



USAID | JORDAN

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**Subject: Request for Applications (RFA) Number: RFA-278-14-000001
USAID Gender Program**

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 “USAID Gender Program”. 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 whose application best meets the requirements of this RFA and the evaluation criteria contained herein. Issuance of this RFA does not constitute an award commitment on the part of the US Government, nor does it commit the US 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 “Browse Agencies,” then select “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.

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 at the top of this cover letter. 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.

The application process will be performed in two phases. There will be a written application phase and up to five successful applicants from this phase at the discretion of the Agreement Officer will be invited to present in person at USAID/Jordan for 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

1.1 Introduction

The USAID Gender Program will seek to promote gender equality and female empowerment to address the social, political and economic challenges that are facing them.

As a policy goal for USAID globally, USAID investments in support of gender equality and female empowerment seek to improve the lives of citizens around the world by advancing equality between women and girls and men and boys, and empowering women and girls to participate fully in and benefit from securing better lives for themselves, their families, and their communities. Within this goal, gender equality is the process of being fair to women and men, including measures to compensate for historical and social disadvantages that prevent men and women from operating on level playing fields. It is the state or condition that affords women and men equal enjoyment of human rights, socially valued goods, opportunities and resources. Outcomes for this goal include: (i) reducing gender disparities in access to, control over and benefit from resources, wealth, opportunities and services – economic, social, political, and cultural; (ii) reducing gender-based violence (GBV) and mitigating its harmful effects on individuals; and (iii) increasing the capability of women and girls, including those with disabilities, to realize their rights, determine their life outcomes, and influence decision-making in households, communities, and societies.

Successive governments in Jordan have taken important steps in securing greater opportunities for women to participate in the economy and in the political sphere. Jordan has enacted laws, adopted policies, and established institutions to promote women's economic and political advancement. Constitutional provisions provide the framework for equality, and Jordan ratified international conventions guaranteeing women's rights, albeit with some reservations. Although important progress has been made in achieving gender equality in Jordan, much remains to be done. Despite Jordan's forward leaning posture and commitment at high levels of the government toward promoting women's advancement, problems and shortcomings persist in societal and bureaucratic acceptance and institutional and legal frameworks to implement policy.

While Jordan has made remarkable strides in achieving gender parity on human development indicators, it continues to face significant challenges in economic inclusion particularly. In 2012, Jordan was ranked by the World Economic Forum as one of the worst performers (126 out of 135 countries) in the gender gap for economic participation. Jordan has a female labor force participation rate of 18.5 percent, and an unemployment rate of 21.2 percent. Being young and female in Jordan is a double burden. The female youth unemployment rate is 46.8 percent compared to 23.8 percent among male youth.¹

¹ Department of Statistics, 2010/11.

Further exacerbating the women's rights situation in Jordan is the increasing influx of Syrians which is straining public service delivery systems, raising the cost of living and increasing unemployment. Faced with acute economic hardship and limited opportunities to generate income and the psychosocial stress associated with such a traumatic conflict, preliminary reports suggest that GBV, early child marriage and temporary and/or forced marriage, human trafficking, and child labor have manifested themselves in significant ways for many Syrian refugees, especially women and children who have been separated from their husbands or families. This situation is, by extension, impacting the communities hosting them. In addition, with the substantial increases in the number of refugees, there are concerns of the potential for transfer of cultural practices and norms and their positive and negative impact on Jordanian society. Finally, gender-related challenges resulting from conflict and violence and those resulting from long-term cultural traditions and practices are substantially different and require different approaches for addressing them.

Such political and economic environments remain challenging in achieving gender equality and female empowerment, particularly for Syrian women and girls seeking refuge from the Syrian civil war. Entering its third year, the conflict to north of Jordan has caused the influx of 550,000 Syrian refugees into Jordan, 55% of these being women and girls.² Syrian female refugees suffer the brunt of the refugee experience in addition to specific vulnerabilities. As refugees, data shows they are faced with acute economic hardship, limited opportunities to generate income and the psychosocial stress associated with such a traumatic conflict.³ As women, reports suggest that domestic and gender-based violence, social isolation, early child marriage, and child labor have manifested themselves in significant ways.⁴ The gender-related challenges resulting from conflict and displacement and those resulting from long-term cultural traditions and practices are substantially different and require different approaches for addressing them.

The objective of this program will be supported by three components; the first component relates to expanding social dialogue on gender equality. This component will be achieved through (i) facilitating a wide-range of community dialogue activities and events; (ii) integrating gender-sensitive messages in implementing partner events/materials; and, (iii) increasing awareness and outreach on women's rights and gender equality.

The second component focuses on strengthening advocacy for female empowerment. This component will be achieved by (i) building the capacity of Government of Jordan (GOJ) and non-governmental organizations (NGOs) to strengthen mainstreaming of gender-equality principles; (ii) strengthening the capacity of USAID and implementing partners to identify and reduce gender-based gaps between males and females as an outcome of their programs; (iii) supporting advocacy efforts for policy and legislative reforms; and, (iv) conducting in-depth research and building the capacity for research.

² UNHCR. 2013. <http://data.unhcr.org/syrianrefugees/country.php?id=107>

³ CARE. Baseline assessment of community identified vulnerabilities among Syrian refugees living in Northern Governorates. 2013. IFRC. Syrian Refugees living in Communities in Jordan. 2012.

⁴ UN Women. Interagency assessment on GBV and child protection among Syrian refugees in host communities in Jordan with focus on early marriage. 2013.

The third component will focus on improving services for women and girls, especially for women who experience barriers to accessing services such as victims of GBV, rural women and women with disabilities. This component will be achieved principally through the integration of USAID Gender Program activities into other programs and projects across USAID's portfolio. Direct program implementation under this solicitation will focus mainly on components one and two. Component three will be achieved substantially through other USAID activities and interventions, as discussed above

A reserve fund of \$500,000 will be budgeted annually under a line item called Windows of Opportunity for activities that are more cross-cutting in nature or do not programmatically fit into USAID projects under other Development Objectives (DOs).

