that it contains the required information on naming and positioning the USAID-funded program, project, or activity, and promoting and communicating it to cooperating country beneficiaries and citizens. The Agreement Officer also will evaluate this information to ensure that it is consistent with the stated objectives of the award; with the Apparently Successful Applicant’s cost data submissions; with the Apparently Successful Applicant’s project, activity, or program performance plan; and with the regulatory requirements set out in 22 CFR 226.91. The Agreement Officer may obtain advice and recommendations from technical experts while performing the evaluation.

MARKING PLAN – ASSISTANCE

(a) Definitions

Marking Plan means a plan that the Apparently Successful Applicant submits at the specific request of a USAID Agreement Officer after evaluation of an application for USAID funding, detailing the public communications, commodities, and program materials and other items that will visibly bear the USAID Identity. Recipients may request approval of Presumptive Exceptions to marking requirements in the Marking Plan.

Apparently Successful Applicant(s) means the applicant(s) for USAID funding recommended for an award after evaluation, but who has not yet been awarded a grant, cooperative agreement or other assistance award by the Agreement Officer. The Agreement Officer will request that Apparently Successful Applicants submit a Branding Strategy and Marking Plan. Apparently Successful Applicant status confers no right and constitutes no USAID commitment to an award, which the Agreement Officer must still obligate.

USAID Identity (Identity) means the official marking for the Agency, comprised of the USAID logo and new brandmark, which clearly communicates that our assistance is from the American people. The USAID Identity is available on the USAID website and USAID provides it without royalty, license, or other fee to recipients of USAID funded grants, cooperative agreements, or other assistance awards or sub-awards.

A ***Presumptive Exception*** exempts the applicant from the general marking requirements for a *particular* USAID-funded public communication, commodity, program material or other deliverable, or a *category* of USAID-funded public communications, commodities, program materials or other deliverables that would otherwise be required to visibly bear the USAID Identity. The Presumptive Exceptions are:

Presumptive Exception (i). USAID marking requirements may not apply if they would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials, such as election monitoring or ballots, and voter information literature; political party support or public policy advocacy or reform; independent media, such as television and radio broadcasts, newspaper articles and editorials; and public service announcements or public opinion polls and surveys (22 C.F.R. 226.91(h)(1)).

Presumptive Exception (ii). USAID marking requirements may not apply if they would diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent (22 C.F.R. 226.91(h)(2)).

Presumptive Exception (iii). USAID marking requirements may not apply if they would undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as “by” or “from” a cooperating country ministry or government official (22 C.F.R. 226.91(h)(3)).

Presumptive Exception (iv). USAID marking requirements may not apply if they would impair the functionality of an item, such as sterilized equipment or spare parts (22 C.F.R. 226.91(h)(4)).

Presumptive Exception (v). USAID marking requirements may not apply if they would incur substantial costs or be impractical, such as items too small or otherwise unsuited for individual marking, such as food in bulk (22 C.F.R. 226.91(h)(5)).

Presumptive Exception (vi). USAID marking requirements may not apply if they would offend local cultural or social norms, or be considered inappropriate on such items as condoms, toilets, bed pans, or similar commodities (22 C.F.R. 226.91(h)(6)).

Presumptive Exception (vii). USAID marking requirements may not apply if they would conflict with international law (22 C.F.R. 226.91(h)(7)).

(b) **Submission.** The Apparently Successful Applicant, upon the request of the Agreement Officer, will submit and negotiate a Marking Plan that addresses the details of the public communications, commodities, program materials that will visibly bear the USAID Identity. The marking plan will be customized for the particular program, project, or activity under the resultant grant or cooperative agreement. The plan will be included in and made a part of the resulting grant or cooperative agreement. USAID and the Apparently Successful Applicant will negotiate the Marking Plan within the time specified by the Agreement Officer. Failure to submit and negotiate a Marking Plan will make the applicant ineligible for award of a grant or cooperative agreement. The applicant must include an estimate of all costs associated with branding and marking USAID programs, such as plaques, labels, banners, press events, promotional materials, and so forth in the budget portion of its application. These costs are subject to revision and negotiation with the Agreement Officer upon submission of the Marking Plan and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

(c) **Submission Requirements.** The Marking Plan will include the following:

(1) A description of the public communications, commodities, and program materials that the recipient will be produced as a part of the grant or cooperative agreement and which will visibly bear the USAID Identity. These include:

(i) program, project, or activity sites funded by USAID, including visible infrastructure projects or other programs, projects, or activities that are physical in nature;

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

(iii) events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences, and other public activities; and

(iv) all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies and other materials funded by USAID, and their export packaging.

