USAID | WEST BANK/GAZA
FROM THE AMERICAN PEOPLE

Issue Date:	Wednesday, March 28, 2018
Deadline for Questions/ Clarifications:	Thursday, April 5, 2018
Closing Date:	Monday, May 14, 2018
Closing Time:	12:00 AM Jerusalem Time

Subject: **USAID/West Bank and Gaza Notice of Funding Opportunity (NOFO), Request for Applications (RFA), Number: 72029418RFA00002**

Title: The Global Competencies Activity

Dear Prospective Applicants:

The United States Government, represented by the U.S. Agency for International Development (USAID)'s West Bank and Gaza Mission (WBG), is seeking applications from eligible institutions for the implementation of the "Global Competencies Activity", detailed in Section A of this Notice of Funding Opportunity (NOFO), Request for Applications (RFA). Please see Section C of this NOFO for eligibility requirements.

Subject to the availability of funds, an award will be made to that responsible Applicant whose application best meets the objectives of this funding opportunity and the selection criteria contained herein. While one award is anticipated as a result of this RFA, USAID reserves the right to fund any or none of the applications submitted.

For the purposes of this Notice of Funding Opportunity (NOFO) the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer". Eligible organizations interested in submitting an application are encouraged to read this funding opportunity thoroughly to understand the type of program sought, application submission requirements and evaluation process.

Applicants are encouraged to read each section of the NOFO carefully. To be eligible for award, the Applicant must provide all information as required in this funding opportunity and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. Potential Applicants should regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity. Applicants will need to have available or download the Adobe™ program to their computers in order to view and save the Adobe™ forms properly. It is the responsibility of the Applicant to ensure that the NOFO has been downloaded from the internet in its entirety and USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

The successful Applicant will be responsible for ensuring the achievement of the activity objectives.

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

Funds for an award resulting from this NOFO are not currently available. While this NOFO represents the best understanding of USAID, due to the legislative cycle and unexpected directives, some requirements that will be included in the resulting award may not be expressed in this NOFO. Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the Applicant. All preparation and submission costs are at the Applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

/S/

Dana Rose
Agreement Officer
USAID/West Bank and Gaza

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ABBREVIATIONS AND ACRONYMS USED IN THIS NFO

ADS	Automated Directives System
AO	Agreement Officer
AOR	Agreement Officer Representative
BEO	Bureau Environmental Officer
CFR	Code of Federal Regulation
COP	Chief of Party
CV	Curriculum Vitae
DUNS	Data Universal Numbering System
DQA	Data Quality Assessment
EMMP	Environmental Mitigation and Monitoring Plan
FAR	Federal Acquisition Regulation
HEI	Higher Education Institution
IEE	Initial Environmental Examination
IR	Intermediate Result
LOC	Letter of Credit
MOEHE	Ministry of Education and Higher Education
M&E	Monitoring and Evaluation
M/OAA	USAID/Washington's Office of Acquisition and Assistance
NICRA	Negotiated Indirect Cost Agreement
NOFO	Notice of Funding Opportunity
OMB	Office and Management and Budget
OFAC	Office of Foreign Assets Control
NGO	Nongovernmental Organization
NOFO	Notice of Funding Opportunity
PA	Palestinian Authority
PCA	Partner Contracted Audit
PFDP	Palestinian Faculty Development Program
PD	Program Description
PWD	People with Disabilities
RF	Results Framework
RFA	Request for Applications
TIN	Taxpayer Identification Number
USG	United States Government
USAID	U.S. Agency for International Development
WBG	West Bank and Gaza

SECTION A: PROGRAM DESCRIPTION

A.1 Background

Global Pattern

Most nations are investing more to improve the quality of education. The knowledge society and modern work life require knowledge, attitudes, and skills different from those of the past. There is a growing need for creativity, imagination, complex communication skills, integrative thinking, and adaptability. The improvement in quality of education needs a shift in what is taught and how it is taught. Technology and globalization have created an urgency to improve the quality of education. Every day, more and more of the work that people do end up in a digitized form. Routine manual tasks and routine cognitive tasks are being increasingly replaced by automation. Employers everywhere have access to a world-wide workforce composed of people who do not have to move to participate in work teams that are truly global. Local workers at every skill level are in direct competition with workers in every corner of the globe. Many firms are outsourcing functions that have always been performed by local workers, to workers in other countries who do them better and cheaper. In the U.S., the National Association of Colleges and Employers (NACE), defines career readiness as, "the attainment and demonstration of requisite competencies that broadly prepare college graduates for a successful transition into the workplace."[1] Creativity and innovation, in addition to other soft skills, are key constituents of a successful employee and an entrepreneur.

A shift in pedagogy is needed to enable students to acquire the fundamental competencies of the 21st century and to upgrade these competencies over time through self- learning and continuing education efforts. Learning to learn becomes a vital requirement in a fast changing world. Modern economies are learning economies, and industries in developing countries need work forces that are well trained and capable of upgrading and learning new skills all the time.

Skill Gap and Unemployment in the West Bank and Gaza

In the West Bank and Gaza, the high percentage of students studying social sciences (75 %) is a major contributor to unemployment among graduates. Information and communications technology (ICT) and engineering professions are viable options for employment and have the potential to influence almost all sectors and increase their innovation and productivity. A study[2] conducted by the Palestinian Information Technology Association (PITA) and the Paltel Group revealed that "there is a significant gap between the Palestinian ICT education system and the needs of ICT market." Another study[3] on engineering education in the West Bank and Gaza

[1] Career Readiness for the New College Graduates, NACE
[2]http://www.pita.ps/sites/default/files/studies/comparative_study_the_palestinian_education_system_vs_the_needs_of_the_private_ict_sector.pdf
[3]https://www.researchgate.net/publication/301469031_Influence_of_Globalization_in_Engineering_Education_in_Palestine

stated, “to increase the employability of engineering graduates in support of the Palestinian economy, the engineering programs should be more relevant to the diversified labor market needs. The same study also added, “to become innovators, young graduates should possess a range of soft skills as well as interdisciplinary knowledge. This could be encouraged by developing more flexible curriculum allowing the students to explore their real potentials.”
A study[4] conducted by Awrad Organization in Ramallah in 2015 revealed:

- The majority of business owners believe that it is hard to fill job vacancies in their companies. 80% of business owners believe that it is (very hard), (hard) or (somewhat hard) to fill vacancies.
- 85% of business owners believe that the skills gap in their sector is (highly severe), (severe) or (somewhat severe). Only 11% believe that it is not severe.
- The majority of business owners indicate that the problem (of skills gap) is growing, which is worrisome. The results show that the majority of them have greater faith in the skills of older employees (58%) than newer employees (11%). Just a third of the business owners believe that there are no differences in the level of skills when comparing the two groups.
- The findings illustrate a gap in perception among employers, potential employees and representatives of educational institutions. While a majority of employers do not express much faith in the skills of graduates, 50% of graduates believe that their current skills will allow them to find a proper job. Another 42% believe they have the skills (to some extent). In contrast, 8% do not believe they have the skills to find a proper job.
- Representatives of educational institutions agree that the skills of their graduates will allow them to find proper jobs (32% to a large extent and 59% to some extent).

Unemployment among graduates of the higher education institutions reached up to 53% in 2017 [5]. The PA National Development Plan (NDP) for 2014-2016 recognizes the need to create an additional 600,000 jobs during the next decade and maintain at least 10% annual growth in GDP. However, in 2016, the Palestinian private and public sectors created a net of only 500 jobs[6]. Given the borderless nature of 21st century global business, one possible solution for many of those young men and women is to establish their own businesses as entrepreneurs. Yet the challenge in realizing this solution in the West Bank and Gaza is that youth often lack the required skills and the mindset to become entrepreneurs. In a review of twenty-six documents assessing attributes of entrepreneurs or the learning outcomes of Palestinian entrepreneurship education programs, published between 2000 and 2012, Hashweh identified the following 25 core competencies and skills as intended learning outcomes for entrepreneurship education programs, with ranks reflecting the percentages of employers seeking that entrepreneurial attribute:

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[4] Skills Gap and Development in the Occupied Palestinian Territory, January 2015
[5] http://www.pcbs.gov.ps/portals/_pcbs/PressRelease/Press_En_10-8-2017-youth-en.pdf
[6] MAS Economic Monitor Report 48, http://www.mas.ps/files/server/Monitor/monitor%2048%20eng.pdf

Rank	Learning outcome	Percent	Rank	Learning outcome	Percent
1	Innovation	69.2	**14**	Perseverance	30.8
2	Management	69.2	**15**	Critical and analytical thinking	26.9
3	Creativity	61.5	**16**	Autonomy	23.1
4	Risk taking	61.5	**17**	Literacy	19.2
5	Communication	50.0	**18**	Self-awareness	15.4
6	Initiative	46.2	**19**	Knowledge about career opportunities and business	15.4
7	Confidence, self-efficacy	42.3	**20**	Networking	15.4
8	Persuasion and negotiation	42.3	**21**	Decision making	15.4
9	Recognizing opportunities	38.5	**22**	Motivation	15.4
10	Team work	38.5	**23**	Leadership	15.4
11	Problem solving	34.6	**24**	Tolerance of uncertainty	11.5
12	Planning	34.6	**25**	Numeracy	11.5
13	Marketing	30.8			

<u>Limited Labor Mobility, Market Connections:</u>

The Palestinian economy is a small economy with limited job opportunities. Historically, Palestinians have depended on exporting labor to other countries in the region and the world. Remittances from those working abroad have helped significantly in supporting the livelihoods and advancement of a steadfast society. Unfortunately, recently Palestinians have become less competitive regionally because of cheaper labor, and a more skilled global workforce. This is due in part to the inability of Palestinian higher education institutions to keep up with modern trends in bridging the skills gap between the graduates and the market.

<u>Limited Quality and Resources Available for Instruction and Research:</u>

The large number of students enrolled in education, the limited resources available for instruction and research, and low investments in institutional improvements contribute to a lower quality of education. Limited financing has led to high student-faculty ratios, limited facilities for obtaining expertise relevant to the job market, and limited academic research to contribute to institutional strengthening of staff and facilities. Greater prioritization of fields of study for relevant labor market needs and a greater cost-share by students may help better target education resource investments.

A.2 PROBLEM STATEMENT

The weak outcomes of the Palestinian education system and the absence of national workforce development schemes have driven Palestinian workforce unemployable at the local, regional and global levels. The Palestinian higher education system is struggling to keep up with global trends, particularly with regards to its ability to introduce the needed skills and competencies to meet market needs. The lack of resources available to the Palestinian higher education institutions has hindered its ability to modernize teaching and learning to keep up with the regional and global trends.

A.3 ACTIVITY GOAL, OBJECTIVES

The Global Competencies Activity will work with at least two Palestinian universities and at least two Palestinian technical colleges or vocational institutes to introduce selected 21st century skills and global competencies into learning and teaching to make graduates more competitive in the local, regional and global labor markets. The Activity will also work on building capacity at the selected higher education institutions to provide students with opportunities to enhance their employability skills provide career guidance and make them better prepared to engage in the labor market.

A.3.a Activity Goal, Objectives and Components

Goal

The goal of the Global Competencies activity is to improve capacity of higher education institutions to integrate 21st century skills and global competencies in formal and non-formal educational contexts and enhance partnerships with the private and public sectors, leading to increased employment of new graduates and expanded entrepreneurial initiatives.
Through targeted programs, higher education institutions' will offer students opportunities to supplement their knowledge of the world and enhance their technical and life skills that will improve their job preparedness, enhance their competitiveness locally and globally and increase their productivity.

Objectives:

Objective 1: Improve Quality and Relevance of Formal Education at Palestinian Higher Education Institutions

Objective 2: Increase Opportunities for Students to Understand and Develop Competencies in Practice

Objective 3: Build Partnerships with the Private Sector, Local Government and Civil Society/Professional Organizations to Improve the Relevancy of Education and the Employability of Students.

Targeted Sectors:

This Activity will focus on fields of study related to the ICT[7] and engineering disciplines[8]. Studies have indicated that the possibilities for innovation, entrepreneurship, self-employment and actual employment with local and international firms are the highest in the sectors of ICT and engineering if graduates possess the knowledge and right set of skills.

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[7]http://documents.worldbank.org/curated/en/896971468194972881/310436360_20160263021240/additional/102725-PUB-Replacement-PUBLIC.pdf
[8] http://reports.weforum.org/future-of-jobs-2016/employment-trends/

A.3.c Results Framework: Global Competency Program

Improved Capacity of Higher Education Institutions to Enhance Students' Global Competitiveness

IR 1: Improved Quality and Relevance of Formal Education at Palestinian Higher Education Institutions

IR 1.1: Improved Teaching and Learning Practices for Global Competitiveness

IR 1.2: Enhanced Curriculum Content that Strengthen Global Competitiveness

IR 2: Increased Opportunities for Students to Understand and Model Competencies in Real World Settings

IR 2.1: Improved Content and Delivery of Non-formal Education

IR 2.2: Enhanced Knowledge of Students in Labor Market Needs and Economic Opportunities as a Result of Specialized Interventions

IR 2.3: Expanded Partnerships among Higher Education Institutions and between HEIs and the Private Sector and Public and Voluntary Institutions

A.4 COMPONENTS/INTERVENTIONS

This Activity will have two components:

1) Strengthening Higher Education practices at the institutional level around greater integration of real world experiences and Global Competencies in curriculum and pedagogical practices;
2) Building partnerships between the private and public sectors and higher educational institutions to improve job readiness and entrepreneurship (relevancy of content, internship opportunities, integration of current technology/equipment into the learning environment).

A.4.a Component 1*:* Enriching Formal Education

Building Capacity of Higher Education Institutions:

The Activity will work with, at least, two universities and two technical colleges in the West Bank. *Applicants must identify the higher education institutions that will participate in the Activity in the Technical Application.*

Selection of the higher education institutions by the applicant should be based on the following criteria:

- Capacity of the higher education institutions to provide extra-curricular/supplementary courses and activities to students, and
- Presence of engineering and ICT related specializations at the higher education institutions, and
- Ability of the higher education institutions to systemize and sustain capacity to redesign curricula and build capacity among its faculty members and staff, and
- Capacity at the higher education institutions to replicate lessons learned and best practices, developed through the USAID-funded Activity, to other departments and specializations, and
- Existence of progressive strategies and visions that support reform and development at the higher education institutions to enable the higher education institutions to meet the global challenges; the changing needs of the labor market and the economic environment.
- Vision to engage with private and public sectors partners to improve the relevancy of the higher education.

The Activity will identify universities and technical colleges based on the above criteria. The Activity will award grant to the winning higher education institutions with the aim of: 1) establishing Centers of Excellence in Learning and Teaching (CELTs) in case that university or technical college didn’t have one; 2) introducing new teaching and learning approaches that introduce the 21st century skills and global competencies; 3) upgrading/modifying content of some courses which are deemed necessary to increase employability of students; 4) introducing project and community-based courses to help students gain more practical skills and knowledge of the labor market; 4) providing students with trainings/opportunities to enhance their work readiness skills. Market related courses should be modified/upgraded in collaboration with public and private institutions and companies based on the needs of the labor market. The Activity will use lessons learned under PFDP to establish CELTs at the selected higher education institutions (universities and technical colleges) where CELTs do not exist.