1.2 Relationship to U.S. Foreign Policy Interests, USAID/Jordan's 2013-2017 Country Development Cooperation Strategy (CDCS), and USAID-Wide Policies and Strategies

The interventions to be pursued under the USAID Gender Program will help advance USAID's goals, as articulated in the Agency's *Gender Equality and Female Empowerment Policy* (http://pdf.usaid.gov/pdf_docs/pdact200.pdf) of reducing gender disparities and increasing the capability of women and girls to realize their rights; determine their life outcomes; and influence decision-making in households, communities, and society at large. Efforts will also contribute to the goals of the *U.S. National Action Plan on Women, Peace and Security* (http://www.whitehouse.gov/sites/default/files/email-files/US_National_Action_Plan_on_Women_Peace_and_Security.pdf) and the Secretary of State's *Policy Guidance on Promoting Gender Equality* (<http://www.state.gov/documents/organization/189379.pdf>) to reduce gaps between women and men and girls and boys. The USAID Gender Program is also in line with US Government's (USG) *Equal Futures Partnership* (<http://www.whitehouse.gov/blog/2013/09/23/equal-futures-partnership-new-agenda-progress>), and will help Jordan achieve its commitments of advancing women's participation in political life and increasing the percentage of female workers. The program will also support USG initiatives aiming to prevent and respond to GBV in humanitarian emergencies. Finally, the USAID Gender Program will further the Millennium Challenge Account's (MCA) Social and Gender Integration Strategy which aims at increasing opportunities for engaging women and vulnerable populations in the implementation of development projects.

Special Development Objective on USAID Gender Equality and Female Empowerment

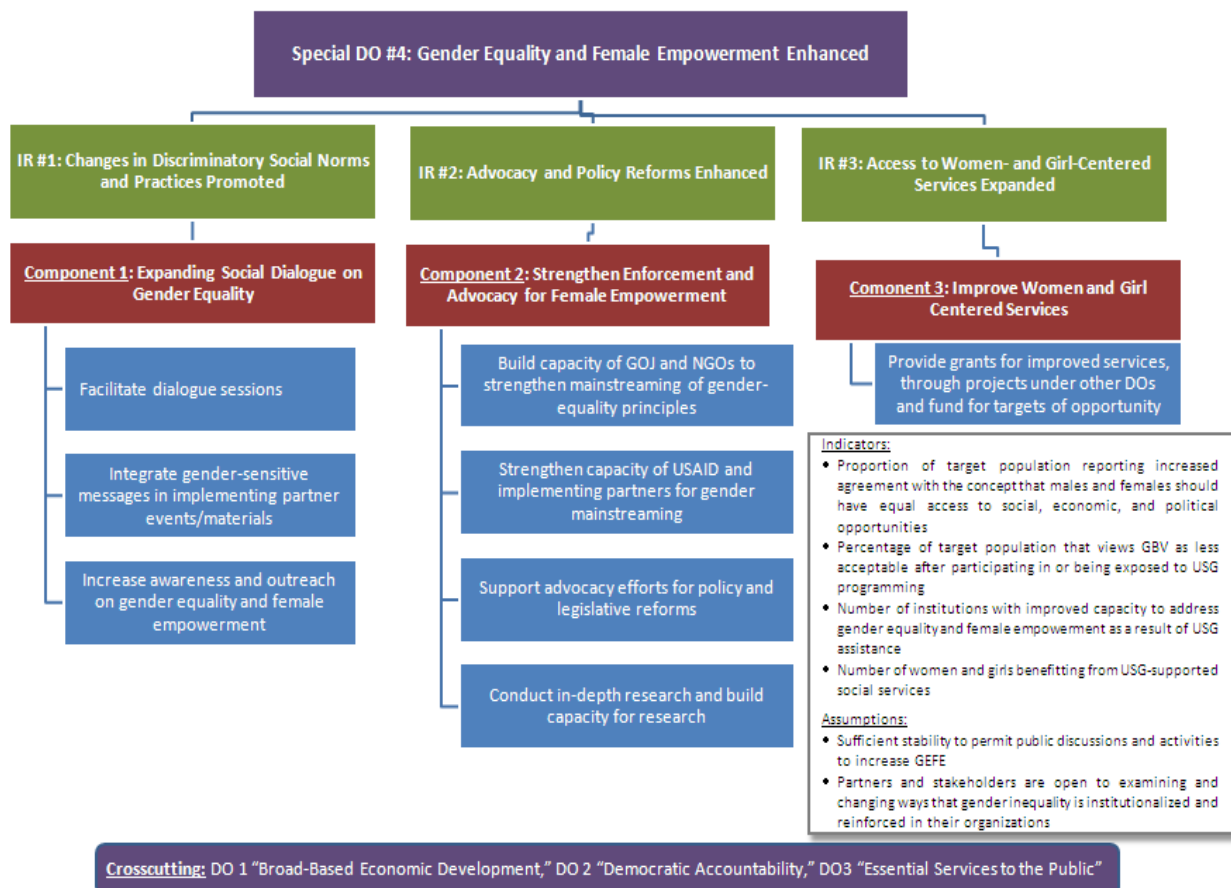
Evidence from around the world and across cultures shows that increasing gender equality promotes democratic governance and long-term stability. Throughout the USAID/Jordan CDCS, DOs and Intermediate Results (IRs) promote gender equality and female empowerment. Recognizing that no country can realize its potential if half its population cannot reach theirs, USAID/Jordan has also established a Special Development Objective (SDO) entitled "Gender Equality and Female Empowerment Enhanced." This SDO will support and complement the other DOs through stand-alone interventions. A growing body of evidence shows that women's political and economic empowerment are critical to fostering international peace and security,

growing vibrant market economies, and supporting open and accountable governance. To this end, the SDO complements interventions integrated into the other DOs to reduce gender gaps and increase female empowerment by focusing on behavioral change, advocacy and policy reforms informed by in-depth research.

