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Deadline for Questions: May 24, 2021 at 08:00 am Jordan local time

Closing Date: June 21, 2021 at 08:00 am Jordan local time

Subject: Notice of Funding Opportunity Number: 72027821RFA00005

Activity Title: Strengthening Civil Society System (Sawt) Activity

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified entities to implement the Strengthening Civil Society System (Sawt) Activity. Eligibility for this award is not restricted.

USAID intends to award one Cooperative Agreement as a result of this notice of funding opportunity, subject to funding availability and at the discretion of the Agency. USAID intends to make an award to the applicant whose application best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO and subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process.

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

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

Please send any questions via email to the point 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. Questions by any means other than that which is prescribed, and/or received after the deadline will not receive a response.

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 the 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,

Camille Garcia
Agreement Officer
USAID/Jordan

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SECTION A: PROGRAM DESCRIPTION

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

Sawt: A Voice for Civic Engagement

1. Executive Summary

Jordan is currently facing multiple challenges to its stability, from an economic downturn that has been exacerbated by COVID-19, to severe limitations on water resources, to a growing sense of cynicism amongst voters. Citizen trust in their government depends in part on whether citizens feel their voices are heard. A civil society that is effective, with organizations that are relevant to their constituents, should build trust between the governed and those who govern.

The USAID/Jordan Sawt “Voice” activity aims to position Jordanian civil society to effectively represent and advocate on behalf of citizen-driven interests, while leveraging the use of digital media to enhance civic knowledge and discourse. A more active and effective civil society and better informed public will assist the Government of Jordan (GOJ) in producing policies that respond to citizen’s needs, while also promoting increased trust between government institutions and those whom they govern.

Success in this activity will advance Jordan on its path to self-reliance by supporting measurable improvements in civil society and media effectiveness, sustainable democracy, and social group equality indicators in USAID’s Journey to Self-Reliance (J2SR) Country Roadmap for Jordan.

Civil society sustainability should be based on the ability to generate grassroots support, trust, and a diverse range of local and international funding. Ideally, this would be measured at both the sector and organizational level.

For the purposes of this activity, USAID will use the terms civil society, civil society actors, civil society entities, and civil society organizations (CSOs) to include: non-governmental organizations (NGOs), Royal non-governmental organizations (RNGOs), community based organizations (CBOs), societies, media organizations, trade unions, professional associations, business associations, chambers of commerce, and cooperatives, unless otherwise specifically stated.

2. Background

The USAID/Jordan’s 2020-2025 Country Development Cooperation Strategy (CDCS)¹ identified increased political participation and a vibrant civil society as key to Jordan’s ability to increase citizen trust in the GOJ and achieve consensus on needed reforms. USAID/Jordan implemented two activities targeting the development of civil society at substantial investment of several millions of dollars over the 2008-2018

¹ USAID/Jordan’s 2020-2025 Country Development Cooperation Strategy
<https://www.usaid.gov/sites/default/files/documents/CDCS-Jordan-2020-2025.pdf>

period.² These efforts were complemented by numerous programs targeting CSOs funded by other members of the international donor community.³ During this period, the number of CSOs registered with the Ministry of Social Development (MOSD) tripled, to reach 6,800 in late 2018⁴, up from the 5,294 CSOs registered in 2016.

USAID's last stand-alone civil society support activity, USAID Civic Initiatives Support (CIS), cultivated strong and vibrant CSOs in Jordan by supporting a broad range of civic initiatives. USAID CIS was a \$40M, five-year project (2013-18) implemented by FHI360. CIS resulted in 168 subawards to 114 Jordanian organizations. Some of these CSOs had shown strong skills in civic engagement, financial and administrative sustainability, and ability to engage with decision-makers at the national and local levels. During the final two years of the activity, USAID/Jordan provided advocacy grants to three thematic coalitions and individual CSOs. These advocacy efforts resulted in the advancement of women's rights through the abolishment of Article 308 of the Penal Code (the article had been providing leniency to sexual assault perpetrators if they married their victims); increased health services in the Madaba governate; improved beach safety procedures and messaging in Aqaba; and improved water treatment facilities in Karak. These campaigns proved that CSOs in Jordan can shift to listen to their communities and prioritize their needs, conduct evidence-based research, and present their findings to key decision makers in a persuasive manner. In addition, under CIS, USAID supported media organizations in enhancing the capacities of journalists to more effectively cover elections and enhance the role media plays in election coverage. This work also supported the production of online films about parliamentary affairs and the opportunities and challenges of decentralization.

There has only been one significant stand-alone media development activity funded by USAID in the past 15 years; the USAID Jordan Media Strengthening Program/JMSP was a five-year project implemented by the International Research and Exchanges Board (IREX) from 2006-2010.

2.1 Civil Society

Networks

Jordan's most developed and enduring CSOs enjoy a web of regional and global networks and are becoming more skillful advocates. The emergence of civil society networks holds the promise of better sector governance and more productive advocacy for citizen engagement. New social enterprises are emerging that could help resolve some of the key pain points in the relationships between the government, civil society, and the private sector. Overall, however, civil society must shift its forms of engagement to become more robust and influential advocates.

The sector's networks generally remain extremely fragmented and the level of cooperation, sharing of ideas, and coordination among CSOs remains low. The sector's engagement with government entities remains limited. CSOs have been unable to form durable alliances and coalitions to articulate a coherent and compelling vision for reform. While they bemoan this state of affairs, they demonstrate little inclination or capacity to change it.

Perceptions of CSOs

Civil society actors seem strikingly aware of and willing to publicly acknowledge the serious failings of

² Civil society activity resources, including a 2016 civil society assessment, can be found here:

<https://jordankmportal.com/collections/jordan-civil-society-sector-studies>

³ Other donor governments working with Jordanian CSOs include, but may not be limited to, the Dutch, French, and Canadian embassies, the European Union Delegation, and Germany's GIZ.

⁴ Civil Society Sustainability Index, 2019 <https://www.fhi360.org/resource/civil-society-organization-sustainability-index-reports>

their sector, and furthermore, appear resigned to those flaws and skeptical that they have the power to change a state of affairs that reflects powerful cultural, political, and economic forces. Many civil society activists (especially CBO members) have a superficial understanding of both the concept of civil society and the realities of the sector in Jordan. They share two main views of civil society: that civil society's role is to "fill the gaps" left by the government, especially in the area of service delivery; and that, as it currently exists in Jordan, civil society is mostly a business driven by, as one interview respondent put it, "professionals looking for work."

One organization addressing the challenges of trust faced by CSOs is Naua. Since 2016 Naua has been inviting CSOs to join their network, vetting their projects through due diligence and project monitoring. Naua vouches for its member organizations, connecting them to a variety of donors, from private citizens to private sector philanthropies and international donors. By establishing trust between CSOs, private sector, citizens and government, Naua may be discovering a promising and impactful way forward for CSO development.