Coordination with AQAC and Institution-based Quality Assurance/Accreditation Systems: The Activity will establish channels of communication with the Accreditation and Quality Assurance Commission (AQAC) to consult with AQAC while upgrading or introducing any changes to university or college courses. This is to ensure compliance with the accreditation policies and accommodate any AQAC's requirements. Cooperation with and development of institution-based QA/QC departments and accreditations systems is also important.

Partnerships with Foreign Academic Institutions: The Activity will also support the selected universities and colleges in partnering with U.S. or other relevant foreign universities/colleges to benefit from their experience in introducing 21st century skills and global competencies in teaching and learning. The selected universities/colleges should have proven experience in the area of introducing 21st century skills and global competencies into learning and teaching.

Target Skill Areas: According to some studies, there are five top skills (21st century skills) that could increase the odds of success across all outcomes (*income, employment, performance, and entrepreneurial success*) and which employers expect to see in interviews as well as on the job. Each one is actually a cluster of more specific elements[9].

- **Social skills** refer to a cluster of skills necessary to get along well with others. Social skills also include respecting others, using context appropriate behavior, and resolving conflict. Social skills are universally important. They predict all four types of workforce outcomes (employment, performance, income/wages, and entrepreneurial success), are sought by employers, and are seen as critically important by experts in the field.

- **Communication skills** include effective expression, transmission, understanding, and interpretation of knowledge and ideas. Communication skills in the context of this paper refer to the specific skills needed in the workplace, rather than general ability to communicate with others in other settings. Although communication is involved in one's ability to work with others, it is in itself a discrete "skill."

- **Higher-order thinking** consists of problem solving, critical thinking, and decision-making. Similar to communication and social skills, higher-order thinking skills are involved when exercising other complex "skills" such as leadership, but can be observed

[9] Key "Soft Skills" That Foster Youth Workforce Success: Toward A Consensus Across Fields, June 2015

and measured as a discrete skill. Higher-order thinking is very much sought by employers and is critical for all four workforce outcomes in all regions of the world.

- **Self-control** refers to one's ability to delay gratification, control impulses, direct and focus attention, manage emotions, and regulate behaviors. Someone with a high proficiency in self-control is able to focus on tasks and manage his/her behavior despite distractions or incentives to do otherwise. Self-control is foundational to social skills, communication, being hardworking and dependable, teamwork, leadership, problem solving, critical thinking, and decision-making.

- **A positive self-concept** includes self-confidence, self-efficacy, self-awareness and beliefs, as well as self-esteem and a sense of well-being and pride. These skills are foundational to a healthy identity and awareness and deployment of one's strengths in the workforce.

In addition to the above-listed skills, graduates of university and technical college need the global perspective to be compatible in a global labor market. Global competence is the capacity and disposition to understand and act on issues of global significance.
Therefore, in addition to the above-mentioned 21st century skills, students need to have:
Global awareness, which refers to using 21st century skills to understand and address global issues, learning from and working collaboratively with individuals representing diverse cultures, religions and lifestyles in a spirit of mutual respect and open dialogue in personal, work and community contexts, in addition to understanding other nations and cultures, including the use of foreign languages.[10] These skills shall enable students to better understand the global market and enable them to better operate in multicultural environments.

Customization of skills set for different specializations and institutions: The Activity shall coordinate and facilitate consultation between the higher education institutions and private and public sectors representatives and other community partners to determine the skill-set required in each specialization to respond to the market needs.
This component will achieve the following intermediate results and sub results:

IR 1: Improved Quality and Relevance of Formal Education at Palestinian Higher Education Institutions

> **IR 1.1**: **Improved Teaching and Learning Practices for Enhanced Competitiveness**
> **IR 1.2: Enhanced Relevance of Curriculum Content at Universities that Strengthen Global Competitiveness**

Component Indicators:

The following are the required indicators. The Applicant should propose additional indicators based on its technical approach:

[10] http://www.p21.org/about-us/p21-framework/256

IR 1: Improved Quality and Relevance of Formal Education at Palestinian Higher Education Institutions to Local Market Needs

- *Percentage of employers who report that the revised/upgraded courses are relevant to their domain of work.*
- *Number of host country tertiary education institutions receiving capacity development support with USG assistance (Target: 4 institutions)*

IR 1.1: **Improved Teaching and Learning Practices for Global Competitiveness**

- *Number of targeted faculty demonstrating improved approaches and classroom environments as a result of USG-assisted activities*
- *Percentage of students with increased higher-order thinking skills as a result of USG-assisted activities*

IR 1.2: Enhanced Relevance of Curriculum Content that Strengthen Global Competitiveness

- *Number of formal curricula revised, updated and used to integrate 21st century and global competencies as a result of USG assistance.*
- *Percentage of targeted students who showed 40 percent improvement in a set of skills (see component 1) as a result of USG-assisted activities*

A.4.b. Component 2: Learning in Real World Settings through Partnerships and Alliances Partnerships for Input and Feedback:

The Activity will forge partnerships with private sector companies, NGOs and others to assist Palestinian higher education institutions to design relevant study programs. Through the linkages with the private sector, the higher education institutions should develop sustainable mechanisms to receive feedback from the private sector on the skills and performance of their graduates. This feedback should feed in the design and the development of the academic programs.

Real World Learning: The Activity will also build capacity within the selected universities and technical colleges to utilize forged partnerships and linkages with the community to identify areas of engagement for students to work on real life issues/challenges and gain practical experience through the introduction, for example; community based-learning (CBL), project-based learning (PBL), and academic internship/apprenticeship programs. Interventions should aim at improving the knowledge of the students about the requirements of the employers, enable students to gain new skills and improve their employability.

Supplementary and Non-formal Education: Under this component, the Activity will support universities to provide graduating students or new graduates with extra-curricular activities and/or complementary courses to supplement their knowledge about the labor market and enhance their job readiness skills. Prepared graduates need to view themselves as informed, thoughtful, and effective workers in changing times. Interventions under this Component shall

complement skills and competencies integrated in learning and teaching under Component 1 of this Activity. Courses developed under this component should be in response to the needs of the labor market to improve the employment perspectives for students. These course can be either extra-curricular or can be integrated in the targeted specialization as mandatory or elective as deemed necessary by the targeted higher education institutions.
This component will achieve the following two intermediate results and sub results:

IR 2: Increased Opportunities for Students to Practice and Model Competencies in Real World Settings

> **IR 2.1: Enhanced Knowledge of Students in Labor Market Needs as a Result of Specialized Interventions**
> **IR 2.2: Expanded Partnerships among Higher Education Institutions, and between the HEIs and the Private Sector, Public and Voluntary Institutions**

Component Indicators:
The following are the required indicators. The Recipient should propose additional indicators:

IR 2: Improved Opportunities for Students to Practice and Model Competencies in Real World Settings
- *Percentage of students that demonstrate attainment of 70 percent of life and employability skills as a result of USG assistance*
- *Number of higher education institutions offering career services and job-readiness interventions as a result of USG assistance*

IR 2.1: Improved Delivery of Non-formal Education
- *Number of employment enhancement and job readiness activities offered by targeted Palestinian Higher Education Institutions as a result of USG assistance*

IR 2.2: Enhanced Knowledge of Students in Labor Market Needs as a Result of Specialized Interventions
- *Percentage increase in students' awareness of the labor market needs as a result of USG assistance*
- *Percentage of students gaining short-term or extended internships/apprenticeships as a result of USG assistance*

IR 2.3: Expanded Partnerships among Higher Education Institutions, and between the HEIs and the Private Sector and Public and Voluntary Institutions
- *Percentage increase in the satisfaction of the private sector of the skills of the graduates.*
- *Number of public-private partnerships forged to improve workforce development as a result of USG assistance*

A.5 MONITORING, EVALUATION AND LEARNING

A.5.a. Monitoring

In close coordination with USAID Mission, the Recipient will develop a rigorous Activity Monitoring, Evaluation and Learning (MEL) Plan that aligns with ADS 201.3.5 and USAID West Bank and Gaza Mission Order 203. The Recipient will also establish an appropriate method/s for collecting, analyzing, and reporting performance data throughout the life of the activity. In accordance with the results framework and the associated indicators per result, the MEL plan will include appropriate targets, indicator definitions, means of verification, and analysis of indicator data to determine activity performance and results. The USAID Mission and the Recipient will ensure that all data collected and reported comply with data quality standards that include validity, reliability, timeliness, precision and integrity.
Following the initial assessment of the participating higher education institutions, the Recipient will collect baseline data for the indicators in the MEL. In addition, the Recipient will set additional targets for the indicators in collaboration with the participating higher education institutions and USAID.

Activity achievement will be monitored through regular data quality analyses, review of quarterly and annual reports, and semi-annual portfolio reviews. The Agreement Officer's Representative (AOR) will collect data from the Recipient to report on achievements against these indicators through the Annual Performance Plan and Report. This information will be used to inform management decisions on future activity implementation.

A.5.b. Evaluation

The USAID/WBG Mission, external to this cooperative agreement, will work with the Recipient to develop tools to capture a baseline and conduct midline and final assessments to address evaluation questions similar to the illustrative evaluation questions below. The tools of these assessments will be developed in collaboration with the relevant departments at the Ministry of Education and Higher Education, the selected institutions, USAID/WBG-funded Performance Monitoring and Evaluation Project (PMEP) and the recipient. Assessment findings and recommendations will inform USAID and the Recipient on achievements towards objectives and the change o in the skills and competencies of the students and faculty as well as employers' perceptions towards these changes. Findings and recommendation will be utilized to execute any necessary amendments or improvements on the Program Description, work plans or the cooperative agreement. Additional evaluations such as outcome harvesting may be initiated at the Mission's discretion to track graduates and job placement outcomes. Illustrative Evaluation Questions:

- **Learning and teaching:** Are the faculty of the higher education institutions adapting their teaching and learning approaches to facilitate the introduction and application of the global competencies and 21st century skills?

- **Students' competencies:** Are students acquiring the skills needed in the local market? Are the improved skills and competencies increasing the employability of the students?
- **Employment and labor market needs:** Do the skills obtained by the graduates match the market needs? Is the perception of employers towards students/ graduates possession of 21st century skills and global competencies changing?

A.5.c. Learning and Adapting

The Recipient will incorporate learning and adapting principles[11] in the interventions under this activity. The Recipient will utilize the MEL plan and process to track the implementation of the interventions and assess their validity and relevance. The following learning and adapting measures should be incorporated in the design of the various interventions under this activity[12]:

- Identifying knowledge gaps in the theory of change of the activity or in the technical knowledge base and identifying and implementing ways to fill these gaps.

- Planning for opportunities to review progress on the implementation of the interventions. These opportunities may focus on challenges and successes in implementation to date, changes in the operating environment or context that could affect programming, opportunities to better collaborate or influence other actors, and/or other relevant topics.

- Collaborating with other actors in the field. Collaboration activities may include joint work planning, regular partner meetings that facilitate knowledge sharing, and/or working groups organized along geographic or technical lines.

- Using the knowledge and learning gained from implementation to reflect on performance, monitoring data, evaluations, knowledge about the context, and other sources to adjust interventions and approaches as needed.

A.6 COORDINATION AND COLLABORATION

The Activity will forge partnerships among a wide array of Palestinian private companies, Palestinian and American universities, other donor funded activities and local non-governmental entities. The following is a list that is meant to be illustrative only - applicants may and should propose partnering opportunities that fit their technical approach.

Other USAID Activities:

This Activity should build on the institutional and programmatic infrastructure laid by previous programs funded by USAID and other donors and their network of cooperating institutions and community organizations.

[11] https://usaidlearninglab.org/faq/collaborating-learning-and-adapting-cla
[12] Automated Directives System (ADS) Chapter 201, Program Cycle Operational Policy.

USAID improved the quality and relevance of education at Palestinian universities through its Higher Education Support Initiative and the Palestinian Faculty Development Program (PFDP). USAID forged strong relationships with the alumni of these programs and worked closely with senior educators and university administrators. The PFDP also established Centers of Teaching and Learning Excellence[13] at five universities and trained faculties in modern pedagogies. The USAID supported Access to Success program implemented by Bard College and Al Quds University provides a model for liberal arts education that provides learners a broad learning experience beyond a narrow discipline focused approach.
In addition, USAID has been working on improving the quality of basic education through many activities including newly launched activities; Pre-service Teacher Education, Early Grade Reading, and Education for Future.

USAID Youth activities including Ruwwad (Arabic word that means "pioneers"), Youth Entrepreneurship Development (YED) and Partnership with Youth (PwY) have worked with university career centers, continuing education departments and alumni offices to support the development of career guidance units at nine Palestinian higher education institutions to provide quality employability and entrepreneurship training, career counseling, internships, and support to those seeking to develop their business ideas. These services are deemed necessary for students to prepare them for the local and regional markets. The centers are now focusing on delivering training and career counseling based on international standards and providing hands-on experiences through internships or community services related to students' areas of interest. These activities were implemented in partnership with youth serving institutions such as Leaders, Sharek, Partners for Sustained Development (PSD), along with private sector partners.
Many Palestinian NGOs have developed expertise in preparing students and graduates for the 21st century through offering career guidance, education for employment schemes, job readiness programs, and a variety of online programs developed by international companies such as Microsoft, Cisco and Intel. USAID worked with these NGOs under the Ruwwad program, the YED program, and the PwY program. Many training modules have been locally developed and many others have been borrowed through agreements with international developers to use in the West Bank and Gaza.

Other International Donors Funded Activities:

World Bank: In 2012, the World Bank initiated a new project titled, "Education to Work Transition Project." The project aims at improving education to work transition of young Palestinians attending Palestinian tertiary education institutions through: (1) fostering partnerships between tertiary education institutions and employers in order to make the institutions study programs more relevant to the needs of the labor market; and (2) enhancing the capacity of the Ministry of Education and Higher Education and tertiary education institutions to

[13] USAID funded the establishment of four Centers of Excellence in Learning and Teaching at four Palestinian universities; Palestine Technical University of Khadoorie (PTU-K), An-Najah National University (ANU), Bethlehem University (BU), and Palestine Polytechnic University (PPU). CELTs provide professional development opportunities for teaching faculty and providing them with guidance on development/updating of courses they teach. CELTs also link programs at universities with international education institutions with the aim of improving quality and relevancy of the programs at the Palestinian universities.

collect, analyze and disseminate data collected through the institutions' graduate tracking system to monitor the outcomes of their study programs, and to inform education policy formulation and implementation. The budget of the Project is $6.5 million and the program will run through 2022. The Project is implemented through the Quality Improvement Fund (QIF) office at the Ministry of Education and Higher Education.
GIZ: Supports a program to improve vocational training, employment and the labor market. The vocational training strategy is helping to develop, establish and put in place all the vital structures and standards required to ensure that vocational training is relevant to the labor market.