The USAID Gender Program supports the three IRs under the SDO:

- IR 4.1: Changes in Discriminatory Social Norms and Practices Promoted
- IR 4.2: Advocacy and Policy Reforms Enhanced
- IR 4.3: Access to Women and Girl-centered Services Expanded

The development hypothesis of this program is that as positive changes in discriminatory social norms and practices are promoted, and advocacy and policy reforms for women’s issues are strengthened then female empowerment and gender equality will be enhanced. Combined with efforts to improve gender-responsive services across USAID/Jordan’s portfolio, this will support the overarching strategic goal of promoting equality and improving prosperity. As men and women become more accepting of concepts of equality and practice these beliefs and as laws further reinforce these concepts, economic status of women will be elevated which will in turn have positive effects on family health, participation of women in other aspects of household decision-making, more involvement of men in domestic and caring roles, and greater women’s participation in community and civic life.



1.3 Program Description

a. Program Purposes and Overview

This Program will seek to promote gender equality and female empowerment in the face of the above mentioned challenges. The purpose will be supported by the achievement of three components:

- Social dialogue on gender equality expanded: This component will be achieved through (i) facilitating a wide range of community dialogue activities and events; (ii) integrating gender-sensitive messages in implementing partner events/materials; and, (iii) increasing awareness and outreach on women's rights and gender equality.
- Enforcement and advocacy for female empowerment strengthened: This component will be achieved by (i) building the capacity of GOJ and NGOs to strengthen mainstreaming of gender-equality principles; (ii) strengthening the capacity of USAID and implementing partners to identify and reduce gender-based gaps between males and females as an outcome of their programs; (iii) supporting advocacy efforts for policy and legislative reforms; and, (iv) conducting in-depth research and building the capacity for research.
- Services for women and girls improved: This component will be achieved mainly through activities undertaken and sub-grants provided by programs across USAID's portfolio.
- A reserve fund of \$500,000 will be budgeted annually under Windows of Opportunity line item for activities that are more cross-cutting in nature or do not programmatically fit under USAID projects under other DOs.

b. Program Activities

The main Jordanian counterpart for this program will be the Jordan National Commission for Women (JNCW) and the Ministry of Planning and International Cooperation (MoPIC). The selected Recipient will be required to coordinate closely with these organizations on program interventions.

The program components described below are mutually reinforcing. The 2012 World Bank study on social norms and gender roles concluded that changes in norms at the individual and community level must be accompanied by reinforcing policy and institutional reforms⁵. In this respect, the USAID Gender Program will start with awareness raising and dialogue facilitation in targeted communities to build grassroots momentum, while building the

⁵ Ana Maria Munoz Boudet, Patti Petesch and Carolyn Turk with Angelica Thumala, *On Norms and Agency: Conversations about Gender Equality with Women and Men in 20 Countries*, World Bank, 2012.

capacity of key institutional players at the national level (like JNCW and MoPIC). Lessons learned from this initial phase will inform the program's implementation approach as it moves forward in mentoring key Jordanian institutions with the intention of migrating responsibilities to them for expanding and replicating such efforts at the national level.

Component 1: Expanding Social Dialogue on Gender Equality

Social change occurs through dialogue and social agreement on what is acceptable and appropriate. Social dialogue refers to information sharing, consultation and in-depth dialogue, negotiation, joint actions, and in some cases, agreements among a variety of stakeholders on issues of common interest; it is an essential tool for advancing gender equality. Jordanian communities, men, youth, women's rights activists, civilian police and cultural and religious leaders have few local or national fora in which to engage in discourse about gender equality and the impacts and social effects of this inequality.

This component will seek to increase opportunities for dialogue on gender equality, the meaning of female empowerment. It will seek to expose men and women to counter-stereotypical images, and de-link negative associations with these images. It will also seek to empower men and women by challenging and transforming existing patriarchal mindsets and social norms at the household, community and political levels. The changing of social norms requires recurrent engagement at the community level and within peer groups, including family and communal relationships, social institutions, security and justice entities, gatekeepers and community leaders. Experience suggests that more progress is made where both men and women perceive the relevance to their own lives of eliminating discrimination against women. This has implications for rethinking the messages to be transmitted concerning gender equality and women's empowerment. Focus on the obstacles to women's empowerment needs to be balanced with clarifying misconceptions and addressing common concerns, and in doing so minimizing potential negative impacts on the community.

This component will seek to go beyond enhancing public awareness to stimulate positive changes in attitudes and practices creating lasting social change. Expanding a social dialogue on this basis needs to be strategic, participatory, based on evidence from research and use results-oriented communication. It needs to be based on sound documentation, monitoring and evaluation. It will use a multiplicity of communication approaches to stimulate positive and measurable behavior and social changes. It involves women's equal right to articulate their needs and interests, as well as their vision of society, and to shape the decisions that affect their lives, whatever context they live in. It also involves identifying and supporting male champions of gender equality. Partnerships between women's organizations, private sector partnerships and other groups working for gender equality is necessary to assist this process.

The Recipient will facilitate dialogue opportunities, as well as collaborate with existing USAID partners to incorporate gender-sensitive messages and issues into their events and

trainings, and to strengthen activities that address gender equality and female empowerment. It will require the Recipient to (i) avoid the term “gender” which is viewed as a western concept and use everyday words and phrases that promote changes and attitudes while respecting culture, religion and Arab traditions and, in that context, (ii) understand why people behave the way they do, informed by behavioral theories and relevant data- either pre-existing or collected by the program, in order to facilitate dialogue on how attitudinal and behavioral challenges can be overcome. Dialogue opportunities presume a holistic process that involves various stakeholders and accounts for culturally sensitive norms. It will garner community support to facilitate changes at the individual and community level.