Constituencies

Citizen support for civil society remains weak. CSOs could engage more with citizens by informing them about policy issues of mutual interest, but they fail to do so in a meaningful way. They also broadly fail to analyze citizen priorities or represent citizen sentiments about policy. For example, the GOJ has launched several online platforms to facilitate the gathering of citizen input. However, these platforms are not used by civil society. The lack of genuine grassroots support for CSO agendas may be related to the fact that many CSOs are insufficiently specialized and lack a vision that responds to citizens' needs and that citizens can rally behind.

2.2 Media⁵

The Jordanian media landscape is undergoing a paradigm shift driven by the fast-developing digital infrastructure, increased number of internet users, and changing consumer behavior. Jordanian society's reliance on mainstream media, in particular print media outlets, declined recently in favor of digital and social media. Audiences increasingly look for trustworthy news and innovative local content on digital platforms and social media networks. Unfortunately, online news websites, though widely read and viewed by Jordanians, including youth, continue to suffer from a lack of credibility. Audiences show low trust in media content across all formats, including television (around 18%) and social media (from 2% to 52%, depending on the platform).⁶ Newspapers have lost youth readership while TV still leads in audience share, with Roya TV becoming the choice for the youth audience. The failure of traditional media to embark on digital transformation drove them to declining readership.

The majority of Amman-based mainstream media fails to cover themes of interest to local communities. Traditional media, in particular, tend to focus on official news and do not cater to audiences interested in local issues. It is worth noting that Jordan boasts a number of community radio stations that started to emerge early in the 2000s, developed with international community support. Some community radio stations are now building their online presence, with attention to local issues.

Most Jordanians are turning to four main platforms to consume news: Facebook, WhatsApp, online news websites, and television. Television remains the most watched platform in Jordan, while radio listeners and

⁵ USAID's recent media landscape analysis can be accessed here: https://pdf.usaid.gov/pdf_docs/PA00WQVG.pdf and an executive summary of the findings, with recommendations, is also available here: https://pdf.usaid.gov/pdf_docs/PA00WQVH.pdf

⁶ Center for Strategic Studies opinion poll, published January 2020, Link: [cssjordan News - نتائج استطلاع الرأي العام حول حكومة الدكتور عمر الرزاز بعد مروء عام ونصف على تشكيلها](https://www.cssjordan.org/en/news/نتائج-استطلاع-الرأي-العام-حول-حكومة-الدكتور-عمر-الرزاز-بعد-مروء-عام-ونصف-على-تشكيلها)

print readers have decreased. Newspapers failed to embark early on to digitization and have been slow to adopt formats that youth prefer, such as data visualization, multimedia, and social media. Innovative platforms such as Roya News, 7iber, and Sowt, have emerged with strong Arabic content and a digital focus, as digitization drives innovative approaches to using digital platforms for video and audio content.

Media Literacy

With the overwhelming increase in the amount of data and information that people consume now, it is important to educate and train them on how to navigate the abundance of information and skillfully use the available tools to critically receive and share information. In 2016, the Jordan Media Institute (JMI) officially launched its media literacy efforts, which aim to integrate media and information literacy into education at both schools and universities across the country. A curricula and study plan have been finalized for universities and a teacher's manual for student clubs, as well as a pilot program which is now running in eight public elementary schools in Amman (four boys' schools and four co-ed schools) with three trained teachers in each school.

Media Education

Journalism is taught at seven universities in Jordan with three main specializations of basic programs at these faculties and departments - journalism, radio and television, as well as public relations and advertising. However, these academic programs fall short of the required industry and professional standards and skills. Digital media/electronic press courses are available at two universities only, while none offer data journalism or occupational safety courses. Investigative journalism is offered by six universities with legislation and ethics offered by all seven. There is also a shortage of specialized teachers in most fields of the sciences of journalism, media, and mass communication. Most universities do not have teachers with prior practical experience in the field of journalism, television, or any communication field. In Jordan, unemployment amid graduates of journalism and media programs exceeds 65%, with the exception of graduates of the JMI, who are regularly recruited by regional and local media organizations. Their employment success rate has reached 92%, taking into consideration that only around 40 students graduate annually from JMI.

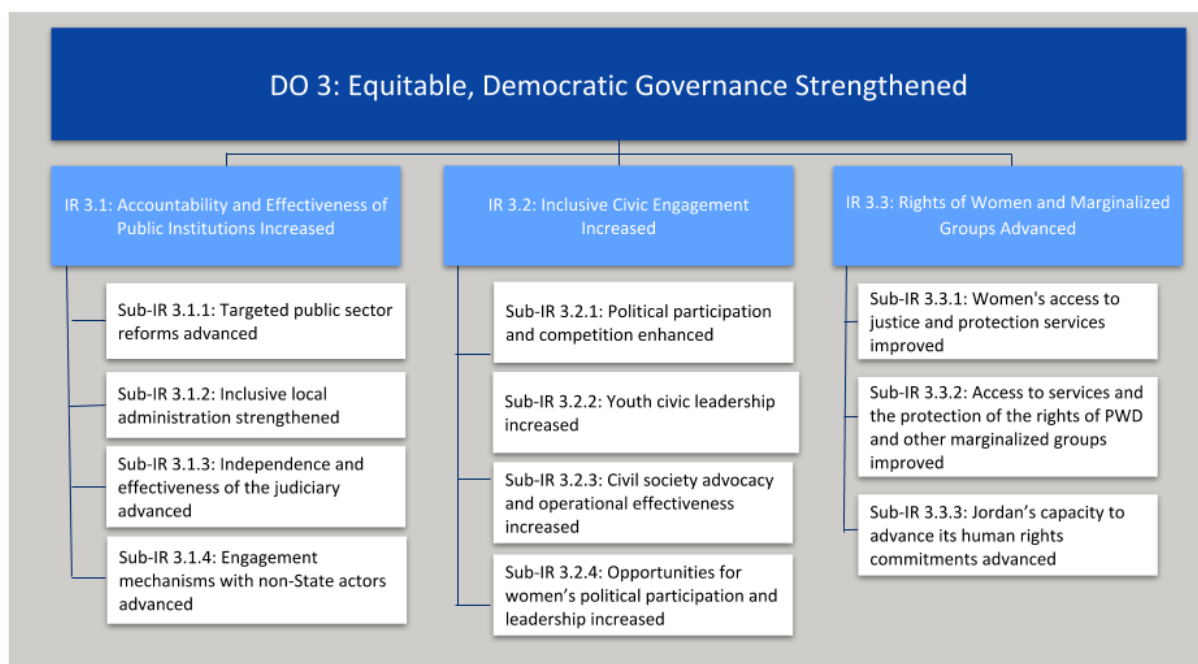
International Media Assistance

Two comprehensive and notable media development programs were implemented previously, the USAID-supported, IREX-implemented, "Jordan Media Strengthening Program" (2006-2010), and the EU-supported, UNESCO-implemented, "Support to Media in Jordan Project" (2014-2018). Meanwhile, IREX's Department of State-supported "Learn to Discern" program has demonstrated measurable success advancing media literacy by helping people of all ages to develop healthy habits for engaging with online and offline information.