Belgium Technical Cooperation (BTC): Supports programs in the area of or technical and vocational education and training and linkages with the labor market. It works in collaboration with the Ministry of Labor and the Chambers of Commerce.

UNICEF: The Creating Opportunities for Palestinian Adolescents and Young People program provides opportunities for adolescents and young people to participate in and contribute to the lives of their communities to help decrease social tension and conflict.

ILO: In 2008, ILO established a "Know about Business" (KAB) program to create awareness on self-employment as a career option for young Palestinians, enhance knowledge on starting and operating a successful enterprise, and facilitate the school to work transition of Palestinian youth as a result of a better understanding of business operations. The Ministry of Education and Higher Education adopted the KAB and started using it in its schools.

UNFPA: Through Japanese funding, UNFPA works to increase active representation and participation of female and male youth toward community mobilization and cohesion through strengthening youth employability prospects and improving youth life skills, with special focus on healthy lifestyles and gender relations.

EU: The aim of Erasmus+ is to contribute to the Europe 2020 strategy for growth, jobs, social equity and inclusion, as well as the aims of the EU's strategic framework for education and training. Erasmus+ also aims to promote the sustainable development of its partners in the field of higher education, and contribute to achieving the objectives of the EU Youth Strategy.

Local NGO Programs:

Education for Employment (PEfE): Supports training programs in areas of vocational, technical and professional fields such as construction management, accounting, sales and electrical engineers, as well as critical soft skills including leadership, interpersonal communications and successful business behavior. PEfE is funded by the U.S. Middle East Partnership Initiative and the Drosos Foundation.

Center for Youth Economic Empowerment: (CYEE): CYEE is investing in youth development through a cooperative effort with Palestinian businesses, educational institutions, government and society. CYEE works to develop youth capacity through work-skills training and entrepreneurship support; to broaden and enhance youths' outlook through career guidance and practical work experience; and to improve education and opportunities for young job seekers and entrepreneurs through research and advocacy.

Leaders Access to Success project works to build youth capacities, and transforming their ideas into business concepts and proposals. The project also allow for incubating a number of teams at the universities' career centers and thus Strengthening the capacity of career centers to host entrepreneurship awareness events, aiming to create a pipeline of entrepreneurs for the Universities Centers of Excellence, and other entrepreneurship organizations.

Partners for Sustained Development (PSD): The Youth Employability, Activism, Readiness Now (Youth EARN) program, is designed to transfer educational knowledge and build on skill sets that shift the local and global outlook of youth. It utilizes a service-learning based approach for acquiring essential skills and increasing sustainability, entrepreneurship, and employability, so youth are better prepared for the job market.
PSD also works to increase the employability skills of university students, providing them with experience in sales, marketing, coordination and accountability.

Welfare Association: Supports employment initiatives for recently-graduated Palestine refugees. The initiative will provide training to introduce young refugees to the job market, facilitate job placement, and integrate them within a private sector company.

Palestine's Information and Communications Technology Incubator (PICTI): PICTI provides channeling between startups and accelerators and investors at both the local and international levels including the Palestinian diaspora. PICTI was founded in 2004 as a technology based physical incubator facility and grew to offer business services to Palestinian entrepreneurs. Innovative ideas are assessed in terms of their market potential and supported to become great projects. PICTI has partnerships with local universities, local and international non-profit organizations, as well as the European Business and Innovation Centers Network (EBN), MENA Incubators Network and other various member-networks.

Glow Innovations, Development and Investment: Supports youth development through: employment, empowerment, startups, incubation, entrepreneurship, public private dialogue, business incubation and business acceleration, mentoring, coaching, matchmaking, B2B and recruitment services, capacity building, management training and development, technology transfer & commercialization, internationalization, and market Analysis and Research /Marketing.

Local private sector programs focusing on global competencies: Local firms have developed training and qualification programs for their employees to upgrade their subject-matter knowledge and improve their competencies in critical thinking, problem solving, communication and interpersonal skills. A leading Palestinian holding company known as PADICO has been investing millions in training its staff, mainly in Dubai and Europe for the lack of qualified local training vendors. A consortium of PADICO subsidiary companies, known as the Paltel Group, is also supporting programs at the school level to encourage students to learn coding, gaming, and IT skills in addition to enhancing students' entrepreneurial thinking.

A.7 GENDER AND SOCIAL INCLUSION

From a gender perspective, tremendous challenges and gaps face the education sector in the West Bank and Gaza. The low number of Palestinian women teaching at Palestinian higher education institutions, limited gender influence over the policies and regulations of the education sector, limited females' access to technical and vocational education and training, and socio-cultural prejudices faced by students with disabilities (especially female) that impair access to educational opportunities and quality (Riyada, 2011) are some of the challenges. Only 12% of female students are enrolled in the fields of science and engineering in comparison to 26% of males.

Females' choices of fields of study at the higher education institutions in the West Bank seem linked to familial and societal expectations. For instance, most female students enroll in social sciences, while their enrolment rates in the sciences and engineering are much lower. The gap is even more acute among holders of graduate degrees; only 10% of PhDs holders are women[14]. The Palestinian public perception about the role of women in society is also reflected in the representation of women in teaching and management positions in the higher education sector. In higher education, only 21% of top management positions are occupied by women. This has been contributing to the lack of gender strategies, policies and regulations at higher education institutions.

People with disabilities often face discrimination and barriers that restrict them from participating in the society on an equal basis. About 130,000 Palestinians live with disability or impairment and experience considerable difficulties in functioning. Due to the lack of services available to them and the many obstacles they face in their everyday lives, people with disabilities have generally lower education achievements, fewer economic opportunities and higher rates of poverty than people without disabilities.

The Activity should implement several activities to mitigate certain issues related to teacher-student interactions, curriculum and learning resources, and education systems and structures in order to mainstream gender and provide better opportunities and realities for both female and male beneficiaries as well as people with disabilities (PWDs) of the Activity, and in general.

The Recipient should consider the following recommendations in the development of interventions:

1. Invest in high-quality, evidence-informed, context-specific, intensive and long-term professional development for male and female beneficiaries;
2. Strengthen instructional methodologies which promote active learning, critical thinking, and applying learning in real-life situations for all students;
3. Integrate skills and competencies in learning and teaching at the higher education institutions that can facilitate the integration of women and PWDs in the labor market;
4. Mainstream gender and disability inclusiveness into the different Activity materials and products to alter gender and disability stereotypes that discriminate against girls, women and PWDs;

[14] Palestinian Central Bureau of Statistics

5. Ensure the availability of a safe space at the higher education institutions for students to discuss challenges/concerns about the educational process;
6. Accommodate the needs of female faculty to encourage their contribution and participation on professional development activities and policy development;
7. Accommodate social inclusion considerations in the development of policies and regulations;
8. Train faculty to advocate for, and influence, application of laws, policies and practices that support equitable social inclusion progress in classrooms;
9. Enhance faculty's responsiveness to the specific needs of males and females with disabilities;
10. Introduce gender-sensitive monitoring and evaluation systems;
11. Require all person-level data to be disaggregated by sex; and
12. Facilitate the placement of female and PWDs students/graduates in internships / apprenticeship opportunities.

A.8 YOUTH

Young people in the West Bank and Gaza face tremendous challenges securing productive work as schools and universities do not adequately prepare them for the realities of the modern workplace; job training programs often do not result in meaningful opportunities to learn and practice new skills in a workplace setting. Although Palestinian youth are highly educated, they struggle to transition from the educational system into the labor force. In addition to other economic causes of unemployment, there is a gap between what the formal education system offers youth and the needs of employers. The result lead to youth entering the job market-not equipped with the practical skills and experience they need.

Findings of the 2015 Youth Census Data[15] showed that 88% of youth aged 17-29 who have attended higher education had chosen their university/college themselves (90% of those males and 87% females). On the other hand, 6% of youth in that same age group attended a university chosen for them by their family. Findings also show that 6% of youth in the same age group had chosen a university/college based on their general certificate score.

The unemployment rate among university graduates consists of nearly 50 % of the total youth unemployment rate. The highest unemployment rate in 2016 was 43.2% among youth aged 20-24 years. For years of schooling, the highest unemployment rate among females with 13 years of schooling and more was 50.6%. This is partially due to the fact that graduates of Palestinian universities are far more than what the local economy can absorb and educational outcomes are not in line with regional and global markets. Meanwhile, vocational training is not as popular as university studies.

Palestinian youth often lack the knowledge, skills, and experience to engage in highly skilled jobs. Youth from the northern districts grow up in a culture that does not typically support social entrepreneurship. Instead, they often seek employment by migrating to nearby cities and towns. They lack the practical knowledge and skills to create economically rewarding and socially responsible enterprises.

[15] 2015 Youth Census Data Report, Palestinian Central Bureau of Statistics (PCBS)

In general, career guidance services in the West Bank are fragmented and largely informal. Educational institutions have taken some initiative and while new services and institutions were established / developed, such as the USAID supported School to Career programs, career guidance centers at local universities, and YDRCs, there is still need of wider coverage and depth to services. The services and institutions are essential to create a network of employers for recent graduates and enhance prospects of employment. USAID YDRCs have proved to be a safe place for youth to apply innovation, leadership learning and community engagement away from violence and extremism.

The USAID PwY and YED activities conducted several outcome and case studies on the impact of life skills, career counseling, internships and youth led initiatives on youth competencies and community engagement. These studies confirm that youth engaged in these programs reported higher competencies levels, including cognitive, social and behavior, and physical competencies.

The Recipient should consider the following recommendations in the development of interventions:

1. Enhance students' understanding of, and exposure to, the world of work
2. Invest in life skills development
3. Internships are an effective means to strengthen the employability skills of young people seeking to transition into the job market
4. Institutionalize service learning in higher education

A.9 SUSTAINABILITY

The Recipient will be responsible for ensuring sustainability of the results of the Activity's interventions and the resultant achievements. The Recipient should design the interventions based on the successes and lessons learned under other USAID-funded activities. The Recipient should build on previous interventions implemented and sustained at the Career Centers and Continuous Education Departments at the higher education institutions. The Recipient should utilize lessons learnt from the establishment of the existing CELTs in designing interventions. The Recipient should work in the higher education institutions to develop policies and regulations that systemize and regulate any introduced change in the educational process. This approach will foster sustainability of the interventions that will be supported under this Activity.

A.10 Key Personnel

The Recipient will maintain the following key personnel positions:

1. Chief of Party (COP)
2. Activity Manager/Deputy COP
3. Finance and Compliance Manager

1. Chief of Party (COP)

The Chief of Party will be responsible for the overall management of the activity leadership, personnel, resources and communications for the activity. The COP will be responsible to develop the various interventions that result in the desired outcomes and impact. In addition, the COP will lead his/her team and provide overall supervision on the implementation of the interventions. S/He also will be in charge of the cooperation and coordination with relevant PA ministries and any other organizations. The COP must have demonstrated effective organizational development, partnership-building, managerial, team-building, and communications skills. Also, the COP must have relevant and successful organizational experience in the types of interventions being proposed.

The COP must have at least a master's degree in a relevant field (education, international development, public administration etc.), including at least 15 years of progressively responsible experience implementing similar activities, as well as relevant management experience.

2. Activity Manager/Deputy COP

The Activity Manager/Deputy COP will be responsible to follow up on the daily implementation of the interventions under the activity and will provide guidance to the field staff. The Activity Manager/Deputy COP will ensure that plans will be followed throughout the implementation of the various interventions under the activity and will follow up with implementation of any sub-awards under the activity. The Activity Manager/Deputy COP will report to the Chief of Party (COP).

The Activity Manager/Deputy COP must possess at least a Bachelor's degree in a relevant field and have at least 8 years of experience in the field of education and higher education activities.

3. Finance and Compliance Manager

The Finance and Compliance Manager will support the COP in all operational and financial related issues and ensures compliance with relevant USAID regulations and procedures, including compliance with Mission Order 21. S/He also trains, supervises, and monitors the finance office in all aspects of field financial management, including cash management, financial reporting, and record keeping.

The Finance and Compliance Manager must possess a Bachelor's degree in a relevant field and have at least 8 years of experience in the area of financial management. Knowledge of compliance and audits are also required.

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

B.1 Estimate of Funds Available and Number of Awards Contemplated

USAID expects to award approximately from $15,000,000 to $21,500,000 in total USAID funding over a five year period. Actual funding amounts are subject to availability of funds.

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. USAID reserves the right to fund any one or none of the applications submitted.

B.2 Period of Performance

The period of performance anticipated herein is five (5) years. The estimated start date will be upon the signature of the award.

B.3 Accountability

The Recipient will be fully responsible for all funds disbursed to it under the award. Funds will be denominated and disbursed in U.S. Dollars. All funds are subject to audit.

USAID's West Bank & Gaza (USAID/WBG) awardees and significant sub-awardees (determined annually at the organization level) are subject to special audit and vetting requirements as specified in Section F.6.10, in addition or as supplement to the audit requirements as mandated under the annual appropriation law and in accordance with the regulations under 2 CFR 200, as well as referenced at Section F.6.11 for vetting. All U.S. and non-U.S prime awardee will be subject to annual financial audits. In addition, U.S. and non U.S sub-awardees will be subject to annual financial audits should the sub-awardees incur expenditures of federal funds totaling $750,000 or more during its fiscal year. USAID/WBG has the discretion to audit sub-awardees at a lower threshold if deemed necessary.

The Recipient must comply with all applicable U.S. laws and regulations. Failure to comply with applicable U.S. law and regulations may result in termination of award and/or disallowance of costs.

B.4 Substantial Involvement

USAID/West Bank Gaza anticipates a close working partnership with the implementing partner for this award. USAID will exercise substantial involvement under this Cooperative Agreement in the following ways:

a. Approval of the Recipient's Implementation Plans by the Agreement Officer's Representative (AOR);

b. Approval of Specified Key Personnel as concurred on by the AOR and approved by the Agreement Officer (AO);

c. Agency and Recipient Collaboration or Joint Participation;

(1) Collaborative Involvement. USAID/WBG's representative (the AOR) will serve on an Advisory Committee together with the Recipient and Ministry staff. USAID's representative will have concurrence on the selection process of participating governmental and non-governmental Higher Education Institutions, and concurrence on the final selected HEIs.

(2) Approval of the Recipient's Monitoring and Evaluation Plan by the AOR.

(3) Agency Authority to Immediately Halt a Construction Activity. The AO may immediately halt a construction activity if identified specifications are not met. Specifications will be identified and must be approved via subaward or subcontract approval by the AO for any construction under this award.

B.5 Title to Property

Property Title under the resultant Agreement shall vest with the Recipient in accordance with the requirements of 2 CFR 200.

B.6 Authorized Geographic Code

The geographic code for this program is "937" defined as the United States, the Cooperating Country (Israel, West Bank and Gaza), and developing countries other than advanced developing countries, and excluding prohibited sources.

USAID's rules for the source of goods other than "restricted goods," are described in ADS 312 [http://www.usaid.gov/sites/default/files/documents/1876/312.pdf]). The nationality of suppliers of goods and services (other than delivery services) is described in ADS 314 [http://www.usaid.gov/sites/default/files/documents/1876/314.pdf]).These rules do not apply to procurement by the Recipient with cost-sharing or program income funds.