The Recipient will be tasked to systematically and rigorously monitor and evaluate the social dialogue program. Results-based monitoring and evaluation will address the “so-what?” question, including how social dialogue achieves changes in communities. It should answer the question whether or to what extent social dialogue leads to intended attitude, values and behavior change. USAID/Jordan recognizes that social norms are slow to change and it is hard to measure progress over a span of 3-5 years, yet this program will seek to contribute to this long-term process.

Component 2: Strengthen Enforcement and Advocacy for Female Empowerment

A national strategy for women is in place, and the JNCW, in partnership with several ministries, is at the forefront of reform and is playing an active role in deepening women’s rights. Yet, there remains a lack of sufficient awareness, resources, capacities, and practices within government institutions, weakening the effective implementation of enforcement and advocacy. Similarly, Civil Society Organizations (CSOs) active in changing social and legal barriers to gender equality suffer the same challenges all CSOs in Jordan face. They have varying levels of organizational management, leadership, and advocacy skills, and capacity building and accountability within CSOs is needed to build the long-term sustainability of these organizations. Many Amman-based CSOs also lack credibility beyond the capital and are limited in their ability to represent a broad spectrum of women.

Successful advocacy for female empowerment will need to: (i) be supported by evidence and research, (ii) have clear direction and goals, (iii) be sustained over a period of time, (iv) be supported by multiple advocacy levels and various partners, (v) include clear implementation guidelines and monitoring mechanisms, and (vi) be linked to specific actions that the public can undertake to hold decision-makers accountable and advance reform agendas.

In this respect, the Recipient will identify potential GOJ and CSO partners poised to carry out USAID Gender Program interventions, and work with the USAID *Civic Initiatives Support Program* on organizational development, advocacy skills, and engagement with citizens, CSOs and the GOJ. To this end, the Recipient will also serve as a resource for USAID/Jordan staff and USAID implementing partners, helping them better integrate activities to reduce

gender-based inequalities into their programming, materials and events. This will include creating a forum for USAID/Jordan staff, development partners and selected government and non-government entities to share knowledge and improve communication to foster cross-sectoral learning and support creative approaches for promoting gender considerations and the many pathways for gender change. Over time, the purpose here will be to ensure that, to the greatest extent possible, all USAID/Jordan programming fulfill the Agency's gender equality goals by: (i) being gender-informed, reflecting awareness of the different roles, responsibilities, and expertise of men and women; (ii) engaging women and men as full and equal partners; (iii) seeking to eliminate gaps between the status of males and females; and (iv) serving women and girls as effectively as men and boys.

The Recipient will also work with selected NGOs, think tanks and research institutions to build their capacity to conduct in-depth, credible, rigorously conducted research on gender issues and effective dissemination of findings and recommendations for informed decision-making and public discourse. Effective research will require understanding what the binding constraints are: what happens in households, the community, formal institutions and their interactions, and how they are shaped by cultural norms.

Finally, work with local communities and findings from targeted, in-depth research and analyses – especially related to legal, regulatory, and cultural barriers to women's participation in the economy and politics – will provide the necessary evidence-based recommendations on policy reforms, programming, and approaches to enable the GOJ, to include the justice sector, civil police and other stakeholders to make significant advances in changing social norms and practices toward women and enforcing gender equality.

Component 3: Improve Women and Girl-Centered Services

As a means of “reducing gender disparities in access to, control over, and benefit from resources, wealth, opportunities, and services (economic, social, political, and cultural)”⁶, support will be provided to empower women at the local level to engage more fully within their communities and subsequently play a more effective role in identifying approaches and recommendations and bringing to life initiatives that advance the status of women across all social spectrums. Support for improving women and girl-centered services, however, must take into consideration and minimize potential negative impacts on male segments of the population.

This component will be mainly achieved through interventions undertaken by activities and programs across USAID's portfolio. For example, small grants provided to local organizations through the USAID *Community Engagement Program* and the *Civic Initiatives Support Program* could respond to local needs for community-based “safe spaces” in which women and girls can realize their full potential and exercise their rights. In these “safe spaces,” women and girls can learn new skills; participate in livelihood possibilities; obtain

⁶ USAID. Policy on Gender Equality and Female Empowerment, 2012.

life skills support (e.g., parenting skills and coping with family stress); build confidence to participate meaningfully in civic, political, and economic sphere at the community level; meet with other women to find role models for female empowerment; and encourage changes in social norms and practices for more equitable participation of women. Similarly, the planned *Workforce Development and Enterprise Support* and *Water Demand Management in Agriculture* programs would provide young and adult women with opportunities for vocational training, entrepreneurship and alternative livelihoods. Education programs targeting children and youth up to 29 years old and their communities will seek to increase access to day care facilities, improve the learning environment for boys and girls, provide second chance opportunities for at-risk youth and school drop outs, and work with both parents to strengthen their involvement in their children's education. Finally, democracy and governance programs will focus on women's political participation through support to election candidates, mentorship of Parliamentarians and municipal council members on gender inequality issues, and capacity building of judicial sector staff on human and women's rights. The result of these efforts is to empower women at the local level to engage more fully within their communities and subsequently play a more effective role in identifying approaches and recommendations and bringing to life initiatives that advance the status of women in Jordan.

Interventions under this component to support and create sustainable safe spaces and engaging women and girls locally will focus on the country's poverty pockets, including such areas as Tafileh and Ma'an, which have historically received less assistance. In addition, assistance for safe spaces will also focus on compacted urban and peri-urban communities in the northern governorates where the majority of Syrian refugees reside. Safe spaces could be created and maintained through partnerships with the private sector and civil society.