3. Sawt Activity

3.1 Strategic Context

As part of the long-standing partnership between Jordan and the United States, the USAID/Jordan Mission developed a new CDCS in 2020. The new strategy retains the goal of supporting Jordan's stability. Supporting citizen-state interaction is a critical component of this strategy.



The Sawt activity is expected to contribute mainly to IR 3.2 and will also contribute to IR 3.1's Sub IR 3.1.1 and IR 3.3's Sub-IR 3.3.1, 3.3.2, and 3.3.3. It would also contribute to IR 5.3 (Inclusive participation in public life enhanced.)

3.2 Purpose

The purpose of the Sawt activity is to discover new ways of developing sustainable civic engagement through civil society and digital media. Successful implementation will leverage new paradigms for civic engagement, greater citizen participation, and more capable networks of organizations that constructively engage in advocacy, while representing the interests of citizens. Sawt also aims to enhance citizen knowledge by developing the quality and professionalism of digital media communications within private and public media outlets, while helping consumers discern between misinformation/disinformation and quality reporting.

The Sawt activity is expected to advance self-reliance by strengthening the capacity of actors within the civil society and media systems in Jordan and the commitment to see these solutions through effectively, inclusively, and with accountability. The focus on sustainability aligns with USAID's J2SR; namely, USAID defines self-reliance as "a society's capacity to plan, finance, and implement solutions to local development challenges, and its commitment to see these through effectively, inclusively, and with accountability." The activity aims for a high degree of local ownership and sustainability within the "system" of interactions between Jordanian CSOs and their counterparts in government. USAID aims to hand over a greater level of responsibility to local Jordanian partners than they have experienced under previous awards. CSOs with higher capacity should receive mentorship and awards to serve as "anchor" organizations that lead advocacy networks and eventually coalitions. USAID also seeks creative ways to foster capacity development that is driven by local priorities and demands.

3.3 Conceptual Framework

CSOs and media have the potential to be a vehicle for civic engagement. A mental model for such engagement⁷ describes a virtuous cycle with four domains, which include knowledge, participation, accountability, and inclusion (Figure 1). *Knowledge* relates to citizens' understanding of their rights as well as policy issues that affect their lives. Media and outreach by CSOs can play a large part in building citizenship through knowledge. Once citizens gain knowledge, they may be inspired to participate in processes of policy development, service delivery, and social change. CSOs provide an avenue for *participation*, particularly when they enjoy a strong constituent base and engage in knowledge strengthening. The knowledge that participation is possible and effective may be an important driver of citizen engagement. If participation is effective and government actors believe it is constructive, the government may demonstrate a form of *accountability* by acknowledging citizen demands and inviting dialogue about how to improve policies and services, thereby building trust and partnership between citizens and government. At this stage policies are likely to be more responsive to the desires of citizens. However, the virtuous cycle is not complete until *inclusion* occurs, thereby bringing in more participants, advancing social cohesion and giving voice to minorities into the policy-making process. In summary, the group of knowledgeable participants expands; a growing sense emerges that civic participation is possible and effective for all citizens. This generates more demand for reform and more nuance within that demand. The government then acknowledges the desires of citizens and works in partnership with civil society to advance policies with public input. In the final stage of the virtuous cycle, Sawt should consider the inclusion not only of more citizens, but of minorities and vulnerable populations, including, but not limited to, women, youth, other minorities, and poor communities.



Figure 1: Virtuous Cycle of Civic Engagement

⁷ This model has been adapted from ideas by John Gaventa and Gregory Barrett from the Institute for Development Studies. See, for example: *So What Difference Does it Make? Mapping the Outcomes of Citizen Engagement*, October 2010 <https://www.ids.ac.uk/download.php?file=files/dmfile/Wp347.pdf>

Knowledge

Opportunity lies in supporting the group of media and civil society actors that are either digitally nascent or have integrated digitization into their strategy and practice, and are committed to their independence, professionalism, and quality content (see USAID's Media Landscape Assessment, referenced above, for examples). Digitization is driving innovative approaches to using digital platforms, particularly video and audio content. Meanwhile, Sawt has the opportunity to mainstream media literacy so that citizens become informed consumers of information and constructive contributors to public discourse.

Participation

CSOs should become an avenue for public participation in civic discourse. Often, gaining and retaining access to donor funding and satisfying donors' reporting requirements is more important to CSOs than representing the needs and aspirations of issue-based constituencies or particular communities in Jordan. Sawt seeks to right that balance by helping CSOs become relevant, because they address issues in response to and with the support of Jordanian citizens, and effective, because they skillfully engage citizens, government officials, and other stakeholders through collective action and advocacy.

Accountability

The law of supply and demand is often used to describe dynamics linked to public accountability. The achievement of public accountability requires skillful negotiation. CSOs serve as the key negotiator on behalf of citizens that "demand" accountable governance. The government and private sector "supply" accountability only when they recognize that collaboration with citizens is possible and indeed advantageous. Today the government does not consider the majority of civil society actors to be useful collaborators. Negative perceptions about CSOs will only change when CSOs become accountable to the public. In order to achieve this, the sector continues to require significant capacity development investments from donors. This shift will take time, requiring resources and the development of both collective and internal capacities. Once CSOs demonstrate that they deserve the public's trust and that the government can rely on them to convey the wishes of society, then the government will shift its views, bringing greater public accountability within reach.

Inclusion

Sawt should seek to include a greater diversity of voices and the issues concerning them, thereby building momentum for civic engagement and expanding the reach of media and CSOs. Civil society and media coverage must ultimately include a diversity of voices from all walks of civic life, recognizing that exclusion can be a form of structural violence that can lead to instability. In particular, Sawt should include the voices of people who are often unheard and who do not often benefit from public policy decision-making. USAID recognizes that some organizations representing marginalized groups may require significant capacity development before they become effective partners in policy advocacy.

4. Sawt's Objectives

The following objectives are organized based on the conceptual framework described above:

- Online media provides ethical and verifiable information that citizens can rely on for constructive contribution to civic discourse.

- Citizens and civil society organizations effectively participate in civic spaces and advocate for policies through collective action.
- CSOs demonstrate measurable improvements related to their networks, organizational development, and advocacy.
- CSOs and media content creators more effectively serve marginalized communities.

5. Intervention Approach

5.1 Knowledge and Media

Objective 1: Online media provides ethical and verifiable information that citizens can rely on for constructive contribution to civic discourse.