For an accurate identification of developing countries, advanced developing countries, and prohibited sources, please refer to Automated Directive System (ADS) 310 entitled "Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID".

B.7 Purpose of the Award

The principal purpose of the relationship with the Recipient and under the subject Activity is to transfer funds to accomplish a public purpose of support or stimulation of the "The Global Competencies" activity which is authorized by Federal statute.

The Recipient will be responsible for ensuring the achievement of the activity objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award. The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

B.8 Program Income

The Applicant will identify if any program income is expected to be generated under this award.

[END OF SECTION B]

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SECTION C: ELIGIBILITY INFORMATION

C.1 Eligible Applicants

Qualified U.S. and non-U.S. Non-Governmental Organizations (NGOs), U.S. Private Voluntary Organizations (PVOs), and U.S. and non-U.S. for profit firms may participate in this funding opportunity.

USAID welcomes applications from organizations which have not previously received financial assistance from USAID. Applicants are encouraged to utilize local expertise and local institutions whenever possible in implementing the activity.

C.2 Cost Share

USAID does not require cost sharing under this RFA.

C.3 Risk Assessment

In order for an award to be made, the USAID Agreement Officer must evaluate the risks posed by applicants as outlined in 2 CFR 200.205 and ADS 303.3.9. This means that the Applicant must possess, or must have the ability to obtain, the necessary management and technical competence to conduct the proposed activity, and must agree to practice mutually agreed-upon methods of accountability for funds and other assets provided or funded by USAID.

In evaluating the risks posed by Applicants, USAID uses a risk-based approach and may consider:

1. Financial stability;
2. Quality of management systems and ability to meet the management standards prescribed in this part;
3. History of performance. The Applicant's record in managing Federal awards, if it is a prior Recipient of Federal awards, including timeliness of compliance with applicable reporting requirements, conformance to the terms and conditions of previous Federal awards, and if applicable, the extent to which any previously awarded amounts will be expended prior to future awards;
4. Reports and findings from audits performed under Subpart F—Audit Requirements of this part or the reports and findings of any other available audits;
5. The Applicant's ability to effectively implement statutory, regulatory, or other requirements imposed on non-Federal entities; and
6. That the Applicant is otherwise qualified to receive an award under applicable laws and regulations (e.g., Nondiscrimination, Lobbying, Debarment/Suspension, Terrorist Financing, etc.). In the absence of a positive risk assessment, an award can ordinarily not be made. Awards to potential new Recipients may be significantly delayed if USAID must undertake necessary pre- award reviews of these organizations to make an adequate risk assessment.

These organizations should take this into account and plan their implementation dates and activities accordingly.

C.4 Number of Applications

Organizations may submit only one application per Organization or Consortium of multiple organizations, under this RFA. In the instance of a consortium, see Section D.5.

[END OF SECTION C]

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

D.1 Agency Point of Contact

Ms. Shirine Tourk Agbarieh
Acquisition and Assistance Specialist
Office of Contracts Management
USAID/West Bank & Gaza
e-mail: sagbarieh@usaid.gov
Phone: +972 03 511-4871

And

Ms. Miada Younis
Acquisition and Assistance Specialist
Office of Contracts Management
USAID/West Bank & Gaza
e-mail: myounis@usaid.gov
Phone: +972 03 511-886

D.2 Questions and Answers

All questions regarding this RFA must be submitted in writing ONLY to sagbarieh@usaid.gov with a copy to myounis@usaid.gov via email no later than Thursday, April 5, 2018 at 4:30 PM Jerusalem Time to provide sufficient time to address the questions and incorporate the questions and answers as an amendment to this solicitation.

After all written questions/inquiries are received; the Mission will post an amendment on grants.gov to disseminate answers. Any information given to a prospective Applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment to this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any prospective Applicant.

D.3 Content and Form of Application Submitted

Each Applicant must furnish the information required by this RFA. Applications must be submitted in two separate parts: (a) Technical Application, and (b) Cost/Business Application.

(a) Soft Copy. Applicants must submit their technical and cost applications via e-mail to the following addresses: sagbarieh@usaid.gov with a copy to myounis@usaid.gov by the stated closing date and time specified in the Cover letter.

<u>If an Applicant experiences difficulties with submission, please contact the POC for this RFA Ms. Shirine Tourk Agbarieh at the e-mail address: sagbarieh@usaid.gov . *Please note office</u>

hours are Monday through Friday, 8:30am until 4:30pm, excluding local and U.S. holidays observed by the U.S. Embassy in Israel.

All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format. Applications which are submitted late or are incomplete run the risk of not being considered in the review process. To facilitate the competitive review of the applications, USAID will consider only applications conforming to the format prescribed below. Applicants are expected to review, understand, and comply with all aspects of the RFA.

Applicants must take into account the merit review criteria provided in Section E and must include the Representations and Certifications provided in the RFA. In the event Representations and Certifications are not submitted with the Application, they must be completed before final award is made.

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the 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 grant 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 grant. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets. " Mark each sheet of data it wished 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."

Applicants should retain for their records one (1) copy of the application and all enclosures which accompany it.

D.4 Application Submission Procedures

Applications must be submitted with the Applicant's name and the RFA number (referenced above) in the email subject line.

Applicants may upload applications to http://www.grants.gov; however, USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions. **Therefore, USAID requires that all applications be submitted electronically (e-mailed)** to sagbarieh@usaid.gov with a CC to myounis@usaid.gov

Applicants must ensure that the applications are received at USAID/West Bank and Gaza in their entirety. No addition or modifications will be accepted after the submission date. E-mail attachments should be compatible with MS Word™, PDF™ (Adobe Acrobat™ with Optical Character Recognition) and/or Microsoft Excel™ with **25 MB limit** per e-mail. Please convert your documents to one of these formats before sending them to USAID/West Bank and Gaza, or provide scanned copies of pages if they include signatures or forms. USAID/West Bank and Gaza cannot accept zip files, as they will be blocked by USAID's firewall. In addition to the aforementioned guidelines, the Applicants are requested to take note of the following:

1. After Applicants have sent their applications electronically, they should immediately check their email systems to confirm that the attachments intended to send were indeed sent. If Applicants discover an error in their transmission, they should send the material again and note in the subject line of the email or indicate in the file name if submitted via grants.gov that it is a "corrected" submission. Please do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

2. If Applicants send their applications by multiple emails, please indicate in the subject line of the email whether the email relates to the technical or cost application, and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g. "No. 1 of 4", etc.). For example, if the cost application is being sent in two emails, the first email should have a subject line which says: "[organization name, RFA number], Cost Application, Part 1 of 2".

3. Applicants should request a receipt confirmation to ensure that the application was received to the correct e-mail address. USAID will confirm receipt of all applications actually received within 1 business day of receipt.

USAID's preference is that the technical application and the cost application be submitted as single email attachments, e.g. that the Applicant consolidates various parts of a technical application into a single document before sending them. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear. No addition or modifications will be accepted after the submission date.

D.5 Technical Application Format

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

The Technical Application must be in **English** and must be no more than 25 pages, in Times New Roman 12pt., compatible MS Word™, PDF™ (Adobe Acrobat™ with Optical Character Recognition) and with budgets as text accessible, Excel™ spreadsheets that show all corresponding formulas and calculations. In case of any conflicts between the .doc and .pdf versions of the application, the pdf version will govern as it will be the version presented to the

Technical Evaluation Panel. **Applicants are advised that any pages exceeding any of the prescribed limits below will not be considered for evaluation.**

Additionally, a listing of required appendices is included below. Appendices do not have a page limit, however, ONLY information listed in section "i. Appendices" is allowed and will be reviewed. Detailed information should be presented only when required by specific RFA instructions.

Page Limits Apply as follows:

NOT included in the 25 page limitation are the following:

- Cover Page
- Table of Contents
- Acronym List (Optional)
- Executive Summary
- Resumes/CVs for proposed key personnel
- Appendices A, B, C, D only as specified in Section D.5.i below.

INCLUDED IN THE 25 PAGE LIMITATION are the following:

- Technical Approach
- Key Personnel
- Institutional Experience and Management Plan

The technical application must include the following sections:

a. **Cover Page**

The Cover Page should include the following:

1. Activity title;
2. Notice of Funding Opportunity reference number;
3. Name of organization (s) applying for the agreement;
4. Any partnerships; and
5. Contact person, telephone number, fax number, address, and types name(s) and title(s) of person(s) who prepared the application, and corresponding signatures.

b. Table of contents that follows the technical application format outlined herein.

c. Acronym list (optional)

d. Executive Summary (1 page or less)

1. Briefly describe the organization, including goal(s), purpose(s), target beneficiaries, anticipated results and outcomes;

2. Briefly describe the relationship and/or coordination of the proposed parties involved with implementation of the activity.

e. Technical Approach

In this section, the Applicant must demonstrate its understanding of the local context, technical requirements and development issues that the Activity aims to address; challenges, risks and opportunities related to achieving the objectives outlined in this activity description; and awareness of the roles of key stakeholders in implementation of the activity. The application should present a vision for the future of the sector, and how this Activity will help to achieve that vision, as well as USAID goals and objectives.

The application must, at a minimum, provide a full description of the proposed approach that spells out a credible strategy for achieving, or exceeding the objectives outlined in this activity description. Applicants are to thoughtfully assess the Program Description and propose solutions that take into account the development constraints and how the activity will be sustainable after USAID assistance is concluded. Substantive attention to social inclusion and youth should also be integrated into the proposed approach.

Applicants must submit an illustrative Activity M&E Plan (see Section F.3) in which they will conduct cost-effective and results-oriented monitoring that will provide USAID/WBG and the activity itself information to track progress, improve performance and effectiveness, as well as inform planning and management decisions. The illustrative Activity M&E Plan will demonstrate how interventions will have an integrated gender and youth approach. The draft Activity M&E Plan must include a description of the methodology for gathering and analyzing baseline data and for gathering outcome data or impact/results during each year of Activity implementation and it must identify the specific indicators used to measure output, outcome and impact.

f. Key Personnel

1) Key Personnel are those considered essential to the work being performed under this activity, and must be approved by USAID/WBG prior to their employment. The Applicant must propose qualified key personnel who will be responsible for managing and carrying out the Activity. The Applicant must describe the individual’s previous qualifications, experience and capabilities, which demonstrate his/her capacity to successfully carry out the proposed activity.

2) Applicants are required to include curriculum vitae (CVs) of the Key Personnel implementing the Activity as part of an Appendix B to the application. The Applicant must include a brief summary for each of the key personnel, including the extent and nature of their experience in facilitating similar activities. Please see Section A.10 of this RFA for Key Personnel responsibilities. The total number of key positions must not exceed three positions. The Applicant will clearly identify the roles and responsibilities of the Key Personnel positions, and provide a detailed explanation regarding how the education,

capabilities, and experience of proposed Key Personnel will effectively contribute to a successful implementation of the activity and achievement of the activity's objectives. Applicants must also submit three (3) references, with complete contact information (including e-mail addresses), for each proposed Key Personnel candidate

3) Applicants are not expected to identify known non-key personnel. However, the Applicant may discuss examples of identified non-key personnel throughout their application if they so choose. Non Key-position candidates will not be evaluated.

g. Institutional Experience and Management Plan

1) Institutional Experience

Applicants must demonstrate technical and managerial expertise that directly benefits the technical approach and reflect comparative advantages to implementing the proposed approach.

Information in this section should include (but is not limited to) the following:

i. Brief description of organizational history/expertise;
ii. Pertinent experience and representative accomplishments in developing and implementing programs of the type required under the proposed RFA;
iii. Relevant experience with proposed approach;
iv. Institutional strength as represented by breadth and depth of experienced personnel in activity relevant disciplines/areas;

<u>Similar information must be provided for every proposed partner organization that would represent 25% or more of the total proposed cost of the award.</u>

2) Management Plan

Applicants must also propose a management plan and describe how the proposed structure will contribute towards achieving the objectives and results described in their proposed Technical Application. The Management Plan will logically correspond to the Staffing Plan included as Appendix D. Delineation of roles, responsibilities, authority, and processes for decision making within Applicant's in-country team and between the home office and the field must be described clearly. The plan will demonstrate how the Applicant will efficiently and effectively use the human, technical, and organizational resources at hand to accomplish their proposed activity. It should also identify potential challenges in the management of the activity and recommend ways to overcome those challenges. If the applicant proposes a local or international organization to work as a sub on the implementation of the activity, the applicant should clearly describe how the sub fits into the management structure of the activity and articulate the line of authority.

Applicants should strive to use local expertise to the maximum extent practicable. The management plan must also demonstrate understanding of the necessity of local partnerships and coordination with leading local NGOs, universities, other activities and stakeholders. The

Applicant should describe how the activity will coordinate with other activities and stakeholders to ensure complementarity of activities and avoidance of duplications.

h. Past Performance

Applicants must describe all programs/projects/activities in which the primary Applicant (as well as any partners substantially involved in implementation i.e. receiving 25% or more of the total proposed activity cost) implemented similar programs over the past five (5) years.

Detailed and specific past performance information should be provided as explained below under "Appendix A" – Relevant Past Performance Information. The Applicant should address any relevant performance issues related to past performance.

USAID may contact references and use the past performance data regarding the organization, along with other information to determine the applicant's past performance. The Government reserves the right to obtain information for use in the evaluation of past performance from any and all sources inside or outside the Government.

i. Appendices

Appendices must include and are limited to ONLY the following (Appendices are separate documents from the 25 page Technical Application page limitation):

1. Appendix A - Relevant Past Performance Information

Applicants must provide evidence of relevant past performance and clearly describe examples of successful development and implementation of activities similar to what is required under this RFA. Applicants must submit a list of the five most relevant donor funded contracts, grants, cooperative agreements, etc. Include the following for each award:

- Name of awarding organization or agency;
- Address of awarding organization or agency;
- Place of performance of services or program;
- Award number;
- Amount of award;
- Period of Performance (begin and end dates of services/program);
- Name, current telephone number, current fax number, and email address (if one is available) of a responsible technical representative (project officer, activity manager or other contact person) of that organization or agency; and
- Brief description of the program.

Similar information should be provided for every partner organization that would represent 25% or more of the total proposed activity cost.

2. Appendix B - Resumes for Key Personnel

This section should include resumes for all Key Personnel candidates. Each resume may not exceed three (3) pages in length and the experience section must be in chronological order starting with most recent experience. Each resume for the proposed Key Personnel positions must be accompanied by a signed Letter of Commitment from each candidate indicating his/her: (a) availability to serve in the stated position, in terms of days after award; (b) intention to serve for a stated term of the service; and (c) agreement to the compensation levels which correspond to the levels set forth in the cost application.

3. Appendix C - An illustrative Monitoring and Evaluation Plan (M&E Plan)

4. Appendix D – Staffing Plan

Applicants must submit a Staffing Plan that logically corresponds to the Management Plan section of the technical application and lists all proposed positions under the activity, including Key Personnel (requiring USAID approval) and support staff. The applicant must specify whether the position is full-time, part-time, or intermittent, the position location, and the planned person months or days each position will devote to the activity. The staffing plan must demonstrate how it will attribute to the implementation of this activity. The Applicant must justify the underlying rationale for determining the staffing configuration. Brief position descriptions must be included.