(2) A table specifying:

(i) the program deliverables that the recipient will mark with the USAID Identity,

(ii) the type of marking and what materials the applicant will be used to mark the program deliverables with the USAID Identity, and

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

(3) A table specifying:

(i) what program deliverables will not be marked with the USAID Identity, and

(ii) the rationale for not marking these program deliverables.

(d) Presumptive Exceptions.

(1) The Apparently Successful Applicant may request a Presumptive Exception as part of the overall Marking Plan submission. To request a Presumptive Exception, the Apparently Successful Applicant must identify which Presumptive Exception applies, and state why, in light of the Apparently Successful Applicant's technical application and in the context of the program description or program statement in the USAID Request For Application or Annual Program Statement, marking requirements should not be required.

(2) Specific guidelines for addressing each Presumptive Exception are:

(i) For Presumptive Exception (i), identify the USAID Strategic Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why the program, project, activity, commodity, or communication is 'intrinsically neutral.' Identify, by category or deliverable item, examples of program materials funded under the award for which you are seeking exception 1.

(ii) For Presumptive Exception (ii), state what data, studies, or other deliverables will be produced under the USAID funded award, and explain why the data, studies, or deliverables must be seen as credible.

(iii) For Presumptive Exception (iii), identify the item or media product produced under the USAID funded award, and explain why each item or product, or category of item

and product, is better positioned as an item or product produced by the cooperating country government.

(iv) For Presumptive Exception (iv), identify the item or commodity to be marked, or categories of items or commodities, and explain how marking would impair the item's or commodity's functionality.

(v) For Presumptive Exception (v), explain why marking would not be cost-beneficial or practical.

(vi) For Presumptive Exception (vi), identify the relevant cultural or social norm, and explain why marking would violate that norm or otherwise be inappropriate.

(vii) For Presumptive Exception (vii), identify the applicable international law violated by marking.

(3) The Agreement Officer will review the request for adequacy and reasonableness. In consultation with the Cognizant Technical Officer and other agency personnel as necessary, the Agreement Officer will approve or disapprove the requested Presumptive Exception. Approved exceptions will be made part of the approved Marking Plan, and will apply for the term of the award, unless provided otherwise.

(e) **Award Criteria:** The Agreement Officer will review the Marking Plan for adequacy and reasonableness, ensuring that it contains sufficient detail and information concerning public communications, commodities, and program materials that will visibly bear the USAID Identity. The Agreement Officer will evaluate the plan to ensure that it is consistent with the stated objectives of the award; with the applicant's cost data submissions; with the applicant's actual project, activity, or program performance plan; and with the regulatory requirements of 22 C.F.R.226.91. The Agreement Officer will approve or disapprove any requested Presumptive Exceptions (see paragraph (d)) on the basis of adequacy and reasonableness. The Agreement Officer may obtain advice and recommendations from technical experts while performing the evaluation.

MARKING UNDER USAID-FUNDED ASSISTANCE INSTRUMENTS (December 2005)

(a) Definitions

Commodities mean any material, article, supply, goods or equipment, excluding recipient offices, vehicles, and non-deliverable items for recipient's internal use, in administration of the USAID funded grant, cooperative agreement, or other agreement or subagreement.

Principal Officer means the most senior officer in a USAID Operating Unit in the field, e.g., USAID Mission Director or USAID Representative. For global programs managed from Washington but executed across many countries, such as disaster relief and assistance to

internally displaced persons, humanitarian emergencies or immediate post conflict and political crisis response, the cognizant Principal Officer may be an Office Director, for example, the Directors of USAID/W/Office of Foreign Disaster Assistance and Office of Transition Initiatives. For non-presence countries, the cognizant Principal Officer is the Senior USAID officer in a regional USAID Operating Unit responsible for the non-presence country, or in the absence of such a responsible operating unit, the Principal U.S Diplomatic Officer in the non-presence country exercising delegated authority from USAID.

Programs mean an organized set of activities and allocation of resources directed toward a common purpose, objective, or goal undertaken or proposed by an organization to carry out the responsibilities assigned to it.