The Sawt activity should contribute to both media development (to advance sustainability, professionalism, and freedom of the media), and media for development (media and communications components to advance social and policy changes). Each has distinctive goals and objectives. In other words, Sawt may take a “media for development” approach by working with media organizations and other CSOs to advance public knowledge about social and policy issues that contribute to advocacy agendas. The Sawt activity should also include a media development approach to develop the sustainability, professionalism, and freedom of the media.

Opportunities in the Media Sector

Sawt should strengthen the independent digital media sector with a focus on those entities that have embraced digital transformation, or are considered “digital first” and committed to producing high quality digital content that is in demand. Beneficiary media actors should also be experimenting and/or open to experimenting with new business models that can safeguard their independence and further their sustainability. The aim is to increase the availability of quality content in digital formats (in line with audience consumption trends) for an audience that is searching for trustworthy content focused on local or national issues.

Sawt’s media component should ideally **strengthen citizen knowledge both at the national and local level**, through digital media. It should reflect the concerns and interests of various communities, engage communities, and give voice to a diverse variety of communities (including some marginalized groups) so that the marketplace of ideas flourishes. New and innovative forms of spreading knowledge may take root to form a new landscape, if they have support from communities and donors.

Based on USAID’s media assessment, digital media content creation is often outsourced to **freelance professionals**. Therefore, successful approaches may need to find ways to build the skills and knowledge of individual content creators while encouraging them to collaborate creatively. This could include not only reporters, but also copy editors, film editors, graphic designers, photographers, videographers, animators, producers, etc. Ideally, upgrading a diverse range of skills within the media “system” would result in creative collaboration, the formation of small media firms, and an increase in new forms of digital content, such as infographics, videos, podcasts, etc. Increasing the number of professional content creators could also lead to better communications and advocacy materials among CSOs.

Universities with communications programs received support from the “Jordan Media Strengthening Program” and the “Support to Media in Jordan Project,” which was focused on training academic staff to adopt teaching methodologies, techniques, and knowledge relevant to the digital transformation. Donors

also provided support in developing curricula for new courses, which was highly valued. There is an expressed need by the universities to follow up on those initial achievements.

An interesting shift is taking place in journalism education, whereby graduates of journalism programs rarely enter the field of journalism. Unemployment among graduates of journalism programs exceeds 65%. Meanwhile, graduates of other programs express interest in journalism. This may indicate the need for a cultural shift within university programs, considering the role of social media and creative news content. It may also present an opportunity to build civil society capacity by training young communications professionals to provide content for CSOs' advocacy and outreach efforts.

The GOJ's plan for 2019-2020 officially adopted a strategic framework and plan to mainstream **media literacy** under the Ministry of Culture, specifically focusing on integration of national curricula, methods, and textbooks in the elementary and higher education system over four years. Implementation is currently hampered by a lack of funding as there was no budgetary commitment at the time of writing. Sawt could help facilitate the Government's media literacy strategy by supporting the Jordanian Media Institute in the implementation of the National Strategy's Action Plan, as well as to focus on other well-elaborated, experienced, organization-led programs (e.g. IREX's "Learn to Discern"). Youth centers, civil servants, local councils, and CSOs could be other avenues for developing media literacy.

Finally, Sawt's media component should be integrated with a larger strategy that includes civic participation, linking citizen knowledge to participation, through the consumption and production of digital media. Advancing the quality of digital media content need not be limited to media outlets. Civil society must also upgrade its outreach and communications in order to enhance its relevance and build constituencies. Young Jordanians in particular are participating in civic life through social media. Civil society may find avenues for engaging citizens by upgrading its media content and use of social media tools and/or enhancing its networking and engagement with media actors.

5.2 Participation

Objective 2: Citizens and civil society organizations effectively participate in civic spaces and advocate for policies through collective action

Successful collective action will require Jordanian CSOs to work together in new ways. Networks become more than the sum of their parts when they:

- Establish shared goals
- Identify and analyze stakeholder priorities (including citizen and government priorities)
- Expand and track their network
- Build coalitions
- Identify niches for members
- Plan together
- Agree to track progress in the same way
- Communicate regularly and consistently
- Pool resources that can help them reach their social change and advocacy goals

While knowledge of rights and issues is a key component in positive civic engagement, it is the knowledge that participation is possible and effective that will make citizens constructive actors in Jordan's democracy, building trust between citizens and government. Civic engagement then serves as a pressure valve to relieve political discontentment, and leads to greater prosperity, happiness, and social cohesion.

USAID seeks to advance the role of civil society to foster civic engagement by developing networks of skilled organizations that eventually form advocacy coalitions. The difficult and meaningful work is expected to lie in the discovery of issues that resonate with citizens, as well as the discovery and nurturing of leadership that can catalyze collective action and public participation. Initially, USAID will aim to work with one or two networks, which have potential for grassroots support, traction with decision makers, and a sufficient number of CSO actors to eventually build an advocacy coalition. As new opportunities emerge, additional advocacy topics may be supported. Sawt may seek to leverage innovative approaches in specific geographic areas, or with select populations, and then scale up those that are successful.

In order to be effective advocates within an issue-based network, CSOs should find ways to measurably expand their own networks. A simple way to envision this approach is by reaching up to decision makers, down to constituents, and across the advocacy network (Figure 2). Reaching up means engaging with officials within government, who have the influence to make decisions and affect policies. If CSOs approach government officials skillfully, this interaction can benefit officials by providing ideas, data, talking points, and alternatives. A CSO's ability to deliver such messages depends not only on its own capacity, but its ability to network with other actors in the advocacy network. This can include universities and think tanks possessing quality data and research, media, which can amplify an agenda, as well as other NGOs or CBOs with ties to communities and experience in the sector. Meanwhile, CSOs are only relevant if they reach down to respond to the needs of the communities they serve and build support for their efforts. A strong constituent base brings legitimacy to an organization, while an understanding of the priorities of their supporters means that the CSO serves its representative function.