5. Appendix E- Illustrative First Year Implementation Plan

D.6 Cost Application Format

The Cost or Business Application is to be submitted under a separate cover from the Technical Application. The Cost/Business Application is to be submitted in Excel format and the budget narrative in Word.

IMPORTANT: The Applicant must sign and submit with the cost application Standard Form Number SF-424 and SF-424A. These standard forms can be accessed electronically at Grants.gov.

There is no page limit on the Cost Application. However, unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective cost application in response to this RFA are not desired. Elaborate art work, expensive visual and other presentation aids are neither necessary nor desirable.

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

The following sections describe the documentation that Applicants for an assistance award must submit as part of the cost application. While there is no page limit for this portion, Applicants are encouraged to be concise:

a. The budget spreadsheet must include detailed information on the proposed cost for each activity year. The budget must include a breakdown of all costs associated with the activity and must be clear whether costs are incurred locally, regionally or in the headquarters.

b. The budget must have an accompanying detailed budget narrative and justification that provides in detail the total activity amount for implementation of the activity the Applicant is proposing. The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization's policy, payroll document, vendor quotes, etc.).

c. A budget for each activity year must be submitted using Standard Form 424 which can be downloaded from the following web site at: http://www.grants.gov/web/grants/forms/sf-424-family.html#sortby=1

d. The Applicant must submit a Negotiated Indirect Cost Rate Agreement NICRA if the organization has such an agreement with an agency or department of the U.S. Government. If no NICRA the Applicant should submit the following:

   Reviewed Financial Statements Report: A report issued by a Certified Public Account (CPA) documenting the review of the financial statements was performed in accordance with Statements on Standards for Accounting and Review Services, and an acknowledgment that management is responsible for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework and for designing, implementing and maintaining internal control relevant to the preparation. The applicant must also state the he or she is not aware of any material modifications that should be made to the financial statements; or

   Audited Financial Statements Report: An auditor issued report documenting that the audit was conducted in accordance with Generally Accepted Auditing Standards (GAAS), the financial statements are the responsibility of management, provides an opinion that the financial statements present fairly in all material respects the financial position of the company and the results of operations are in conformity with the applicable financial reporting framework (or issues a qualified opinion if the financial statements are not in conformity with the applicable financial reporting framework.

e. Cost Share (if used): The Applicant should estimate the amount of cost-sharing resources to be mobilized over the life of the Agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting Cooperative Agreement.

f. The cost/business application should contain the budget categories as shown on the SF-424A form:

Direct Labor: Direct salaries, wages and annual increases for all personnel proposed under the application shall be in accordance with the Applicant's established personnel policies. To be considered adequate, the policies must be in writing, applicable to all employees of the organization, is subject to review and approval at a high enough organizational level to assure its uniform enforcement, and result in costs which are reasonable and allowable in accordance with applicable cost principles. The narrative should include a level of effort analysis specifying personnel, rate of compensation, and amount of time proposed. Anticipated salary increases during the period of the agreement should be included.

Allowances must be broken down by specific type and by person and must be in accordance with the Applicant's established policies.

Fringe Benefits: Fringe benefits should be based on the Applicant's audited fringe benefit rate, supported by a Negotiated Indirect Cost Rate Agreement (NICRA) or historical cost data. If the latter is used, the budget narrative should include a detailed breakdown comprised of all items of fringe benefits (e.g. unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in dollars and as a percentage of salaries.

Supplies and Equipment: Differentiate between expendable supplies and nonexpendable equipment, (NOTE: Equipment is defined as tangible nonexpendable personal property including exempt property charged directly to the award having a useful life of more than one year and an acquisition cost of $5,000 or more per unit, unless the Applicant's established policy establishes nonexpendable equipment anticipated to be required to implement the activity, specifying quantities and unit cost).

Travel and Per Diem: The narrative should indicate number of trips, domestic and international, and the estimated unit cost of each travel in accordance with the Technical Application. Proposed per diem rates must be in accordance with the Applicant’s established policies and practices that are uniformly applied to federally-financed and other activities of the Applicant.

Other Direct Costs: This could include any miscellaneous costs such as office rent and utilities, communications, transportations, supplies, public outreach, audits, report preparation costs, passports, visas, medical exams and inoculations, insurance (other than the Applicant's normal coverage), etc. The narrative, or supporting schedule, should provide a complete breakdown and support for each item of other direct costs.

g. **Proposed Sub-awards (contracts/grants) (if any):** Applicants who intend to utilize subawardees who will be substantially involved in implementation (i.e. receiving 25% or more of the total proposed activity cost), should indicate the extent intended and a complete cost breakdown, as well as all the information required herein for the Applicant. **Subawards cost applications should follow the same cost format as submitted by the Applicant.**

h. **Monitoring and Evaluation.** It is the Applicant's responsibility to ensure that all costs associated with the implementation of the Activity M&E Plan are included in the Cost application. However, per Section A.6.2, the Applicant must not budget USAID funds for any performance evaluation or impact evaluation, as this will be externally ordered and funded by the USAID Mission.

i. **Branding and Marking.** Please detail which costs will be required to implement the Branding and Marking Plan.

j. **Security.** The Recipient will provide for the costs associated with its security plan and budget for security costs as part of its application.

k. Organizational Information: Applicants are also required to provide the following organizational information (If applicable):

- Type of Organization;
- The name and title of individuals authorized to sign the Cooperative Agreement;
- Taxpayer Identification Number (TIN), if applicable;
- System for Award Management (SAM) registration status;
- Data Universal Numbering System (DUNS) Number;
- Letter of Credit (LOC) Number, if applicable; and
- Estimated costs of communications products that are anticipated under the Cooperative Agreement.

l. Applicants when requested must submit any additional information for the Agreement Officer to make a final determination of the applicant's risk. The information submitted should substantiate that the Applicant:

- Has adequate financial resources or the ability to obtain such resources as required during the performance of the award;
- Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the Applicant, nongovernmental and governmental;
- 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;
- Has a satisfactory record of integrity and business ethics; and
- Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations (e.g., EEO).

m. Applicants that have never received a grant, cooperative agreement or contract from the U.S. Government are required to submit a copy of their accounting manual.

n. Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

o. The Applicant will complete the certifications in Section D.7. Required Certifications and sign and date in the signature space provided. The signed and dated printout must then be submitted with the application as an annex to the cost application. Original signed hardcopy of the certifications will be requested from the successful applicant prior to the agreement award.

p. The AO may determine a Pre-Award Survey is required to make a risk assessment decision and if so, would establish a formal survey team to conduct an examination that will determine whether the prospective Recipient has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the activity and comply with the terms and conditions of the award. Applicants must have established financial management, monitoring and evaluation, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations.

D.7 Potential Request for Additional Documentation

Upon consideration for award or during the discussions leading to an award, Applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to make a risk assessment decision.

IMPORTANT NOTE
Applicants should **not** submit the information below with their applications! The information in this section is provided so that Applicants may become familiar with additional documentation that may be requested by the Agreement Officer:

Prior to award, the successful Applicant should submit any additional information deemed necessary for the Agreement Officer to make a risk assessment decision. The information submitted should substantiate that the Applicant:

- Audited financial statements for the past three years that have been audited by a certified public accountant or other auditor satisfactory to USAID.

- Bylaws, constitution, and articles of incorporation, if applicable.

- Copies of organizational travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding salary, promotion, leave, differentials, etc., and indicate whether such policies and procedures have been reviewed and approved by any agency of the Federal Government. If so, provide the name, address, and phone number of the cognizant reviewing official.

D.8 Required Certifications:

In addition to the certifications included in the Standard Form 424, Applicants are requested to note that in accordance with ADS 303.3.8 USAID will require the submission of the following certifications prior to award:

a. ADS 303mav Certifications, Assurances and other Statements of the Recipient (https://www.usaid.gov/who-we-are/agency-policy) , signed by the Applicant's authorized representative, which includes:

1. Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs (This assurance applies to Non-U.S. organizations, if any part of the program will be undertaken in the U.S.);
2. Restrictions on Lobbying (2 CFR 200.450);
3. Prohibition on Assistance to Drug Traffickers (ADS 206)
4. Certification Regarding Trafficking in Persons
5. Certification Regarding Terrorist Funding (AAPD 04-14).
6. Certification of Recipient

b. Other certifications and statements found in ADS 303mav, Certifications, Assurances, and Other Statements of the Recipient and Solicitation Standard Provisions (https://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf), signed by the Applicant's authorized representative, which includes:

1. A signed copy of Key Individual Certification Narcotics Offenses and Drug Trafficking, (ADS 206.3.10) when applicable;
2. A signed copy of Participant Certification Narcotics Offenses and Drug Trafficking (ADS 206.3.10) when applicable;
3. A completed copy of Representation by Organization Regarding a Delinquent Tax Liability or a Felony Criminal Conviction;
4. Other Statements of Recipients.

c. Dun and Bradstreet (DUNS) and System for Award Management (SAM) Requirements

USAID may not award to an Applicant until the applicant has complied with all applicable unique entity identifier and SAM requirements. Each Applicant is required to:

a. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient.;

b. Provide a valid unique entity identifier in its application; and

c. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

For information on obtaining a DUNS number, please see https://fedgov.dnb.com/webform.

For information on how to register in SAM, please see https://www.sam.gov/sam/transcript/Quick_Guide_for_Grants_Registrations.pdf

It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time.

[END OF SECTION D]

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SECTION E: APPLICATION REVIEW INFORMATION

E.1. Criteria

Applications will be evaluated in accordance with the Technical Evaluation Criteria set forth below. Thereafter, the cost application of all Applicants submitting a responsive application will be separately evaluated for reasonableness, allowability, and allocability. While technical criteria are paramount, cost considerations may also be a factor for award.

The technical application must set forth in detail the conceptual approach, methodology, and techniques for accomplishment of the stated activity objectives. The application must define results and benchmarks for monitoring progress in achieving the results.

E.2. Review and Selection Process

Applications will be reviewed to ensure they have met all the required elements as set forth in Section D to be determined by the Agreement Officer to be responsive to the RFA. The application must be directly responsive to the terms, conditions, guidelines and provisions of this RFA to be assured for consideration. Applications not conforming to this RFA may be categorized as not meeting the minimum requirements of the Government, thereby eliminating them from further consideration.

All technical applications deemed responsive to the RFA will be evaluated for merit by a USAID Selection Committee. The Agreement Officer will then make award to the Applicant whose application is judged to be the most advantageous in accomplishing USAID's foreign assistance objectives.

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Responsive applications will be reviewed and evaluated in accordance with the following criteria. The evaluation factors are listed in a descending order of importance.

Technical Approach 50% Extent to which the proposed technical approach and Activity MEL Plan convincingly demonstrate a clear understanding of the objectives and the immediate results of the activity and a realistic innovative result-oriented approach to achieve them. The technical approach will also be evaluated against the integration of sustainability elements into the various proposed interventions. Extent to which the application integrates gender and youth issues, relevant to the activity, in the design and implementation of the various interventions to maximize impact.
Key Personnel 25% Extent to which the proposed Key Personnel, convincingly demonstrate the ability to successfully and effectively implement the proposed program description.
Institutional Experience and Management Plan 25% Extent to which the Applicant draws on relevant institutional experience in the design of the various interventions to achieve the desired outcomes under this Activity. In addition, the extent to which the Applicant utilizes relevant institutional experience in the development of a logical and practical management plan to effectively manage operations and implementation of the activity.

The Selection Committee will review all applications using only the review criteria stated in Section E.2 above and will submit their recommendations to the Agreement Officer. The Agreement Officer will then decide which applications to fund, based on all information available.

E.2. Cost Evaluation

A detailed budget review will be conducted for only the apparently successful applicant(s).

[END OF SECTION E]

SECTION F: AWARD AND ADMINISTRATION INFORMATION

F.1. Federal Award Notices

Award of the agreement contemplated by this funding opportunity cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures, and any other final approvals to make an award, if any are required, are granted. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

F.2. Administrative and National Policy Requirements

Following selection for award, the Recipient will receive an electronic copy of the notice of award signed by the Agreement Officer which serves as the authorizing document. USAID will issue the award to the contacts specified by the Applicant in its application documents and/or the Authorized Individuals submitted by the Applicant.

2 CFR 700, 2 CFR 200, applicable OMB Circulars (i.e., A-21 for Universities or A-122 for Non-Profit Organizations, and A-133), ADS 303 and Standard Provisions for U.S. and Non-US Non-governmental Organizations are applicable. Resulting awards to U.S. Non-government Organizations will be administered in accordance with Chapter 303 of USAID's Automated Directives System (ADS 303), 2 CFR 200, and Standard Provisions for Non-Governmental Organizations. Please see the following links for additional information:

a. 2 CFR 200 is available at: 2 CFR 200
b. OMB Circulars are available at: OMB Circulars
c. Provisions for U.S. Non-Governmental Organizations are available at: Standard Provisions for U.S. Organizations
d. Standard Provisions for Non-U.S. Non-Governmental Organizations are available at: Standard Provisions for Non-U.S. Organizations
e. ADS 308 is available at: ADS 303
f. Potential for-profit applicants should note that USAID policy prohibits the payment of fee/profit to the prime Recipient under grants and Cooperative Agreements. However, if a prime Recipient has a subcontract with a for-profit organization for the acquisition of goods or services (i.e., if a buyer-seller relationship is created), fee/profit for the subcontractor is authorized.
g. The USAID Inspector-General's "Guidelines for Financial Audits Contracted by Foreign Recipients" is available at: http://www.usaid.gov/sites/default/files/documents/1868/591maa.pdf

F.3. Reporting Requirements

F.3.1 Financial Reporting

Financial Reports must be submitted in accordance with 2 CFR 200.327. Reporting requirements, such as the format, number of copies, information to be included, due dates and distribution will be developed in consultation with the Agreement Officer Representative (AOR) after the issuance of the award

F.3.2 Program Reporting

a) IMPLEMENTATION PLAN

Purpose: The implementation plan details how the Recipient will use this time effectively to achieve the award's objectives. The implementation plan serves as a detailed guide to activity implementation and, once approved, represents an agreement as to the nature and timing of discrete tasks and interventions. Discrete tasks include training events, workshops and seminars, outreach events, and information dissemination activities such as publications and reports. It is essential that the document be concise so as to ensure that it will be a simple reference tool for the implementer to track progress against the approved implementation schedule, and for USAID to monitor and evaluate performance through the implementation plan year and to ensure that award objectives are accomplished on time, on budget, and in accordance with expectations. Each annual implementation plan will form the basis for an annual management review conducted by USAID and activity staff to assess activity directions, priorities, achievements, and prior year implementation results, as well as management and implementation impediments, and to make recommendations for revisions, as appropriate.