The program will focus mainly on components one and two. Component three will be achieved substantially through other USAID activities and interventions, as discussed above.

c. Environmental Considerations

The program consists mainly of technical assistance, training and capacity building to civil society, citizen groups and local government organizations. These activities are covered under the categorical exclusion pursuant to 22 CFR 216.2(c)(2). If and when small grants are made (for example for the creation of "safe spaces"), they will be reviewed in coordination with the Mission Environmental Officer to determine the extent of potential environmental impacts if any and appropriate mitigation measures.

Proposed interventions under the USAID Gender Project also present an excellent opportunity for positive environmental impact, such as raising awareness and encouraging behavior change around water use efficiency, conservation and protection. The government as well as different NGOs have been working to increase public awareness of water scarcity and threats to environmental degradation, and to encourage water

conservation and environment protection. Women are usually responsible for food preparation and keeping the family healthy. The combination of these family roles make them potentially strong advocates for clean water as well as environmental protection issues in general. Thus, it is important to educate women on the connection between safe drinking water, contamination of the water supply, and the impact on the health of the family (especially children). The environmental movement in Jordan already has strong women advocates who are showing interest in policymaking and political engagement, making them potential role models for other women.

Men and women are also concerned with the issue of equitable distribution of water resources, waste management and pollution. A household survey (conducted as part of the USAID/Jordan Public Action for Water, Energy and Environment Program) noted that boys sometimes litter as an act of defiance against the government, yet a study in Zarqa showed that females are blamed for litter problems regardless of their culpability. These gender dynamics are important when developing interventions to address the waste management and littering problem.

The USAID Gender Program could work with other USAID programs to identify and work with a variety of interest groups – represented by men, women and youth – to increase awareness on water and environment protection, encourage behavior change, and advocate for reforms through inclusive approaches that would minimize gender disparities of environmental impacts. Interventions should promote good citizenship and community responsibility (rather than national government responsibility) for the protection of local environment.

Environmental considerations in programming are crucial to USAID as characterized by the Initial Environmental Examination (IEE) that is mandatory for every program. Conducting the IEE aims to ensure that the environment is not negatively affected by USAID activities. However, USAID does not only focus on mitigating its environmental impact but also to positively contribute to the environment in which it is operating. Therefore, USAID expects its programs positively contribute to the environment in a developmental context.

The applicant will be examined for possible positive environmental impacts of the program, in such areas as environmental awareness and education through the sub-grants level. As part of the awareness and education process, applicants are required to demonstrate creative and innovative ideas that contribute positively to the environment through describing how the program will create and seize opportunities to advance environmental considerations. Applicants must include environmentally conscious activities around their launch events and public activities that are cost effective and further environmentally positive messages. For example, such ideas might include an organized volunteer clean-up of selected areas as part of a launch event, a program-related tree planting activity that engages youth, environmentally conscious messaging throughout the life of the program, or other innovative ideas.

Applications must include a section identifying how the program will be managed to make positive contributions to the environment, how environmentally conscious messaging will be incorporated, and how the program will create opportunities for new and innovative approaches to environmental considerations.

d. Monitoring, Evaluation and Learning

USAID will utilize the Monitoring and Evaluation Support Program (USAID MESP) to assist with collecting and analyzing impact data and with reviewing project performance. A Monitoring and Evaluation (M&E) Plan, including a Performance Management Plan (PMP) of indicators used to measure progress, will be developed in collaboration with the Recipient. It will:

- track progress toward planned results;
- use performance information to influence USAID Gender Program decision-making and resource allocation;
- involve customers, partners, stakeholders and other USAID and USG entities in performance management steps;
- demonstrate a broad commitment to key principles and practices that foster a performance-oriented gender equality and female empowerment culture;
- carefully select evaluation questions to test fundamental assumptions underlying the USAID Gender Program design; and,
- develop a system to share evaluation findings widely and allow for integrating conclusions and recommendations into decision making.

The M&E Plan will use both quantitative and qualitative data collection and analysis methodologies. Data collection instruments and methods, data analysis methods, and reporting processes will be harmonized across all USAID gender equality and female empowerment interventions. Recognizing that gender cuts across the USAID Mission portfolio, the M&E plan will also include gender sector monitoring and reporting, collecting and analyzing sex-disaggregated data, and gender indicators related to the Agency's Gender Equality and Female Empowerment Policy.

Two evaluations will be conducted by external evaluators for this project; a management performance evaluation midway through the project will assess the implementation approach for this project as well as the collaboration and coordination efforts with other USAID projects.

The evaluations would seek to answer the following questions:

- To what extent have men and women's attitudes changed toward the concept that males and females should have equal access to resources and opportunities?
- To what extent did exposure to social dialogue on gender equality effect positive or negative changes in attitude among males and females toward gender equality?

- To what extent has addressing gender gaps contributed to achieving USAID's goals for expanding economic opportunities, increasing citizen participation, improving educational outcomes and achieving more sustainable population growth?
- To what extent has women's increased economic participation resulted in empowering them to be actively engaged in decision-making processes at the family and community levels?

e. Coordination:

Given the cross-sectoral nature of work on gender equality and female empowerment, the USAID Gender Program will be responsible for coordination on two levels. The first level of coordination would be on the Mission level where the program will be coordinating with relevant current and upcoming projects from USAID/Jordan technical offices. USAID/Jordan support for female empowerment projects totaled approximately \$33 million in 2012. The second level of coordination will focus on broader coordination with GOJ, USAID, CSOs and other donors. The program should also ensure sharing of information that results from coordination efforts with stakeholders.