Projects include all the marginal costs of inputs (including the proposed investment) technically required to produce a discrete marketable output or a desired result (for example, services from a fully functional water/sewage treatment facility).

Public communications are documents and messages intended for distribution to audiences external to the recipient's organization. They include, but are not limited to, correspondence, publications, studies, reports, audio visual productions, and other informational products; applications, forms, press and promotional materials used in connection with USAID funded programs, projects or activities, including signage and plaques; Web sites/Internet activities; and events such as training courses, conferences, seminars, press conferences and so forth.

Sub-recipient means any person or government (including cooperating country government) department, agency, establishment, or for profit or nonprofit organization that receives a USAID sub-award, as defined in 22 C.F.R. 226.2.

Technical Assistance means the provision of funds, goods, services, or other foreign assistance, such as loan guarantees or food for work, to developing countries and other USAID recipients, and through such recipients to sub-recipients, in direct support of a development objective – as opposed to the internal management of the foreign assistance program.

USAID Identity (Identity) means the official marking for the United States Agency for International Development (USAID), comprised of the USAID logo or seal and new landmark, with the tagline that clearly communicates that our assistance is “from the American people.” The USAID Identity is available on the USAID website at www.usaid.gov/branding and USAID provides it without royalty, license, or other fee to recipients of USAID-funded grants, or cooperative agreements, or other assistance awards.

(b) Marking of Program Deliverables

(1) All recipients must mark appropriately all overseas programs, projects, activities, public communications, and commodities partially or fully funded by a USAID grant or cooperative agreement or other assistance award or subaward with the USAID Identity, of a size and prominence equivalent to or greater than the recipient's, other donor's, or any other third party's identity or logo.

(2) The Recipient will mark all program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) with the USAID Identity. The Recipient should erect temporary signs or plaques early in the construction or implementation phase. When construction or implementation is complete, the Recipient must install a permanent, durable sign, plaque or other marking.

(3) The Recipient will mark technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities and other promotional, informational, media, or communications products funded by USAID with the USAID Identity.

(4) The Recipient will appropriately mark events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities, with the USAID Identity. Unless directly prohibited and as appropriate to the surroundings, recipients should display additional materials, such as signs and banners, with the USAID Identity. In circumstances in which the USAID Identity cannot be displayed visually, the recipient is encouraged otherwise to acknowledge USAID and the American people's support.

(5) The Recipient will mark all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies, and other materials funded by USAID, and their export packaging with the USAID Identity.

(6) The Agreement Officer may require the USAID Identity to be larger and more prominent if it is the majority donor, or to require that a cooperating country government's identity be larger and more prominent if circumstances warrant, and as appropriate depending on the audience, program goals, and materials produced.

(7) The Agreement Officer may require marking with the USAID Identity in the event that the recipient does not choose to mark with its own identity or logo.

(8) The Agreement Officer may require a pre-production review of USAID-funded public communications and program materials for compliance with the approved Marking Plan.

(9) Sub-recipients. To ensure that the marking requirements “flow down” to sub-recipients of sub-awards, recipients of USAID funded grants and cooperative agreements or other assistance awards will include the USAID-approved marking provision in any USAID funded sub-award, as follows:

“As a condition of receipt of this sub-award, marking with the USAID Identity of size and prominence equivalent to or greater than the recipient’s, sub-recipient’s, other donor’s or third party’s is required. In the event the recipient chooses not to require marking with its own identity or logo by the sub-recipient, USAID may, at its discretion, require marking by the sub-recipient with the USAID Identity.”

(10) Any ‘public communications’, as defined in 22 C.F.R. 226.2, funded by USAID, in which the content has not been approved by USAID, must contain the following disclaimer:

“This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert recipient name] and do not necessarily reflect the views of USAID or the United States Government.”

(11) The recipient will provide the Cognizant Technical Officer (CTO) or other USAID personnel designated in the grant or cooperative agreement with two copies of all program and communications materials produced under the award. In addition, the recipient will submit one electronic or one hard copy of all final documents to USAID’s Development Experience Clearinghouse.

(c) Implementation of marking requirements.

(1) When the grant or cooperative agreement contains an approved Marking Plan, the recipient will implement the requirements of this provision following the approved Marking Plan.