Implementation Plan Standards: Implementation plans will identify a logical sequence of steps to be undertaken to implement each activity component and must include an associated timetable. The Recipient may not include activities in the implementation plan that fall outside the parameters of the program description. The Recipient's annual implementation plan will describe how the Recipient intends to organize the upcoming fiscal year's work including setting activity priorities and how the Recipient will organize responsibilities amongst Recipient staff to ensure accomplishment of the tasks. The implementation plan will address how the Recipient will make effective use of any time during which counterparts are not readily accessible or actively engaged such as holidays.

The implementation plan, at a minimum, is to include:

- A systematic presentation (i.e., Gantt chart) of activities to be accomplished under the different components and sub-components, on a monthly basis;
- The proposed location of the activity;

- The anticipated outputs and outcomes from each activity conducted;
- The anticipated level of effort required from activity technical staff and financial resources required to complete the tasks;
- The identification of any assumptions used in preparing the implementation plan, as well as suggested alternatives if necessary;
- The anticipated risks with regard to achieving the anticipated objectives of the activity and how they will be mitigated; and
- Any specific award terms or conditions that interfere with maximizing the developmental impact of the award.

Timing: Within 90 days following award, the Recipient must submit the first annual implementation plan, which will cover the time period from the date of award to September 30, 2018. Attached to the initial implementation plan, the Recipient will provide a Monitoring and Evaluation Plan (M&E Plan). USAID will provide written comments to the Recipient. The Recipient will revise and submit the revised implementation plan no later than 15 days after receipt of comments. If acceptable, the USAID Agreement Officer Representative (AOR) will provide a written approval of the final implementation plan to the Recipient. Failure to have an approved implementation plan in place may be viewed as a failure to comply with essential terms and conditions of the award. Significant revisions to the approved implementation plan will require the additional written approval of the AOR (and may require a revision to the approved activity M&E Plan).

Subsequent Annual Implementation plans: Subsequent annual implementation plans will cover each fiscal year (October 1 – September 30) and are due no later than 30 days <u>before</u> the beginning of each USG fiscal year (October 1), to ensure that the new implementation plan will be in place prior to commencement of the new fiscal year. These plans will follow the same format as the initial implementation plan and should also include an updated M&E Plan, if appropriate. The subsequent annual implementation plan shall include activity adjustments reflecting lessons learned from prior year implementation.

b) MONITORING AND EVALUATION PLAN (M&E Plan)

Purpose: The Recipient is required to have an M&E Plan capable of tracking and documenting progress against activity components. The M&E Plan should cover the entire life cycle from the award date through the estimated completion date. The M&E Plan should reflect the award progress over the life of the activity and it is considered a critical tool for planning, managing, documenting, and evaluating performance. The M&E Plan should be reviewed and validated annually, and revised if appropriate.

Note: The M&E plan is only meant for the purposes of review of incremental progress towards the stated objectives of the Program Description. A performance evaluation will be conducted externally by the Mission's M&E Contractor as stated in Section A.6.2.

The M&E Plan will include:

1. Activity Briefer: and introduction about the activity deliverables/results and explanation of various M&E parts of the document.
2. A Results Framework (RF) and simplified Foreign Assistance Framework that reflect the objectives described in the award;
3. The indicators that will be used to assess progress towards the activity goals and intermediate results;
4. Methodology and plan for data collection, review, analysis, reporting and internal control system, and the parties responsible for data collection and analysis. Indicators tracking table that includes all indicators with targets for various fiscal years, sex disaggregation, and baseline data or the plan and timeline for gathering the baseline data;
5. The estimated cost associated with implementing this activity M&E Plan;
6. The Data Quality Assessment (DQA) plan and procedures; and
7. The Evaluation Plan and how the evaluation results will be used to inform activity implementation; and
8. A description of how gender considerations will be integrated into activity implementation and the monitoring and evaluation.
9. Performance Indicators Reference Sheet (PIRS).

Timing: Within 60 days after award attached to the Implementation Plan.

c) QUARTERLY PERFORMANCE REPORTS:

Purpose: The Recipient will submit quarterly performance reports and financial allocation summaries to USAID to reflect progress and activities of the preceding quarter. The report will describe the tasks completed in the last quarter relative to what was anticipated by the approved implementation plan, and will assess overall impact to date relative to the performance indicator targets.

The quarterly reports will highlight any issues or problems affecting the schedule or impact of services provided by the Recipient. The reports will include financial information on the expenses incurred, available funding for the remainder of the activity and any variances from planned expenditures. All data and output reporting will disaggregate data by gender.

Quarterly performance reports will present progress on all activities and will include the following information, at a minimum:

1. Brief outline of purpose and approach;
2. Overall status of progress towards objectives (narrative);
3. Status of overall progress per the approved indicators as defined in the M&E Plan ;

4. Summary of completed activities and progress towards results under this award during the timeframe of the report;
5. List of reports/deliverables completed in the reporting period;
6. Explanation of quantifiable outputs of the tasks, if appropriate and applicable;
7. Reasons why established targets were not met, if appropriate;
8. Description of any short-term consultants' progress and observations, identifying any significant issues, and a description of follow-on activities;
9. Status of budget expenditures and analysis of any cost overruns or high unit costs (the Recipient shall immediately notify USAID of developments that have a significant impact on award-supported activities);
10. Identification of problems, delays or adverse conditions that impair the ability to meet the objectives of the award, including a statement of the action taken or contemplated, and any assistance needed to resolve the situation;
11. List of major activities planned for the next quarter;
12. The use of Small and Disadvantaged Business relative to the target identified;
13. Any relevant constraints or impediments that have affected or will affect Program performance, including any terms and conditions contained in the award;
14. Programed USAID approvals, waivers or deviation requests anticipated during the next quarter;
15. An attachment with a list of activity M&E indicators from GeoMIS that reflect progress against the indicators.
16. Confirmation that TraiNet reporting requirements are up to date and that relevant activities and data have been entered in to Geo-MIS (a list of activities added or updated in Geo-MIS during the quarter should be attached); and
17. The status of required audit processes including for sub-awardees, if applicable.

Timing: Reports must be submitted to the AOR within 30 days after the end of each USG Fiscal Year quarter (12/31, 3/31, 6/30, 9/30).

d) ANNUAL REPORTS

Purpose: The annual report will cover all of the items included in the quarterly reports, with a focus on results over the entire award fiscal year. The annual report will be used by USAID to assess the status of the activity in relation to the time remaining for performance. Each annual report will include an assessment as to whether the objective of the award will be accomplished within the remaining time and available resources.
In addition, the Recipient should include an assessment as to the effectiveness of the M&E Plan in measuring impact including:

1. The status of evaluation activities including the establishment of baseline data;
2. The appropriateness of the data collected to measure activity impact;
3. The identification of unanticipated challenges in the collection of evaluation data;
4. The appropriateness of the overall activity M&E Plan to measure impact and any proposed revisions thereto;
5. Practical or political factors that should be considered when analyzing the performance data; and

6. The effectiveness of the evaluation activities to inform programming.

Timing: The Recipient must submit annual reports in lieu of the 4th quarterly report each year to the AOR and to the Agreement Officer. The annual report must be submitted no later than 90 days after the end of each fiscal year other than the last year of contract performance, when the final report will be submitted. However a DRAFT annual report may be requested from the Recipient within 30 days of the end the quarter that will include only the performance data USAID needs for reporting purposes.

e) DEMOBILIZATION PLAN

The Plan will include, at a minimum, an illustrative Property Disposition Plan addressing all requirements under contractual and local law for the transfer of property; a plan for the phase out of the award's operations; a delivery schedule for all reports or other deliverables required under the award; and a timeline for completing all required actions in the Demobilization Plan, including the submission date of the final Property Disposition Plan to the Agreement Officer. Both the illustrative and final Property Disposition Plans must include the inventory schedule required by 2 CFR 200.313, a plan for the disposition of property to eligible parties and a timeline for the disposition of such property. In addition, the Recipient will describe how all required prime and sub-award audits will be conducted after the demobilization of the Recipient. The Demobilization Plan must be approved in writing by the AOR and the Agreement Officer.

Timing: Not less than four months prior to the completion date of the award, the Recipient must submit a Demobilization Plan.

g) FINAL REPORT

The final report will provide a summary description of all work performed under the award and a substantive discussion of results achieved (as measured by performance indicator). The final report should include the final status of each component objective, the status of indicators relative to the established targets, lessons learned, ways to resolve any constraints identified, any opportunities for further refinement, enhancement, logical extension, or expansion of the completed work and how it fits into USAID's strategic objectives and any perceived problems, vulnerabilities, or weaknesses in the assistance provided, with recommendations for addressing the identified weaknesses.

The final report must also contain an index of all reports and informational products produced under this activity. Along with the Final Report, a CD-ROM depository must be submitted, containing all written documents, reports and presentations. The depository must be organized in a user-friendly and searchable manner.

Timing: A draft final report must be provided not less than sixty days prior to the end of the award period. USAID will provide written comments concerning the accuracy and completeness of the report to the Recipient. The Recipient will revise and submit the final report no later than 15 days after receipt of comments.

h) GEOGRAPHIC MANAGEMENT INFORMATION SYSTEM (Geo-MIS)

In support of USAID/WBG's Geo-MIS initiative, the Recipient will provide Geo-MIS-related information on all USAID-funded activities.

a. **System Access:** Registration for access to and questions regarding the use of the Geo-MIS web site and reporting are to be directed to USAID/WBG/SPA and the AOR. The AOR will arrange for Geo-MIS training, lead the M&E Plan development efforts and data quality assessments/verifications of Geo-MIS data. Details on reporting forms and format are published at www.usaidgiswbg.com.

b. **Data Entry:** Initial Geo-MIS reporting must be submitted in the online system located at www.usaidgiswbg.com within 30 days from approval of the Implementation Plan. The Recipient is urged to update data in the online Geo-MIS system regularly. This includes information entered on new activities, current activity updates (e.g., activity-related fields of data, program related fields/narratives and M&E indicators), and activities closed.

c. **Reporting:** The Recipient's regular quarterly and annual reports must include a section on Geo-MIS providing a confirmation that relevant activities and data have been entered into Geo-MIS with a summary of actions (e.g., data entry and updates, Geo-MIS activities added, updated or closed) conducted during the reporting period.

The Recipient's final report will reflect that all activities have been fully Geo-MIS reported. Final AOR approval of close-out of the Cooperative Agreement will not be provided until such reporting has been completed. Geo-MIS data updates must be submitted through the internet application available via the Mission Geo-MIS system at: www.usaidgiswbg.com. Reports must be submitted via e-mail to the AOR.

d. **Training:** The Recipient staff will be provided Geo-MIS training by USAID/WBG/SPA, This training will be directed toward basic functions of the Geo-MIS and enabling the Recipient to report its work through the system and to use it as a Management Information System (MIS tool) including how to add/update and verify activities and program related info on a quarterly basis. The Recipient must appoint a member of its staff for training, as responsible for executing the Geo-MIS reports, to serve as liaison with USAID, and will participate in the Geographic Information Services (GIS) working group(s).

F.3.3 Reporting Schedule

The following programmatic reporting requirements shall be made part of any award issued under this RFA:

Type of Document/ Report	Due Date	Distribution
Quarterly Financial Report	30 days after the end of each fiscal quarter	AOR;AO;FMO
Implementation Plan	Within 60 days after award and thereafter every year by September 1	AOR
Monitoring and Evaluation Plan	Within 60 days after award and will be attached to the Implementation Plan	AOR
Quarterly Performance Reports	Within 30 days of the end of each fiscal quarter	AOR
Annual Performance Report	Will be submitted in lieu of the fourth quarterly performance report	AOR and AO
Demobilization Plan	Not less than four months prior to the completion date of the award	AOR and AO
Final Report	90 calendar days after the expiration or termination of the award	AOR and AO
Geographic Management Information System Reporting- Geo-MIS Reporting	After approval of the implementation plan with follow on reporting as activities require, but at least quarterly.	AOR and Geo-MIS Manager

F.4. Branding and Marking Requirements

Applicants are not required to submit a Branding and Marking plan with their applications. However, Applicants are requested to note that in accordance with **2 CFR 700.16** USAID will require the submission of a Branding Strategy and a Marking Plan prior to award. The Marking Plan may include a request for approval of one or more exceptions to the marking requirements in **2 CFR 700.16** The AO evaluates the Branding Strategy and Marking Plan (including any requests for exceptions) for approval consistent with the regulations contained in **AAPD 05-11, 2 CFR 700.16**, and **ADS 320**.

F.5. Environmental Compliance:

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

activities. The Recipient's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs.

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

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

4. The Initial Environmental Examination (IEE) for this activity contains recommendations for Categorical Exclusion for Non-environmental impacting technical assistance, training, analyses, studies, workshops, and document and information transfer as per 22 CFR 216.2(c)(2)(i), (iii), and (v), as "education, technical assistance, or training programs," "analysis, studies, academic or research workshops and meetings," and " document and information transfer", respectively. Small-scale repair, rehabilitation, and construction activities qualify for a Negative Determination with conditions per 22 CFR 216.3(a)(2)(iii).

   For all Negative Determination with conditions activities, the Recipient shall perform environmental screening process for each activity and develop appropriate Environmental Mitigation and Monitoring Plan (EMMP). The EMMP shall be prepared as early as possible during the planning/design stage and shall consider all phases of the activity implementation. The EMMP shall be approved by the Agreement Officer Representative (AOR) and the Mission Environmental Officer (MEO) prior to any implementation. Mitigation and Monitoring measures shall consider all phases of the activity (planning, design, construction, operation and maintenance, and decommissioning). Mitigation and Monitoring measures shall include, but not be limited to the following:

   - Apply best management and good engineering practices, and incorporate environmentally sound design principles.
   - Develop appropriate dust, noise, and waste control measures. Mitigation measures shall be developed to eliminate/reduce any health, noise, pollution, or any other negative impacts as a result of activities related to excavation, construction, demolishing, etc. Final disposal of waste (including waste generated as a result of excavation) shall be transferred to appropriate and approved locations. Top rich soils shall not be wasted.

- Use of appropriate health and safety measures to protect the health and safety of both workers and the general public.
- Protect archeological and cultural heritage sites.
- Protect water sources from any contamination.
- Protect rare species.
- Appropriate storage locations for construction material and construction equipment taking into consideration health, safety, and nuisance issues.
- Appropriate storage for hazardous construction material.

The EMMP must include monitoring the implementation of the conditions and their effectiveness. The EMMP must clearly state monitoring and reporting responsibilities.

5. As part of its initial Implementation Plan (IP), and all IPs thereafter, the Recipient, in collaboration with the USAID Agreement Officer Representative (AOR) shall review all ongoing and planned activities under this Agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation. The Recipient shall integrate the EMMP (which should also include climate change risks, please see below) into the initial Implementation Plan and subsequent Annual Implementation Plans, with any necessary adjustments to activity implementation in order to minimize adverse impacts on the environment.

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

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

8. The Recipient will be responsible for periodic reporting to the USAID AOR, as specified in the Schedule/Program Description of this award.