Current USAID/ Jordan interventions include:

- Economic growth
 - o Supporting the community for women's integration in the workforce
 - o Building small and medium enterprises with a focus on women
 - o Building capacity for women's NGOs focused on economic development
 - o Supporting legislative change for women's economic development
- Water and Energy
 - o Using gender-sensitive public education programs for water and energy utilities
 - o Supporting women-owned businesses for water reuse
 - o Supporting women to run community-based water activities
- Democracy and governance
 - o Supporting women's participation in elections
 - o Engaging women as voters
 - o Building capacity for women parliamentarians
 - o Supporting women's role in political parties
 - o Raising awareness and access to justice for women
 - o Training and mentoring judges and lawyers on human and women's rights
 - o Mainstreaming women's rights to be inclusive of persons with disabilities
 - o Combating GBV and empower women in their roles in families, communities and national cohesion.
- Education
 - o Providing equitable educational facilities for boys and girls

- o Providing a learning environment that includes gender awareness
 - o Promoting the involvement of mothers and fathers in school
 - o Supporting female and male teachers
 - o Supporting efforts to address school violence and psycho-social needs, especially in boys schools
- Health
 - o Addressing women's preference for female health providers
 - o Working with community and religious leaders on promoting family planning and modern contraceptive use
 - o Promoting gender equality and empowering women through group discussions
 - o Involving men in behavioral change for family planning and contraceptive use
- Youth
 - o Building the workforce skills of disadvantaged young men and women
 - o Building the capacity of women's NGOs for youth programs
 - o Providing health awareness life skills training for boys and girls
 - o Supporting mothers and fathers in youth decision making on training and jobs
 - o Promoting civic engagement of young men and women, and boys and girls

Gender Considerations:

Applicants will also be required to demonstrate experience and capacity in addressing gender equality issues in Jordan. This will be assessed by reviewing their proposed technical approaches to effect change in behavioral and social norms as well as undertake relevant research, build capacity of stakeholders, and formulate informed recommendations around required regulatory and policy reforms.

As women are the focus of the Cooperative Agreement as well as additional gender-related interventions undertaken by other programs across USAID/Jordan's portfolio, the Recipient will be required to include approaches to addressing effective participation of women and girls in USAID-funded interventions (e.g. freeing up women's time to participate in events by providing transportation and child care). The Recipient will also be required to incorporate gender equality internally in the performance of the program, for example in constructing its core team as well as in fielding additional short-term consultants during the life of the Cooperative Agreement.

In annual work plans, the Recipient will be required to identify gender challenges and opportunities which will be the focus of the program; a description of how these challenges will be addressed in the program; identification of relevant performance indicators to measure progress toward overall program goal of stimulating positive changes in attitudes and practices; strategies for ensuring high levels of meaningful male, female and youth participation in program activities; and approaches to working with USAID staff and implementing partners to integrate gender-sensitive messages and approaches in program designs and implementation.

The USAID/Jordan Gender Analysis and Assessment conducted for the development of the CDCS also included extensive recommendations for additional analytical work where there appeared to be knowledge gaps, including: a detailed labor market analysis, including barriers and opportunities for women to re-enter the labor market; an in-depth analysis of the low political participation of women; an analysis of the gender differences in access to justice; and an analysis of the implications of poverty at the household level. Some of these analyses could be conducted by the Recipient or through sub-grants to local researchers to further inform best approaches to messaging and impacting behavior change at the community level.

(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://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf>

Standard Provisions for Non-US NGOs -

<http://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>

(5) Outreach and Communication

Communication will be a key element of this project. Gender equality messages will be customized taking into consideration preferences and viewership/listenership by men and women of different ages and social backgrounds. Word of mouth information sharing is the most prominent method of disseminating information in Jordan. Television, radio and social media are also prominent media tools utilized by men, women and youth. As such the project will focus on these mediums to reach the targeted audience. Project solicitation will request applicants to describe their approach to utilizing media and other means of disseminating information and project messages among the targeted population.

All project components offer opportunities for publicizing USAID support of interventions to promote gender equality. Community discussion sessions on gender issues facilitated by USAID, and communication materials and public awareness campaigns utilizing interactive communication tools (e.g. media campaigns, talk shows, interactive theater, brochures,

communication materials, etc.) funded by USAID offer opportunities to raise awareness among Jordanian men and women about USAID's work in this area. Assistance to build capacity of institutions offers opportunities for direct engagement with Jordanian stakeholders, thus promoting USAID's visibility. Finally, support for improving social services for women and girls offers opportunities for inauguration and graduation ceremonies as well as branding and marking of small-scale infrastructure and commodities.

At the same time, because of the political nature of the project activities and the need for local ownership, there may be limited occasions for which project success is better served by a low USG profile.

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 Agreement Officer's Representative (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 \$13,800,000 to be allocated over a period of five years with an anticipated start date of March 2014. This program will be implemented through a phased approach. The first phase is budgeted at \$8,000,000 for a period of three years. The second phase is budgeted for \$5,800,000 for a period of two years. These phases may be made available contingent upon project progress toward meeting the project purpose and sub-purposes, the Recipient's performance, foreign policy interests of the US Government and alignment with USAID/Jordan's Country Development Cooperation Strategy. The decision to implement these phases is therefore solely at the discretion of the Agreement Officer (AO).

Substantial Involvement

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

1. Approval of the Recipient's Implementation Plans.
 - a. Approval of annual workplans
 - b. Approval of the Monitoring and Evaluation Plan
 - c. 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 Cooperative Agreement. In accordance with the Substantial Involvement clause of this award, these personnel are subject to the approval of the Agreement Officer:

- Chief of Party
- Senior Gender Specialist
- Senior Component Leader
- Capacity Building Specialist
- Communication and Outreach Specialist

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.

In addition to AOR approval of grants, USAID staff will actively participate in grant review, selection and concurrence on the substantive provisions of all grants.

- b. Approval of the Recipient's Annual Workplan.
- c. Approval of the Recipient's Monitoring and Evaluation (M&E) Plans.
- d. Agency monitoring to permit special kinds of direction or redirection because of interrelationships with other USAID programs, alignment with US foreign policy objectives and USAID/Jordan's Country Development Cooperation Strategy.