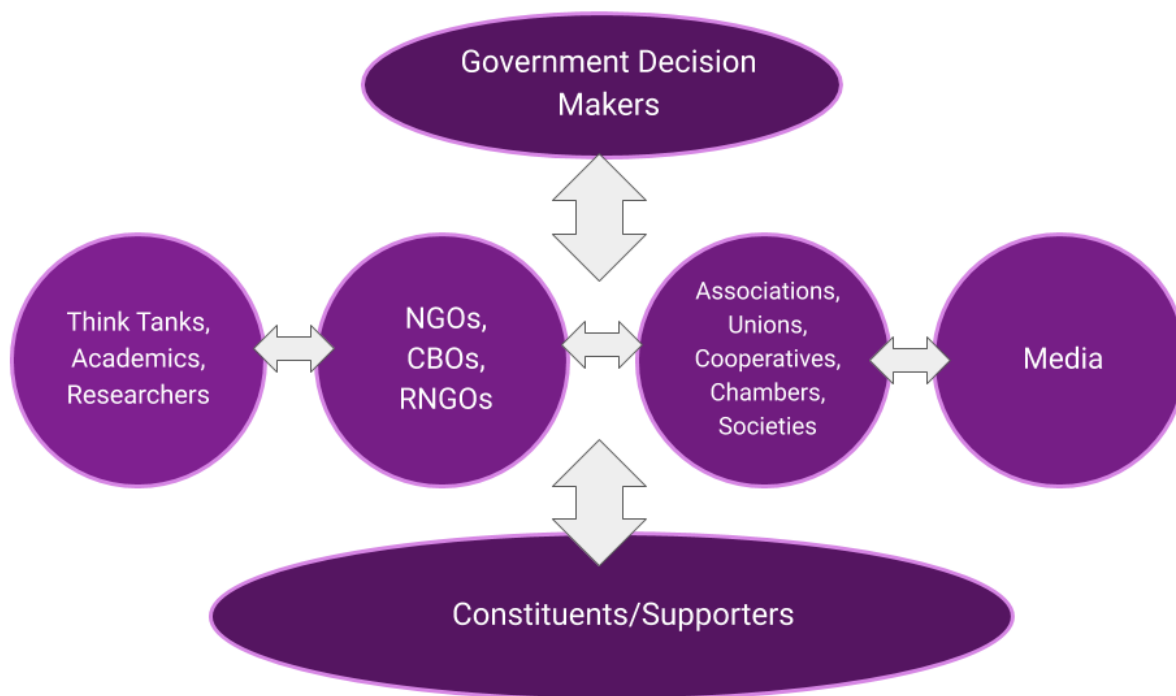


Figure 2: Advocacy Networks “Reaching Up, Down, and Across”

Through the process of analysing networks, Sawt may discover that some organizations are more effective in Jordan with regard to reaching up, down, and across a network. Sawt may then be able to amplify or replicate this success. Social network analysis or similar tools may be an effective approach to making these discoveries or measuring changes in network behavior over time.

USAID believes that strengthening systems is more important than strengthening individual organizations. One way to approach systems strengthening is to focus on “sectors” and the interactions between organizations in a given sector. There is sufficient capacity in Jordan for networks to expand and form coalitions that are focused on specific advocacy priorities. Some CSOs are ready to play a leadership role, given proper incentives, while others may offer participatory research, policy analysis, strategic communications, technical recommendations, etc. Sawt should, therefore, be more focused than previous civil society activities by exploring sectors around which CSOs can coalesce.

Under Sawt, USAID will explore and choose advocacy sectors as the process of learning and adapting unfolds. However, USAID has identified three potential advocacy sectors to begin the conversation. These topics were identified based on strategic importance for Jordan’s development, existing interest among civic actors, the existence of entry points with the GOJ, and the existence of an existing network of advocacy organizations. Potential advocacy sectors for consideration:

- Water resources
- Human rights
- Private sector-driven economic reform

USAID is less interested in a comprehensive list of potential advocacy sectors and more interested in understanding potential approaches to discovering topics that resonate with citizens and have the potential to generate meaningful reform, as well as how USAID will know when it is on the right track.

Water Resources

Jordan faces a long-term crisis managing groundwater and surface water resources that are shrinking each year, partially due to overuse, wastage, and climate change. Water scarcity is having a negative impact on municipal water shortages, leading to tensions, especially in communities with large refugee populations. A wide range of CSOs, including unions, cooperatives, and associations play roles in this crisis. The Farmer’s Union has a powerful position, with mandatory membership under Jordanian regulations, while USAID-supported water user associations play a role in maintaining infrastructure and ensuring fairness in distribution. Private sector cooperatives and association interests vary from plumbers promoting the use of water saving technologies to family-based associations maximizing their members’ access to irrigation. Furthermore, the issue of water resource sustainability is salient for advocacy groups, thematic national committees, and CSOs that focus on climate change, biodiversity, and environmental sustainability. These groups play a pivotal role in organizing national efforts at the nexus of agriculture, water, and environment. Despite the wide-ranging capacities and interests among CSOs concerned with water, USAID believes there could be opportunities for some of these organizations to find a common agenda and then raise awareness or advocate for strategies that better serve a common good. CSOs in this space would need strong convening skills to build dialogue around important topics and explore common interests. Topics for support may include raising awareness about water losses in municipal networks, advocating for social acceptance of recycled water as an important source of water, highlighting individual and societal responsibility in water conservation, addressing the water tariff for different uses (e.g. industrial, municipal, agricultural), etc.

Human Rights

Human rights issues cover a broad spectrum of groups in Jordan. Though Jordanians no longer require government approval to hold public meetings or demonstrations, Jordanian authorities

sometimes block public events without written orders. Discrimination against women is also an urgent human rights concern, including women's economic participation, access to services, political participation, and their passage of citizenship to their children. Similarly urgent issues include protections for labor migrants or children, and rights for people with disabilities.

While human rights is a challenging topic, there are entry points to help the GOJ meet commitments to international conventions and agreements, such as the Open Government Partnership and the Financial Action Task Force. During the 2018 Universal Periodic Review⁸ procedures, Jordanian CSOs advocated for human rights and fundamental freedom changes. As a result of these efforts, the government endorsed 149 recommendations. These recommendations pertained to the status of women, child rights, the status of people with disabilities, torture, judicial prosecution, administrative detainment, and freedom of speech, the press, and opinion.

One civil society coalition to address human rights was formed in 2015 with 16 organizations, calling itself The Coordination Committee for Civil Society Organizations (HIMAM). It has been active in discussing human rights matters with the GOJ and issuing positions papers. HIMAM is a pioneer reinforcing the values of democracy and human rights in the community. It aims to advance the performance of civil institutions related to human rights, citizenship, rule of law, justice, and good governance. It also provides a benchmark for best practice models in civil society in supporting integrity and accountability within its member organizations. Another coalition, *Haqq*, comprises women's organisations, unions and labour entities and advocates to eliminate discrimination against women and boost their participation in the labor market.⁹

The Jordan Youth Peace and Security 2250 National Coalition (named after UN Security Council Resolution 2250) is an active coalition focused on the right to participation for Jordanian youth. It is connected with NGOs, UN agencies and the Ministry of Youth. While the coalition is fragile, it has the advantage of established linkages to decision makers and may have potential to become an effective and sustainable youth-led advocacy coalition. Youth advocacy actors may be instrumental not only in establishing the norm of youth participation, but in providing practical policy inputs, such as steering the direction of government job skills development programs.