Climate Change Considerations and Requirements

1. In 2014 President Obama signed Executive Order 13677 which requires all US agencies to factor climate change into their foreign assistance planning and manage the associated climate risks.
2. This activity must be robust in face of potential climate change impacts. Therefore, the Recipient shall identify expected climate change impacts over the life of the activity's expected benefits and demonstrate how these risks will be reduces in order to ensure

sustainability of the activity's objective and benefits. The Recipient must make sure that the planners and design engineers are working with appropriate data sets and appropriate design criteria that consider climate change projections (for temperature increase, precipitation and flooding, sea level rise, extreme weather events including winds and other storms).

3. The Recipient shall identify opportunities to reduce greenhouse gas (GHG) emissions and propose emissions approaches where possible. For example, this may include opportunities such as energy efficient equipment, solar energy, etc.

4. The Recipient shall perform screening for climate change risk as early as possible during the planning/design stage. Climate Change analysis and considerations shall be reported under in the EMMP.

F.6. Standard Provisions

All mandatory Standard Provisions specified in section F.2 of this NFO shall be incorporated into the resultant award. The Provisions indicated below in full text should be specially noted by the prospective Applicants.

USAID/WEST BANK AND GAZA SPECIAL PROVISIONS

F.6.1 SUBCONTRACTING WITH GOVERNMENT OR QUASI-GOVERNMENT ENTITIES

No subcontracting with any government or quasi-government entity shall be conducted under this Agreement unless a specific waiver is approved for this purpose.

F.6.2 CAPITAL ASSISTANCE (611e REQUIREMENTS)

Prior to committing any USAID funds for capital assistance activities proposed under this Agreement, including mechanical items and other equipment that will be purchased for use by local partners, the Recipient will provide USAID with sufficient information to determine that Palestinian counterpart institutions and communities have the capacity to maintain and utilize the assistance effectively. Upon review and analysis of information provided, USAID West Bank and Gaza will advise the Recipient when and if all AID regulations for proceeding with capital assistance have been met.

F.6.3 PROHIBITION AGAINST SUPPORT FOR TERRORISM

(a) The Recipient is reminded that U.S. Executive Orders and U.S. law prohibit 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.

(b) One of the applicable orders is Executive Order 13224, dated September 24, 2001. The website of the Office of Foreign Assets Control (OFAC) of the Department of Treasury contains the text of that order and a list of the individuals and entities designated thereunder. It also contains lists of individuals and entities designated under other anti-terrorism statutes, regulations and Executive Orders. See http://www.treasury.gov/offices/enforcement/ofac/sdn/.

(c) USAID reserves the right to review, and either approve or reject, the following subawards if proposed under this contract/agreement: (i) any contract or subcontract in excess of $25,000 with a non-U.S. organization or individual; and (ii) any grant or subgrant to a non-U.S. organization or individual, regardless of the dollar value. Furthermore, the written consent of USAID is required before certain other forms of assistance may be provided to a non-U.S. organization or individual. These include in-kind assistance such as renovation of an NGO's facilities, repair or replacement of a company's equipment, and certain training activities. The details of these requirements are described in notices issued by USAID/West Bank & Gaza from time to time. No approval (or failure to disapprove) by USAID shall relieve the Contractor/Recipient of its legal obligation to comply with applicable Executive Orders and laws.

(d) USAID reserves the right to rescind approval for a subaward in the event that USAID subsequently becomes aware of information indicating that the subaward is contrary to U.S. law or policy prohibiting support for terrorism. In such cases, USAID's Contracting Officer will provide written instructions to the Contractor/Recipient to terminate the subaward.

(e) USAID reserves the right to terminate this contract/agreement if USAID determines that the Contractor/Recipient is involved in or advocates terrorist activity or has failed to comply with any of the requirements of this provision.

(f) This provision, including this paragraph (f), shall be included in all contracts, subcontracts, grants and subgrants issued under this contract/agreement. Upon request, the Contractor/Recipient shall promptly provide to USAID's Contracting/Agreement Officer a copy of the pages from each subaward that contain this provision

(g) The Contractor/Recipient agrees to promptly notify USAID's Contracting Officer Representative (COR)/Agreement Officer Representative (AOR) in the event of any change in the identity of its "key individuals" or in the identity of "key individuals" of any Recipient of a subaward described in paragraph (c). For purposes of this requirement, "key individuals" means (i) principal officers of the organization's governing body (e.g., chairman, vice chairman, treasurer and secretary of the board of directors or board of trustees); (ii) the principal officer and deputy principal officer of the organization (e.g., executive director, deputy director, president, vice president); (iii) the program manager or chief of party for the USAID-financed program; and (iv) any other person with significant responsibilities for administration of USAID-financed activities or resources. Note that this definition differs from the definition of "key personnel" under contracts and cooperative agreements.

(h) Before awarding any grant or similar instrument providing [cash or in-kind assistance under this contract][cash assistance under this agreement], the Contractor/Recipient shall (1) obtain from the proposed subawardee the certification required under USAID's Acquisition and Assistance Policy Determination 04-14 (AAPD 04-14), "Certification Regarding Terrorist Financing Implementation E.O. 13224 (Revision 2)," and (2) provide a copy of the certification to USAID's Agreement/Contracting Officer.

F.6.4 PROHIBITION AGAINST CASH ASSISTANCE TO THE PALESTINIAN AUTHORITY

U.S. legislation provides that none of the funding under this Award may be "obligated or expended with respect to providing funds to the Palestinian Authority." In accordance with that prohibition, the Recipient shall not provide any cash to the Palestinian Authority; to any ministry, agency or instrumentality of the Palestinian Authority; to any municipality or other local government unit; or to any full-time or part-time employee or official of any of the foregoing entities. This restriction applies to payments of any kind, including salaries, stipends, fees, honoraria, per diem, and so forth.

This restriction does not prohibit the provision of in-kind assistance, such as technical assistance, training, equipment, supplies, or the construction of public works to the extent it is not otherwise prohibited by U.S. law or the terms of this Agreement.

This provision shall be included in all contracts, subcontracts, grants and subgrants or any other instruments or awards issued under this Agreement. The Recipient shall promptly provide to USAID's Agreement Officer a copy of the pages from each subaward that contains this provision.

F.6.5 RESTRICTION ON FACILITY NAMES

(a) No assistance shall be provided under this Agreement for any school, community center or other facility that is named after any person or group of persons that has advocated, sponsored or committed acts of terrorism. This includes any facility that has "shuhada" or "shaheed" ("martyr" or "martyrs") in its name, unless an exception is approved by the USAID Mission Director. In any case where assistance is proposed for a facility that is named after, or is planned to be named after, a person or group of persons, the Recipient shall provide to USAID's Agreement Officer Representative (AOR) written information about the person(s) or group and shall not proceed with the assistance unless or until the AOR has provided written approval therefore. This restriction applies to all forms of cash or in-kind assistance, including construction services, equipment, supplies, technical assistance, and training.

(b) In case of any failure to comply with this restriction, USAID may disallow any or all costs incurred by the Recipient with respect to the facility and, if necessary, issue a bill for collection for the amount owed. This is in addition to any other remedies that may be available to USAID for such noncompliance.

(c) This provision, including this paragraph (c), shall be included in all contracts, subcontracts, grants and subgrants issued under this agreement. Upon request, the Recipient shall promptly provide to USAID's Agreement Officer a copy of the pages from each subaward that contains this provision.

F.6.6 VALUE ADDED TAX AND CUSTOMS DUTIES

Pursuant to agreements with the Palestinian Authority (PA) and the Government of Israel (GOI), all imports and expenditures under this award by the Recipient and by non-local subgrantees and subcontractors (as defined below) will be exempt from Value-Added Tax (VAT) and customs duties imposed by the PA and from customs duties imposed by the GOI. Therefore, in accordance with paragraph 51 of OMB Circular No. A-122, Attachment E, such VAT and customs duties shall not constitute allowable costs under this award. No exemptions from VAT imposed by the GOI are available through USAID. Therefore, Israeli VAT is an allowable cost under this award, except for VAT from which exemptions are available to the Recipient directly.

The Recipient and any non-local subgrantees or subcontractors shall make reasonable efforts to avoid Palestinian VAT at the point of sale by obtaining 0% VAT exemption. USAID will assist the Recipient to obtain zero percent (0%) VAT status from the PA. The Recipient shall use this exemption to avoid paying any PA VAT to local subcontractors and vendors by obtaining approval from the PA VAT Department for suppliers to issue 0% VAT invoices.

In cases where Israeli and Palestinian VAT cannot be avoided, the Recipient shall obtain original VAT receipts from the vendors. Receipts must be submitted to USAID's Financial Management Office on a monthly basis to enable USAID to process refund claims with VAT authorities. The Recipient is responsible for ensuring that subgrantees or subcontractors comply with this requirement. All VAT claims for the subgrantees and subcontractors shall be submitted to USAID through Recipient. *(Please refer to VAT Guidance dated April 2, 2003 issued to USAID WBG Contractors and Grantees attached as Attachment F*). Receipts for subgrantees and subcontractors must be addressed to the program name /Recipient to enable USAID to claim refunds.

Recipients that already have exemption mechanisms in place with the GOI and/or the PA should continue to follow those procedures. Any refund of taxes received directly by the Recipients which were allowed as award costs, should be credited either as a cost reduction or cash refund, as appropriate, to USAID.

"Non-local subgrantees and subcontractors" means subgrantees and subcontractors that are present in the West Bank or Gaza solely for the purpose of performing work financed by USAID or other tax-exempt foreign donors."

F.6.7 REPORTING OF FOREIGN TAXES

a) The awardee must annually submit one report by April 6 of the next year. The reporting period will cover from October 1 to September 30.

b) Contents of Report. The reports must be in the format provided in Annex A and contain:
   1. Recipient name.
   2. Contact name with phone, fax and email.
   3. Award number(s); separate report needs to be provided for each award.
   4. Amount of foreign taxes assessed by the Palestinian Authority on commodity purchase transactions valued at $500 or more financed with U.S. foreign assistance funds under this agreement during the prior U.S. fiscal year.
   5. Only foreign taxes assessed by the foreign government in the country receiving U.S. assistance are to be reported. Foreign taxes by a third party foreign government are not to be reported. For example, if an assistance program for the Palestinian Authority involves the purchase of commodities in Israel using foreign assistance funds, any taxes imposed by Israel would not be reported.
   6. Any reimbursements on the taxes reported in (iv) received by the Recipient through March 31. Any refund from the Palestinian Authority that is received directly by the awardee should be reflected. For refunds processed by USAID, we will fill in the VAT refunded amount. If a VAT refund receipt was provided to USAID for refund processing the awardee will need to provide the month under which the claim was submitted to USAID and the serial number of the invoice as included in the claim.
   7. Reports are required even if the Recipient did not pay any taxes during the report period.
   8. Cumulative reports may be provided if the Recipient is implementing more than one program in a foreign country.

c) Definitions. For purposes of this clause:

   1.“Agreement” includes USAID direct and country contracts, grants, cooperative agreements and interagency agreements.
   2.“Commodity” means any material, article, supply, goods, or equipment.
   3.“Foreign government” includes only a Palestinian Authority entity.
   4.“Foreign taxes” means value-added taxes and custom duties assessed by a foreign government on a commodity. It does not include foreign sales taxes

d) Where. Submit the reports by either of the following means:

   E-mail attachment (preferred): 579vat@usaid.gov or fax to 972-3-511-4888, attention Issa Hanna.

e) Subagreements. The awardee must include this reporting requirement in all applicable subcontracts, subgrants and other subagreements.

f) For further information see http://www.state.gov/m/rm/c10443.htm .

F.6.8 PROHIBITION ON ASSISTANCE TO THE PALESTINIAN BROADCASTING CORPORATION

a) U.S. legislation provides that none of USAID's funding "may be used to provide equipment, technical support, consulting services, or any other form of assistance to the Palestinian Broadcasting Corporation." In accordance with this prohibition, the Recipient shall not provide any assistance to the Palestinian Broadcasting Corporation.

b) This provision, including this paragraph (b), shall be included in all contracts, subcontracts, grants and subgrants issued under this grant.

F.6.9 USAID/WEST BANK AND GAZA MISSION NOTICES

The Recipient will comply and adhere to all USAID West Bank and Gaza notices to Contractors and Grantees. The notices are posted on the USAID/West Bank Gaza website under Partners resources and can be found at the following link: USAID West Bank & Gaza Notices

F.6.10 USAID/WEST BANK AND GAZA MISSION CONTRACTED AUDITS (ACA)

Since Fiscal Year 2003, the U.S. Congress has mandated in its annual appropriations laws that USAID will ensure that Federal and non-Federal audits of all contractors and grantees, and significant sub-contractors and sub-grantees, under the West Bank and Gaza (WBG) Program are conducted at least annually.

The awardee and significant-subawardees under this award are thus required to adhere to this requirement and are subject to audit at least annually under the WBG Mission Contracted Audit (MCA) program. The USAID/WBG/Office of Financial Management (OFM) is responsible for managing the Mission's audit program. USAID/WBG/OFM will annually solicit information from prime awardees with regard to their program implementing sub-awards to identify those sub-awardees which are subject to audit (i.e., significant sub-awardees).

To fulfill the annual audit requirements, USAID/WBG will contract with an independent audit firm on the Mission's approved list of audit firms to perform these audits, and will issue an audit notification letter to the prime awardee outlining the process, period of audit and time frame. The financial audit will be conducted within generally accepted government auditing standards (GAGAS) and will focus on the program activities contained within this award.

By signing this award, the Contractor affirms it will comply with the Mission's audit guidelines and requirements, and will cooperate fully with the audit firm selected by USAID. Failure to comply with the Mission audit procedures or respond to an initiation of an audit, or failure to cooperate with the Mission financial management staff or selected audit firm on the annual audit may be cause for action by the Mission. The Contractor and all sub-awardees must maintain complete records and proper documentation pertaining to their awards for auditing purposes.

F.6.11 USAID/WEST BANK AND GAZA MISSION ORDER NO. 21

The Contractor must comply with the Mission's updated anti-terrorism policies and procedures as stated under the revised Mission Order No. 21 (Mission Notice No. 2007-WBG-26) and any amendments thereafter. The Mission Order No. 21 can be accessed through the following URL: Mission Order No. 21

F.6.12 PROHIBITION ON PROVIDING FEDERAL ASSISTANCE TO ENTITIES THAT REQUIRE CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS - REPRESENTATION (APRIL2015)

(a) In accordance with section 743 of Division E, Title VII, of the Consolidated and further Continuing Resolution Appropriations Act, 2015 (Pub. L. 113-235), Government agencies are not permitted to use funds appropriated (or otherwise made available) under that or any other Act for providing federal assistance to an entity that requires employees, subawardees or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, subawardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(b) The prohibition in paragraph (a) of this provision does not contravene requirements applicable to Standard Form 312, Form 4414, or any other form issued by a Federal department or agency governing the nondisclosure of classified information.