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 has awarded a third-party M&E contract to assist USAID in monitoring this program. The Recipient must cooperate with this M&E contractor 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.

- e. Communications with GOJ officials.

USAID presence in all meetings with government level officials at the minister and secretary general level is required. All communication with GOJ officials must be made by the Chief of Party and coordinated with the USAID AOR.

- f. Approval of the Recipient's Outreach and Communication Strategy.

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.

Authorized Geographic Code

The authorized Geographic Code for procurement of goods and services under this award is Code 937.

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.

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 5% is required. This could be achieved through encouraging volunteerism and contributions from local organizations, the private sector and other sources. Criteria for cost sharing can be found under 22 CFR 226.23.

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 a written technical application and a summary budget phase. All applications must be in English. The second phase is oral presentations. The best technically acceptable applicants, not to exceed five, from the first 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 a revised technical application, if necessary, and a full cost application.

Applications shall be submitted electronically at www.grants.gov in two separate parts: (a) technical application and (b) summary budget 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.”

Technical Application Format

The 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 technical application must not exceed 15 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.

Applications must include:

1. Technical Approach

The technical approach must provide a clear and succinct picture on the political, social and cultural environment, the main stakeholders targeting by the program and methods of engaging and the method of achieving the outlined objectives, taking into account the social, political and cultural sensitivities related to gender. The technical approach must also provide a clear strategy on how to engage the main stakeholders. It must also include a monitoring plan that adequately evaluates performance and provides information for project planning.

Great emphasis will be placed on the degree of innovation used in the technical approach and the efficiency of the suggested method.

2. Key Personnel

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 with telephone numbers and email

addresses. 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. Senior Gender Specialist
- c. Senior Component Leader
- d. Capacity Building Specialist
- e. Communication and Outreach Specialist

The responsibilities for each position are described below:

a. Chief of Party (COP):

The nature of the program demands strong leadership, program, organizational management and communication skills, and a unique understanding of the Jordanian social and political context. The COP has overall responsibility for management of and reporting on the recipient's activities; making key decisions and solving problems in short timeframes 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 15 years of experience supervising complex, socially and politically sensitive projects, at least three years of which have been spent in COP or Deputy COP (DCOP) positions, or their equivalents
- Demonstrated experience and knowledge in establishing systems and overseeing project start-up
- Experience hiring and supervising personnel and ensuring they acquire the necessary training and skills to meet evolving program needs
- Advanced degree (Masters or Doctorate) in social studies, law, human rights, women's studies or 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. Senior Gender Specialist

The Senior Gender Specialist will report to the COP and ideally will be a highly qualified Jordanian. This person should have a minimum of 12 years of professional experience – if an expatriate, professional experience should be primarily overseas.

Qualifications:

- A minimum of 7 years of experience of work on gender related projects in the region demonstrating a unique understanding of the Jordanian context on gender related issues and female empowerment
- Master's Degree in gender related studies or related field
- Prior work in the Middle East is highly desirable
- Fluency in English is required
- Proficiency in Arabic required

c. Other proposed Key Personnel:

Each of all other proposed key personnel must have the following qualifications:

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
- Demonstrated experience in gender related activities
- Understanding of Jordanian communities and the Jordanian political system
- Demonstrated experience and knowledge in establishing procedures and systems relevant to the project
- Demonstrated experience in conflict mitigation
- A Bachelor's Degree in a relevant field
- Fluency in English and Arabic

3. Past Performance

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 gender and female empowerment projects
- Evidence of experience in working with a broad range of stakeholders including but not limited to government entities, registered organizations, community-based organizations and informal groups and networks.

The application shall include an Annex listing of all its relevant 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. Management

The overall management approach should demonstrate the applicant's capacity to manage a project that will often function in highly sensitive situations. The management approach is encouraged to:

- Include a summary staffing plan 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 plan 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 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 must address only phase one of the project (the first three years).

Oral Presentation

Based on USAID's evaluation of applications, only the best technically acceptable applicants – up to five - will be invited to present their applications orally in person at USAID/Jordan through a PowerPoint presentation. If less than five applicants are found to be technically acceptable, then only those applicants will be invited to the oral presentation. USAID/Jordan intends to hold the oral presentations within two to three weeks of receiving applications. Applicants who will be called to the second phase will be notified promptly after receipt of the written application of the date of the scheduled presentation. 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 Senior Acquisition Specialist and the Agreement Officer will also attend. The evaluation criteria will be different than those used for the written application (see Section V).

The presentation must cover the following areas:

- The first 90 days of project implementation to demonstrate how the applicant will build local “ownership” for the program and facilitate Jordanian responses to Jordanian-identified challenges and opportunities.
- The extent to which the program will be implemented in partnership with Jordanian organizations and the rate at which Jordanian organizations will assume increasing responsibility for program development, implementation and monitoring.
- How gender related activities will take advantage of international best practices and experiences while adapting them to a highly sensitive Jordanian context. This discussion should describe how gender related challenges will be addressed and how such interventions are ideal considering the local context, keeping in mind a do-no-harm approach.
- Summary of the applicant’s capacity to implement efficiently and effectively throughout Jordan.

The proposed COP, the Senior Gender Specialist and at least one other Key Personnel must attend and be presenters for at least part of the presentation. The applicant is limited to five 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 where the applicant will respond to questions related to their presentation as well as to any other questions arising from their written application. This will be followed by Government deliberations and then a one-hour discussion period to resolve technical issues, if possible, or to raise issues for the applicant to address in their final technical proposal.

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 and hold the presentations within two to three weeks of receiving applications. Applicants should anticipate that the invited applicants will have one week’s notice of their presentation date.