Economic Reform

Jordan's stability may depend largely on job creation, therefore, the private sector's collective voice is essential to guiding realistic economic reforms. The business community has formed CSOs to help advocate for collective economic interests at both local and national levels. Chambers of commerce and many business associations enjoy the comfort of laws that require businesses to become members, but with no incentive to excel, the services these organizations provide are often lacking. Therefore, businesses have formed new market-driven associations with optional membership structures, which survive based on the merits of their services. These services typically include advocacy, research, marketing, capacity development, and corporate community engagement. Businesses and private associations report having little to no input on municipal budget planning, infrastructure, and COVID-19 restrictions. However, the GOJ recognizes the need to create jobs and build the tax base through a thriving private sector. The existence and continued formation of free-market business associations presents an opportunity for Sawt to build a coalition of associations that advocate for policies enabling more competitive businesses and job creation. Businesses should ultimately decide the topics, but there are opportunities for collective action in infrastructure planning, registration and permitting, COVID prevention, inspection

⁸ <https://www.upr-info.org/en/review/Jordan>

⁹ <https://women.jo/en/node/141>

regimens, etc. Meanwhile, private associations are often nascent and could benefit from capacity development aimed at enhancing services and building long-term financial sustainability that is based on membership revenues.

5.3 Accountability

Objective 3: CSOs demonstrate measurable improvements related to their networks, organizational development, and advocacy

Media and CSOs ideally create the “demand” side of an equation in which the government provides the “supply.” A key premise of accountability for Sawt is that citizens will enjoy a greater “supply” of accountability from government and the private sector when CSOs become effective, efficient, relevant, and sustainable in the eyes of both constituents and decision makers.

Capacity development must be driven by the priorities of Jordanian CSOs. CSOs do not fail to build constituencies and generate policy changes because they fail to complete a checklist of best practices or compliance measures. CSOs will succeed or fail based on issues that they are more qualified to identify and respond to. Again, a process of discovery and creative responses will be necessary, not only to discover what remedies Jordanian CSOs require, but the system through which those remedies are provided.

Capacity to create social or policy change can only be understood with reference to the wider system that surrounds any organization. Capacity describes how an organization can perform within its context: the system of other actors that an organization affects and is affected by in carrying out its activities. Efforts to strengthen the capacity of an individual organization must derive from a clear understanding of the roles that organization plays within a local system, and the space for its roles and performance to change. USAID envisions a set of tailored and measurable approaches to meeting the capacity development needs of organizations at different stages of their development, which could include mentorship, embedded consultants or volunteers, classroom training, etc. This ideally recognizes that organizations in a system can serve different roles in a greater effort to achieve results.

Measuring Performance

Sawt should utilize capacity development tools¹⁰ and models that allow CSOs to measure their performance, and empowers them to make decisions about their capacity development needs. USAID’s Local Solutions team has endorsed the Organizational Performance Index (OPI)¹¹ tool as an appropriate indicator for tracking organizational capacity development. The OPI as an index indicator is fully consistent with the latest USAID Recommendations on Capacity Development Measurement. It measures performance rather than capacity and aligns incentives, and considers performance holistically, tracking performance of the organization across multiple areas of work, both in terms of more immediate aspects of *Effectiveness* and *Efficiency*, and longer-term aspects of *Relevance* and *Sustainability*. The OPI is labor intensive and may be more appropriate for measuring changes within a coalition, or inside key partner organizations as a proxy for the health of the coalition.

¹⁰ USAID Learning Lab materials on measuring capacity development can be found here: <https://usaidearninglab.org/library/measuring-organizational-capacity>

¹¹ <https://usaidearninglab.org/library/organizational-performance-index-measurement-tool>

The Institutional Capacity Assessment Tool (ICAT)¹² is a tool that was developed by USAID’s CIS activity in Jordan around 2013. It was based mainly on the Organizational Capacity Assessment (OCA) tool, which is a structured tool for a facilitated self-assessment of an organization, followed by action planning for capacity improvements.¹³

USAID will not specifically require the use of the OPI, OCA, or ICAT tools for this objective, however, these tools provide useful examples of how capacity development can be measured and facilitate prioritization in organizational development. During implementation, USAID will recognize that efforts to measure incremental change at the organizational level is only valuable if it serves the ultimate achievement of responding to constituents’ needs for social change. In other words, time and resource investments to measure incremental changes should not outweigh efforts to generate and measure positive changes at higher levels.

Local Ownership of Capacity Development

Under this activity, USAID will aim to support a system that is demand driven, locally owned, locally led, respectful of the priorities of CSOs themselves, and supported by a diverse array of capacity development experts, organizations, companies, donors, and projects.

One such model has been developing in Ukraine since 2008 called the NGO Marketplace, which uses a voucher system that empowers local organizations to address their capacity development needs through a virtual market of service providers (see text box). The purpose of mentioning the Marketplace model here is not necessarily to replicate it, but rather to demonstrate how one USAID Mission animated the work of local capacity development provision, improving connections and offering investments to local actors in ways that meet individual organizations’ priorities, rather than based on external “expert” assessments.

Capacity Building Marketplace Model in Ukraine

Around 200 Ukrainian NGOs have taken advantage of the NGO Marketplace and received services in such areas as finance and accounting, fundraising, organizational and project management, organizational assessment, strategic planning, communication, etc. Individual trainers use the Marketplace to sell their services on a fee-for-service basis, decreasing their own donor dependence. The Ukrainian model consists of three components:

- Fairs: organized regularly for service providers and customers, which are convened as side events of other civil society gatherings.
- An online “NGO Marketplace” platform: the centerpiece, where demand meets supply. The site includes an inventory of capacity development services and references from customers.
- Voucher system: a pool of donor funds to be invested in capacity development.

The concept of the Marketplace is intriguing for several reasons:

- It empowers CSOs to make their own choices and take full responsibility of their development path.
- Implementing partners become the regulator of the system and can eventually hand this function over to a local organization.

¹² <https://jordankmportal.com/resources/institutional-capacity-assessment-tool-icat>

¹³ The OCA can be effective for helping organizations recognize their capacity needs and prioritizing their organizational development. It is labor intensive, often requiring two weeks to conduct. It can be conducted at multiple stages over time to gauge changes. However, it is important to note that the OCA is not an objective measurement tool. It’s findings are generally subjective measures relevant only to the organization undertaking the OCA.

- Businesses also may take part in the system, impacting the knowledge and behavior of NGOs.
- It can increase service provider's capacity since the free market approach forces service providers to offer high quality services in order to attract more customers.
- Organizations outside the capital enjoy the same opportunities as those in the capital.
- Other USAID projects and other donors can use the NGO Marketplace to develop the capacity of their partners.

USAID recognizes that this model comes with the challenge of handing off management of the Marketplace, which requires buy-in from a mature local organization that is committed to expanding the availability of services without giving itself the advantage.