(2) When the grant or cooperative agreement does not contain an approved Marking Plan, the recipient will propose and submit a plan for implementing the requirements of this provision within 30 days after the effective date of this provision. The plan will include:

(i) A description of the program deliverables specified in paragraph (b) of this provision that the recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the USAID Identity.

(ii) the type of marking and what materials the applicant uses to mark the program deliverables with the USAID Identity,

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

(3) The recipient may request program deliverables not be marked with the USAID Identity by identifying the program deliverables and providing a rationale for not marking these program deliverables. Program deliverables may be exempted from USAID marking requirements when:

(i) USAID marking requirements would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials;

(ii) USAID marking requirements would diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent;

(iii) USAID marking requirements would undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as “by” or “from” a cooperating country ministry or government official;

(iv) USAID marking requirements would impair the functionality of an item;

(v) USAID marking requirements would incur substantial costs or be impractical;

(vi) USAID marking requirements would offend local cultural or social norms, or be considered inappropriate;

(vii) USAID marking requirements would conflict with international law.

(4) The proposed plan for implementing the requirements of this provision, including any proposed exemptions, will be negotiated within the time specified by the Agreement Officer after receipt of the proposed plan. Failure to negotiate an approved plan with the time specified by the Agreement Officer may be considered as noncompliance with the requirements is provision.

(d) Waivers.

(1) The recipient may request a waiver of the Marking Plan or of the marking requirements of this provision, in whole or in part, for each program, project, activity, public communication or commodity, or, in exceptional circumstances, for a region or country, when USAID required marking would pose compelling political, safety, or

security concerns, or when marking would have an adverse impact in the cooperating country. The recipient will submit the request through the Cognizant Technical Officer. The Principal Officer is responsible for approvals or disapprovals of waiver requests.

(2) The request will describe the compelling political, safety, security concerns, or adverse impact that require a waiver, detail the circumstances and rationale for the waiver, detail the specific requirements to be waived, the specific portion of the Marking Plan to be waived, or specific marking to be waived, and include a description of how program materials will be marked (if at all) if the USAID Identity is removed. The request should also provide a rationale for any use of recipient's own identity/logo or that of a third party on materials that will be subject to the waiver.

(3) Approved waivers are not limited in duration but are subject to Principal Officer review at any time, due to changed circumstances.

(4) Approved waivers "flow down" to recipients of sub-awards unless specified otherwise. The waiver may also include the removal of USAID markings already affixed, if circumstances warrant.

(5) Determinations regarding waiver requests are subject to appeal to the Principal Officer's cognizant Assistant Administrator. The recipient may appeal by submitting a written request to reconsider the Principal Officer's waiver determination to the cognizant Assistant Administrator.

(e) Non-retroactivity. The requirements of this provision do apply to any materials, events, or commodities produced prior to January 2, 2006. The requirements of this provision do not apply to program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) where the construction and implementation of these are complete prior to January 2, 2006 and the period of the grant does not extend past January 2, 2006.

SECTION VII – AGENCY CONTACTS

Any prospective applicant desiring an explanation or interpretation of this RFA must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Oral explanations or instructions given before award of a Cooperative Agreement shall not be binding. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment of this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Any questions or comments concerning this RFA must be submitted in writing by email to Ms. Arwa Ghanma at aghanma@usaid.gov by the deadline for questions indicated at the top of this RFA's cover letter.

SECTION VIII - OTHER INFORMATION

Additional background information provided to Applicants:

2012 USAID Jordan Gender Assessment Report – Final – March 2012

<http://jordan.usaid.gov/USAIDDocumentsEN/2012%20USAID%20Jordan%20Gender%20Assessment%20Report%20-%20Final%20-%20March%202012.docx>

2012 Jordan National Strategy for Women

[http://jordan.usaid.gov/USAIDDocumentsEN/2012%20Jordan%20National%20Strategy%20for%20Women%20\(English\).pdf](http://jordan.usaid.gov/USAIDDocumentsEN/2012%20Jordan%20National%20Strategy%20for%20Women%20(English).pdf)

2011 Women Human Rights and Gender Equality (EU)

[http://jordan.usaid.gov/USAIDDocumentsEN/2011%20Women%20Human%20Rights%20and%20Gender%20Equality%20\(EU\).pdf](http://jordan.usaid.gov/USAIDDocumentsEN/2011%20Women%20Human%20Rights%20and%20Gender%20Equality%20(EU).pdf)