USAID will provide initial topics for discussion items based on evaluations of applications at least 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 presentations among the applicants will be determined randomly by the Agreement Officer.

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 for all staff proposed under this project.
- 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;
 - A reserve fund of \$500,000 budgeted annually under a line item called Windows of Opportunity for activities that are more cross-cutting in nature or do not programmatically fit into USAID projects under other Development Objectives (DOs).
 - Cost-sharing amount; and
 - 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.
- 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 technical applications will be evaluated in accordance with the Evaluation Criteria set forth below. Thereafter, the initial cost applications 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 Written Application Phase:

The following evaluation criteria, which are further described below, will be the basis of evaluation for all technical applications. All criteria are listed in descending order of importance.

1. Technical Approach
2. Key Personnel
3. Past Performance
4. Management

1. Technical Approach:

Applicants will be required to demonstrate experience and capacity in addressing gender equality issues in Jordan. This will be assessed by reviewing their proposed technical approaches to effect change in behavioral and social norms as well as undertake relevant research, build capacity of stakeholders, and formulate informed recommendations around required regulatory and policy reforms.

As women are the focus of the proposed Cooperative Agreement as well as additional gender-related interventions undertaken by other programs across USAID/Jordan's portfolio, the Recipient will be required to include approaches to addressing effective participation of women and girls in USAID-funded interventions (e.g. freeing up women's time to participate in events by providing transportation and child care). The Recipient will also be required to incorporate gender equality internally in the performance of the program, for example in constructing its core team as well as in fielding additional short-term consultants during the life of the contract.

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 gender equality and female empowerment 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 gender equality and female empowerment.
- 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. 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. Ability to build local partnerships and engage key stakeholders.
2. Ability to identify key challenges and discuss possible interventions.
3. Capacity of implementing efficiently and effectively throughout Jordan.

These evaluation criteria are of equal importance.

1. Ability to build local partnerships and engage key stakeholders.

In assessing this factor, the Technical Evaluation Committee will consider the applicant's ability to establish sustainable partnerships with focus on the set-up of partnerships with local organizations and other stakeholders for constructive working relationships that maximize project output.

2. Ability to identify key challenges and discuss possible interventions.

In assessing this factor, the Technical Evaluation Committee will consider the key challenges identified including effectiveness in a do-no-harm context in light of social and political sensitivities.

3. Capacity of implementing efficiently and effectively throughout Jordan.

In assessing this factor, the Technical Evaluation Committee will consider the applicant's capacity highlighting the method in which maximum outreach and engagement is achieved.

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 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. Deliverables throughout the life of the project:

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

- a) **Annual Work Plans:** Within 30 days of the start of the Cooperative Agreement, the Recipient shall submit the annual workplan. Work plans for subsequent years are due 30 days prior to the end of each program year. In annual work plans, the Recipient will be required to identify gender challenges and opportunities which will be the focus of the program; a description of how these challenges will be addressed in the program; identification of relevant performance indicators to measure progress toward overall program goal of stimulating positive changes in attitudes and practices; strategies for ensuring high levels of meaningful male, female and youth participation in program activities; and approaches to working with USAID staff and implementing partners to integrate gender-sensitive messages and approaches in program designs and implementation.
- b) **Monthly Progress Report:** The Recipient shall provide a brief 2 page summary of program progress. The summary should include an update on significant political, economic and social issues; how/whether the program is responding to those 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.
- c) **Quarterly Progress Report:** Quarterly reports will summarize; program highlights, achievements, and major activities; budget information; problems encountered, proposed remedial actions and impact achieved against the objectives. The Recipient shall submit an electronic copy of a performance report to the AOR. The performance reports are required to be submitted quarterly (30 days after the quarter) and shall contain the following information: Please refer to 22 CFR 226.51(d)
- d) **Monitoring and Evaluation Plan:** Within 30 days of the approval of the workplan, 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 and the Mission's M&E program.
- e) **Outreach and Communication Strategy:** The first annual communication and outreach strategy shall be submitted to the AOR within 30 days of the start date of the Cooperative Agreement. The strategies for subsequent years are due 30 days prior to the end of each program year. The strategies will include the overall communication messages of the program. The strategies must also focus on opportunities for USG visibility through the components of the program in terms of branding and marking but also with regard to events and other direct engagement. The program offers opportunities for signing ceremonies, graduation ceremonies and engagement with the

NGOs and their target audiences throughout the course of the program. The strategy must ensure the use of traditional and social media and must be updated on a quarterly basis.

- f) Final Report: The Recipient shall submit the original and one copy to FMO, the Agreement Officer (if requested), and the AOR and one copy, in electronic (preferred) or paper form of final documents to one of the following: (a) Via E-mail: docsubmit@dec.cdie.org; (b) Via U.S. Postal Service: Development Experience Clearinghouse, 8403 Colesville Road, Suite 210 Silver Spring, MD 20910, USA; (c) Via Fax: (301) 588-7787; or (d) Online: <http://www.dec.org/index.cfm?fuseaction=docSubmit.home>.

The final performance report shall contain the following information:

Please refer to 22 CFR 226.51(d)

This report shall contain a summary discussion of all activities conducted under the Cooperative Agreement, the results achieved, complete data from the performance monitoring and evaluation plan.

- g) Data Collection and Training Materials: The release or dissemination of any information, data, documents, or materials containing sensitive information about the program 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.
- h) Oral Briefings: At the request of USAID/Jordan, the Recipient shall also consult with members of USAID's other Development Objective Teams, as well as their implementing partners; in order to coordinate with and promote the achievement of USAID's Special Development objective and other strategic objectives as described in the Program Description.
- i) 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 GOJ counterpart ministries and Civil Society Organizations are sustainable outside of support of the program.
- j) Branding Strategy and Marking Plan: The apparently successful applicant will be required to submit a Branding Strategy and Marking Plan along with the final cost proposal.

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)