Intermediary capacity development organizations could be another model to explore if it includes a plan for local leadership and delivery of capacity development services that is responsive to the priorities of Jordanian CSOs. Several donors have invested in this model with organizations including the Jordan River Foundation, the Noor Al Hussein Foundation, and Al Thoria Center for Studies.

Previous Investments in Capacity Development

USAID has already invested significant resources into the “infrastructure” for basic capacity development support, in Arabic, for CSO capacity development. The Societies Toolkit¹⁴ provides a comprehensive resource for organizational management required for any start-up CSO, including resources covering topics from board governance to registration. Meanwhile, CIS provided rigorous training and international certification in Dialogue Education, a methodology for adult education and facilitation. Six teachers were certified in Jordan, who can now certify others, and approximately 50 trainers and facilitators received certification to design and deliver training to individuals and organizations on a wide range of potential topics. The strength and status of this network is currently unknown and may be explored during implementation.

Sustainability

J2SR recognizes capacity and commitment as critical to achieving and sustaining development outcomes, and Sawt should use a systems approach to sustainability and civic engagement. This includes leveraging the strengths of different stakeholders within the system, while working to create more effective and sustainable systems for civic participation, advocacy, media, capacity building, and funding.

Civil society sustainability should be based on the ability to generate grassroots support, trust, and a diverse range of local and international funding. Ideally, this would be measured at the system level and at the organizational level.

USAID's Local Systems Framework of 2014 says, “realizing improved development outcomes emanates from increasing the performance of multiple actors and the effectiveness of their interactions.” In keeping with this systems approach, USAID's Acquisition and Assistance strategy discusses, “shifting from expressly transactional relationships with local organizations to more equal partnerships between development actors with mutual accountability and shared goals and values. The key to this relational realignment lies in engaging with our partners and beneficiaries much earlier in the planning process as co-designers, co-implementers, and co-owners of their own development objectives.”

¹⁴ <https://jordankmportal.com/resources/dlyl-lmnzmt-gvr-lrbhy-at-lnshy-at>

Models for the financial health of Jordanian CSOs that may be worth exploring include enhanced membership models, fees for services, venture philanthropy, social enterprise, and reform of tax regimes for non-profit organizations. Multiple discussions and assessments have also contemplated the need for core operational funding for some civil society organizations; USAID is open to considering how such an approach could be fruitful.

Constituent Outreach

USAID will encourage partners to explore and discover new paradigms for CSO outreach in Jordan. As Sawt builds the skills of media and communications professionals, some individuals may provide communications services and content to CSOs. Others may cover advocacy efforts in traditional journalistic formats. An enhanced presence online may be an indispensable way of building a base of support.

Volunteerism may be another way to build a base of support, and USAID's existing investments in civic engagement for women and youth may become a source of supporters for CSO activities. For example, USAID's *Ana Usharek* activity, implemented by the National Democratic Institute, has generated 30,000 graduates of its political participation program for youth, while 50,000 youth at the university level have attended at least one session. These young leaders have been trained in advocacy tools such as community mapping and community mobilization. Sawt's advocacy networks could build on USAID's investments in this area, offering young people a channel for their energy and desire for change. A critical mass of young people whose interests coincide with Sawt could provide grassroots support and amplify reform agendas in a way that is more constructive than street demonstrations.

USAID's municipal sector support activity, Cities Implementing Transparent, Innovative, and Effective Solutions (CITIES), is helping municipalities communicate better with communities through town hall meetings, Facebook pages, and transparent decision making, while learning about citizen priorities. Local CSOs could join citizens at the community level to consolidate demands into constructive representation and cohesive local reform agendas. Whether to nurture advocacy efforts first at the sub-national level and then try to consolidate efforts at a national level later, or to begin at the national level and then try to reach down to sub-national constituencies, is a fundamental question that should orient the recipient's and USAID's thinking as we navigate Sawt's design.

Enabling Environment for Civil Society and Media

The Law on Societies governs the majority of CSOs, requires government approval of foreign funding and term limits for CSO leaders. Businesses are required to join and pay dues to sector-specific associations or to geographically-based chambers of commerce/industry, which sometimes results in poor services and weak advocacy. Meanwhile, no public consultation laws exist in Jordan, making it difficult for CSOs to enter into policy dialogues with decision-makers. In the media environment, orders to limit press coverage of certain issues and the use of other laws to detain and imprison journalists are common. CSOs and media actors have advocated on issues related to freedom of expression, association, and assembly, but no clear success stories stand out.

At the end of 2019, the GOJ introduced new foreign funding approval procedures; committing itself to making these procedures more transparent. Potential avenues for advancing open civic space and the enabling environment may include leveraging the Open Government Partnership (OGP) and the Financial Action Task Force (FATF). Jordan is currently implementing five commitments from their OGP 2018-2020 action plan, which includes "enhancing partnership and dialogue between the public sector and Civil Society." Meanwhile, Jordan is evaluated on its commitment to implementing 40 FATF recommendations,

including FATF Recommendation eight, which requires that “the laws and regulations that govern non-profit organisations be reviewed so that these organisations cannot be abused for the financing of terrorism.” Sawt could help ensure that the GOJ has the capacity to implement the commitments related to the Universal Periodic Review, OGP, and FATF. Greater protections for civic space and freedom of expression are expected to enhance civil society or media effectiveness and some of the important civic reforms that the GOJ is currently slated to implement within the next few years.

While USAID recognizes that citizen engagement and advocacy related to the enabling environment for CSOs and media is much needed, CSOs do not yet enjoy the levels of trust with the government or with constituents to build the grassroots support necessary to make this a fruitful, citizen-led campaign. At this stage, support to CSOs and media may come from other stakeholders, such as the International Center for Not-for-Profit Law, which provides information and analysis on the legal environment in Jordan for civil society and public participation. International donors may need to continue leading efforts on behalf of CSOs and to secure foreign funding approvals. Sawt should consider how to provide the legal and regulatory support that CSOs require to operate as effectively as possible under current conditions.

5.4 Inclusion

Objective 4: CSOs and media content creators more effectively serve marginalized communities

Through Sawt, USAID will seek to eventually expand the base of citizens participating in policy dialogue and supporting reform efforts, while expanding the reach of media and CSOs. This will also include the voices of people who are often unheard and who do not always benefit from public policies. USAID would also like to see specific attention given to CSOs and media content creators serving or representing marginalized groups, even if not participating in an advocacy coalition, and particularly when such organizations provide a lifeline to their community in accessing information, services, or protections. Such actors are strategic partners in the effort to support an inclusive democracy. Support could come in the form of capacity development, small grants, or other approaches.

Under this objective, USAID could seek to support organizations that work on behalf of people with disabilities, youth, women, religious and ethnic minorities or other marginalized populations.