(c) By submission of its application, the prospective Recipient represents that it does not require employees, subawardees, or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, subawardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

F.6.13 COOPERATING COUNTRY NATIONALS (CCNs) EMPLOYED BY THE RECIPIENT TO WORK EXCLUSIVELY UNDER THIS USAID AGREEMENT

The USAID-funded program implemented under this program is for a specified period. Accordingly, USAID considers Cooperating Country Nationals (CCNs) employed by the Recipient and working exclusively under the resultant USAID Cooperative Agreement to be employed for a specified fixed period (a specified period employee). The Recipient, however, at its sole discretion, may employ CCNs and direct them to work exclusively under the Cooperative Agreement for an unspecified period (as a permanent employee), in accordance with allowances and provisions established under local law.

If the Recipient elects, at its sole discretion, to employ unspecified period CCNs, and directs them to exclusively work under the fixed period of the award, the Recipient (and not USAID) will be responsible for the payment of any benefits, severance or otherwise, that may be due and owing to such employees under local law if the Recipient then elects to terminate their employment at any time during the award.

F.6.14 ADDITIONAL REQUIREMENTS FOR PERSONNEL COMPENSATION

a) Direct salaries and wages for each year of the award shall be in accordance with the organization's established personnel policies and the applicable cost principles. To be considered adequate, the policies must be in writing, applicable to all employees of the organization, be subject to review and approval at a high enough organizational level to assure its uniform enforcement, and result in costs which are reasonable and allowable in accordance with applicable cost principles.

b) The reasonableness of salaries under the resultant Agreement will be evaluated applying the factors set forth in the applicable cost principles (2 CFR 200, Subpart E) This guidance will be considered in making the determination as to reasonableness.

c) Annual Salary Increase

(1) International Staff: One annual salary increase of not more than 5% (including promotional increase) may be granted after the employee's completing of each twelve months of satisfactory services under this Agreement.

(2) CCN Staff: One annual salary increase of not more than 5% (including promotional increase) may be granted after the employee's completing of each twelve months of satisfactory services under this Agreement.

F.6.15 SECURITY CONDITIONS

The Recipient must be aware of security conditions in the West Bank and Gaza, and by entering into a contract with USAID, assumes full responsibility for the safety and security of its employees. Prior to commencing work, the Recipient must ensure that it has adequate procedures in place to advise its employees of situations or changed conditions that could adversely affect their security. In order to keep abreast of security conditions in the region, the Recipient must seek information from all available sources for all areas in which its employees work or travel.

The Recipient acknowledges that security conditions are subject to change at any moment, that the U.S. Government cannot guarantee the accuracy of any information that it may provide to the Recipient and that USAID assumes no responsibility for the reliability of such information. The Recipient has the sole responsibility for managing all travel plans identified in the contract's approved budget for its employees and/or their dependents traveling to post if allowed by the Recipient's personnel internal policies while adhering to the contract's terms and conditions.

The Recipient will also be responsible for its U.S. citizen employees, consultants and ensuring its subcontractor employees are registered with the State Department's Smart Traveler Enrollment Program (STEP) and for immediately notifying USAID West Bank and Gaza and the American Citizen Services section in the event a U.S. citizen employee does not return from travel or does not report to work as expected. In the event that USAID requests the Recipient to do so, the Recipient's Chief of Party (COP) will assume responsibility for contacting all of its employees, consultants and sub-contractors.

The Recipient must provide to the USAID AOR the name, nationality, current address, and current home and/or cellular telephone number of the COP, an alternate designated employee and a designated headquarters employee. The Recipient will be responsible for ensuring that the information on file in the USAID West Bank Gaza's Partner Contact List is up-to-date so that in the event of an emergency, the COP or an alternate representative can be reached immediately and s/he can rapidly contact all other affected employees.

SECURITY PLAN

The Recipient must develop a security plan to safeguard all activity operations and to comply with all United States Government regulations, prevailing industry practice and local law. Within 30 days of award, the security plan will be submitted to USAID for review only. Guidance as to the content of this plan will be provided by USAID following award.

Due to the extremely fluid nature of the operational environment in the West Bank and Gaza, it is expected that the Recipient of the award will remain in close contact and collaboration with the AOR and other appropriate USAID Officers. This collaborative involvement will address informational needs such as analyses, evaluations, assessments, and responses to public information requests in order to maintain flexibility for program success.

Dissemination of any press releases or success stories is subject to the AOR’s written approval.

LIFE SUPPORT AND SECURITY SERVICES

The Recipient will be responsible for maintaining the security of its personnel, materials and equipment. All employees of the Recipient must meet the requirements of their work-site,] which may include, but not limited to background checks, security/restricted area clearances, drug-free workplace, safety training and/or any other company safety and security requirements.

The Recipient must provide a coherent, overall integrated security plan that demonstrates that the Recipient has undertaken a thoughtful review of their security needs and includes analyses of the elements of an appropriate security system.

F.7 Funding Restrictions

Pursuant to 2 CFR 200.400(g) and 2 CFR 700.13, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allowable and allocable expenses, both direct and indirect, which are related to the Agreement program and are in accordance with applicable cost standards (2 CFR 200, 2 CFR 700, Relevant OMB Circulars, and the Federal Acquisition Regulation (FAR) Part 31 for for-profit organizations), may be paid under the Agreement.

F.8 Construction

This award may require construction or minor renovation, as determined by the program description and subsequent implementation plans. If construction or minor renovation is required, all work must comply fully with International Building Code standards, which will be supplied to the Recipient prior to design and construction.

[END OF SECTION F]

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SECTION G: FEDERAL AWARDING AGENCY CONTACT

Shirine Tourk Agbarieh
Acquisition and Assistance Specialist
Office of Contracts Management
sagbarieh@usaid.gov
USAID West Bank and Gaza
Tel Aviv, Israel

[END OF SECTION G]

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SECTION H – OTHER INFORMATION

H.1 Annexes

Annex A: VAT Guidance
Annex B: Mission Order No. 21

[END OF SECTION H]

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ANNEX A: VAT Guidance dated April 2, 2003 issued to USAID WBG Contractors and Grantees

USAID

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

APRIL 2, 2003

NOTICE FOR USAID CONTRACTORS AND GRANTEES

SUBJECT: VAT GUIDANCE

As per the guidance provided to all contractors and grantees in our letter of July 30th, 2002, VAT is an extremely sensitive and important issue for our Mission. Careful attention must be paid to avoiding VAT whenever possible and, failing that, obtaining valid VAT receipts so that USAID may seek VAT refunds from tax authorities. Failure to do so could put the Mission's programs in jeopardy and possibly lead to a USAID determination that VAT costs are unallowable.

USAID will reimburse contractors and grantees for Israeli and Palestinian VAT if and only if the following procedures are followed:

1. For Grantees, reasonable efforts must be made to avoid Israeli and Palestinian VAT at the point of sale whenever possible. This includes taking all reasonable steps to obtain a 0% VAT exemption from the Palestinian Authority before making any further purchases. Grantees that already have exemption mechanisms in place with Israel and/or the PA should continue to follow those procedures.

2. For grantees that recently received a 0% VAT exemption from the Palestinian VAT department, they are required to pass these exemptions to their partners (i.e. suppliers, vendors, and contractors), by sending a letter to the VAT Department notifying it about the partner, description of the transaction and the amount of the transaction before the purchase is completed.

3. For both Contractors and Grantees, in cases where Israeli or Palestinian VAT cannot be avoided at the point of sale, original VAT receipts must be obtained from all vendors that are legally authorized to issue such receipts. To be considered valid and acceptable, receipts must conform to the requirements stated in the checklist attached to this notice. Receipts shall be submitted to USAID's Financial Management Office on a monthly basis, no later than the fifteenth day after the end of the month. This will enable USAID to process refund claims with VAT authorities on a timely basis.

Financial Management Office
Att. VAT Coordinator, USAID
c/o American Embassy
71 Hayarkon Street,
Tel Aviv 63903

Failure to comply with both of these requirements may result in a determination that the VAT costs in question are unallowable under your contract or grant, in which case those costs would be financed from your organization's own funds.

Given that USAID will be reimbursing VAT expenses in contractor and grantee billings that are charged as disbursement to the contracts/grants, the refunds, once received, will be recorded as off-sets to the applicable contract or grant by USAID.

Please note that separate procedures will be provided for processing refunds for contractors and grantees under Letter of Credit (LOC) method of payment.

Please submit the original VAT receipts and one copy to USAID. In addition, contractors and grantees must retain on file copies of receipts and related documentation reflecting their VAT submissions to USAID. This is needed to avoid the risk that VAT costs may be questioned during an audit and possibly disallowed.

In addition, we have attached for your use 2 matrixes, one for the Israeli and one for Palestinian VAT submissions. Please keep the following guidance in mind when submitting this document to USAID:

1. Report the VAT invoices in the correct chronological order. i.e. start from the first of the month through to the 30th.
2. Provide a hard and electronic copy of the form with the respective receipts attached to each one in order to avoid confusion.
3. The electronic copy has to be sent to ilpavat@usaid.gov .
4. Attach all related supporting documents to each receipt with that invoice.
5. Submit this form, receipts and supporting documents no later than the 15th of the following month.
6. You will notice that we have entered some figures already on the matrix. This is just to provide you with an example and to activate the formulas. Kindly replace those with your own figures.
7. For any specific issues with regards to the VAT, please contact Ms. Abeer Odeh, our Supervisor Financial Analyst, at 03-511-4806, 050 259407, and 059 246777 or at e-mail aodeh@usaid.gov.

The requirements discussed in this notice apply to not just prime contracts and grants, but also subcontracts and sub-grants with non-local entities – that is, entities that are present in the West Bank or Gaza solely for the purpose of performing work financed by USAID or other tax-exempt donors.

USAID provided some guidance with regards to this issue in July 2002. However, some partners have failed to report their VAT in a timely manner. Therefore, we herby request that all Contractors and Grantees report to us by COB noon April 21st, 2003, all pending invoices from January 1st, 2002 until the present.

We thank you for your cooperation in this matter.

Attachments:

1. VAT Invoices Required Attributes
2. VAT Refund Sheet – Includes 2 documents for the Israeli and the Palestinian VAT respectively.

Palestinian VAT Refund Sheet
Organization Name:
Contract / Agreement Number:
Period Covered:

No.	Invoice Date	Invoice No.	Supplier Name	Registration No.	Invoice Description	Total Invoice Amount (NIS), including VAT	VAT Amount (NIS)	Total Invoice Amount ($), including VAT	VAT Amount ($)	$ Rate	Voucher number of SF 1034 of VAT claim submitted to USAID
						90	13.08	$ 18.75	$ 2.72	4.8	
						150	21.79	$ 31.25	$ 4.54	4.8	
						120	17.44	$ 25.00	$ 3.63	4.8	
						80	11.62	$ 16.67	$ 2.42	4.8	
							-	$ -	$ -	4.8	
							-	$ -	$ -	4.8	
							-	$ -	$ -	4.8	
							-	$ -	$ -	4.8	
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							-	$ -	$ -	4.8	
							-	$ -	$ -	4.8	
					TOTAL		-	$ -	$ -	4.8	

Israeli VAT Refund Sheet
Organization Name:
Contract / Agreement Number:
Period Covered:

No.	Invoice Date	Invoice No.	Supplier Name	Registration No.	Invoice Description	Total Invoice Amount (NIS), including VAT	VAT Amount (NIS)	Total Invoice Amount ($), including VAT	VAT Amount ($)	$ Rate	Voucher number of SF 1034 of VAT claim submitted to USAID
						100	15.25	$ 20.83	$ 3.18	4.8	
						150	22.88	$ 31.25	$ 4.77	4.8	
							0.00	$ -	$ -	4.8	
							0.00	$ -	$ -	4.8	
							0.00	$ -	$ -	4.8	
							0.00	$ -	$ -	4.8	
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							0.00	$ -	$ -	4.8	
							0.00	$ -	$ -	4.8	
							0.00	$ -	$ -	4.8	
							0.00	$ -	$ -	4.8	
					TOTAL		0.00	$ -	$ -	4.8	

07/30/2002

NOTICE FOR USAID CONTRACTORS AND GRANTEES
Subject: VAT GUIDANCE

As discussed at previous meetings with contractors and grantees, VAT is an extremely sensitive and important issue for our Mission. Careful attention must be paid to avoiding VAT whenever possible and, failing that, obtaining valid VAT receipts so that USAID may seek VAT refunds from tax authorities. Failure to do so could put the Mission's programs in jeopardy and possibly lead to a USAID determination that VAT costs are unallowable.

The Mission is continuing its dialogue with Palestinian VAT authorities to effect broad implementation of a 0% VAT procedure whereby VAT expenses would be avoided at the point of sale. In the meantime, for both Israeli and Palestinian VAT, USAID will reimburse contractors and grantees for incurred costs in accordance with the payment provisions of their agreements; provided, however, that the following procedures are followed:

1. Reasonable efforts must be made to avoid Israeli and Palestinian VAT at the point of sale whenever possible. Those contractors and grantees that have exemption mechanisms in place should continue to follow those.

2. In cases where Israeli or Palestinian VAT cannot be avoided at the point of sale, original VAT receipts must be obtained from all vendors that are legally authorized to issue such receipts. To be considered valid and acceptable, receipts must conform to the requirements stated in the checklist attached to this notice. Receipts shall be submitted to USAID's Financial Management Office on a monthly basis, no later than the fifteenth day after the end of the month. This will enable USAID to process refund claims with VAT authorities on a timely basis.

Failure to comply with both of these requirements may result in a determination that the VAT costs in question are unallowable under your contract or grant, in which case those costs would be financed from your organization's own funds.

Since USAID will be reimbursing VAT expenses in contractor and grantee billings, the refunds, when received, will be deposited to the account of USAID.

In addition to submitting original VAT receipts to USAID, contractors and grantees must retain on file copies of receipts and related documentation reflecting their VAT submissions to USAID. This is needed to avoid the risk that VAT costs may be questioned during an audit and possibly disallowed.

The requirements discussed in this notice apply to not just prime contracts and grants, but also subcontracts and subgrants with non-local entities – that is, entities that are present in the West Bank or Gaza solely for the purpose of performing work financed by USAID or other tax-exempt donors.

If you have any questions, please contact Robert Bonnaffon (03-511-4880) or Leonel Pizarro (03-511-4852)

Attachment: a/s

ATTACHMENT 1

VAT INVOICES
REQUIRED ATTRIBUTES

ISRAELI VAT INVOICES

The following information is required on Israeli VAT invoices in order for them to be accepted for purposes tax refunds:

- Vendor's name
- Invoice date
- Vendor's tax identification number (TIN)
- Tax invoice number
- Document must be an original, copies are not accepted
- The document must indicate on its face that it is a tax invoice…a hishbunit mas, or in Hebrew: **חשבונית מס**

PALESTINIAN VAT INVOICES

The following information is required on Palestinian VAT invoices in order for them to be accepted for purposes of tax refunds:

- The purchaser's name and address
- Name of the vendor
- The document must state "Authorized Dealer" and then the dealer number. For example:
- The document must state on its face that it is a "Tax Invoice" and an invoice number. For example: فاتورة ضريبية
- The invoice must state on its face "Original". For example: النسخة الاصلية

END OF ANNEX A