6. Activity Parameters/ Principles

Geographic focus: The activity can include CSOs and digital media actors from anywhere in the country, although the selection of advocacy topics will likely determine appropriate reach. USAID could support the piloting of innovative approaches in specific geographic areas, or with select populations, and then scale up those that are successful. While some advocacy campaigns may require consultation with actors based in the capital, constituency building and momentum may come from outside of the capital.

Flexibility: The activity should incorporate flexibility and adaptive programming that changes in response to emerging evidence or strategic needs. The activity should be able to respond quickly to unanticipated program needs such as engagement with new stakeholders, support to nascent advocacy topics, rapid research, capacity development for strategic partners, etc. Flexibility may also require an iterative management approach that regularly reassesses and re-evaluates the operating environment(s), and adjusts as necessary.

Strengthening local systems: Each set of interconnected actors whose collective actions produce a particular development outcome is a local system. Improving that development outcome necessarily requires a systems approach. Building the capacity of a single actor or strengthening a single relationship is

insufficient. Rather, the focus needs to be on the system as a whole: the actors, their interrelationships, and the incentives that guide them. Improvements in development outcomes emerge from increasing the performance of individual actors and the effectiveness of their interactions. Similarly, sustaining development outcomes depends on the sustainability of the local system, its built-in durability, and a level of adaptability that allows actors and their interrelationships to accommodate shocks and respond to changing circumstances.

As part of this principle, USAID encourages engagement with Jordanian partners that strengthen local networks and collaboration. Exclusive teaming agreements that limit the ability of local CSOs' to engage with multiple stakeholders may be counter-productive.

Measurable change and learning: A simple way to express this principle is to say, “if you can’t measure it, don’t do it.” USAID cannot afford to invest in organizational development, policy change, or social change unless it can demonstrate that there has been a result or a lesson learned. This does not mean that innovation is discouraged. To the contrary, innovation is encouraged, and even failure is acceptable, as long as USAID can learn from the experience.

Conflict and context sensitivity: Activities are expected to integrate conflict mitigation principles, such as “do no harm,” by not disproportionately benefiting one demographic group at the expense of another, creating additional barriers to participation, or increasing physical security and privacy risks faced by partners and beneficiaries.

Gender and social inclusion sensitive programming: The recipient’s approach should consider gender disparities, priorities and norms within the context of the activity. Jordan continues to face challenging gender issues, including low rates of female participation in the labor market, persistent gender stereotypes about the role of females and males, and conservative norms that restrict the ability of females to make decisions. The recipient must mainstream and integrate gender and social inclusion into their planning, interventions, measurements and reporting. This is in line with USAID’s recognition of the importance of gender issues and recognition of the importance of participation of each individual. Furthermore, the recipient should seek to model gender equitable principles within its own organizational structure, as well as that of its subcontractors.

[END OF SECTION A]

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one Cooperative Agreement as a result of this notice of funding opportunity. Subject to availability of funds, and at the discretion of the Agency, USAID intends to provide approximately \$35 Million in funding over a five (5) year period.

2. Expected Performance Indicators, Targets, Baseline Data, and Data Collection

After the activity has been awarded, a detailed activity monitoring, evaluation and learning plan (Activity MEL Plan) will be developed by the implementer, in close consultation with USAID. The Activity MEL Plan will include a detailed description of indicators, targets, baseline data, and data collection methods.

USAID intends the activity to be subject to rigorous monitoring and evaluation, in order to (a) ensure the intended results and impact are being generated, and (b) inform activity management if and when course corrections may be necessary. The recipient may also conduct periodic analyses to better understand certain aspects and issues within the award's domain.

Performance monitoring and evaluation will be conducted by the implementing partner. Mid-term and final evaluations will be conducted through an external contract that will be managed by USAID.

3. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five years. USAID anticipates that the implementation of this activity will begin in approximately November 2021. .

4. Substantial Involvement

Consistent with ADS 303.3.11 Cooperative Agreements and Substantial Involvement, USAID/Jordan will be substantially involved in the implementation of the Civil Society Activity. The intended purpose of the Agreement Officer's Representative (AOR) involvement during the implementation of the program is to assist the recipient in achieving the supported objectives. It is expected that the Agreement Officer will delegate the following approvals to the AOR, except for changes to the Program Description or the approved budget or Key Personnel, which may only be approved by the Agreement Officer.

Elements of Substantial Involvement:

- A. Review and approval of annual implementation plans: The annual implementation plan (workplan) and subsequent revisions are subject to approval by USAID Agreement Officer (AOR) prior to implementing substantive work for each year of the Agreement. The AOR will ensure that the Implementation Plans align with the stated goals, milestones, and outputs as well as fit within the scope, terms and conditions of the agreement.
- B. Activity monitoring, including the review and approval of the monitoring, evaluation and learning plan and as relevant, any modifications to it;
- C. Approval of the selection criteria for selecting grantees as well as the selection of programmatic themes for the grants;

- D. Review and approval of advocacy themes/topics;
- E. USAID also anticipates collaboration or joint participation in communications and meetings with Government of Jordan officials; and
- F. Approval of Key Personnel

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

- Chief of Party (COP)
- Deputy Chief of Party (DCOP)
- Media Team Leader
- Civil Society Team Leader
- Grants Manager

The following provides a description of each Key Personnel roles and responsibilities and minimum qualification requirements:

Chief of Party

The Chief of Party must provide overall technical and administrative leadership and expertise, and serves as the primary liaison with USAID on management and technical matters. S/he will be responsible for administering and managing the implementation of the activity and has the overall responsibility for assuring that all assistance provided is technically sound and appropriate to meet activity objectives. S/he must be responsible for all aspects of coordination and communication, including with the GOJ, other donors, universities, the civil society sector, and other potential implementing partners. S/he will supervise the work of all organizations (sub-grantees) and individuals engaged under the activity.

Required qualifications:

- Proven leadership qualities, excellent management skills and significant relevant experience in project management and staff supervision;
- A Master's degree (or higher) and 5 years relevant work experience, or relevant work experience of 10 years in lieu of an advanced degree;
- Demonstrated skills in planning, conflict management, and budgeting;
- Substantial experience working on democracy support, civil society, media or other topics relevant to democratic development;
- Fluency in English (both spoken and written).

Deputy Chief of Party

The Deputy Chief of Party must be capable of fulfilling the role of the Chief of Party in that person's absence. His/her responsibility will be to ensure effective field coordination.

Required qualifications:

- Bachelor's degree and relevant work experience of 7 years;
- Significant relevant experience in project management and supervising staff, preferably as an operations manager for projects in developing and/or transition countries;
- Substantial experience working on democracy support, civil society, media or other topics

- relevant to democratic development;
- Fluency in English (both spoken and written).

Media Team Leader and Civil Society Team Leader

The Team Leader for Media and the Team Leader for Civil Society will provide crucial input into the implementation based on their technical expertise in the respective areas, and will contribute to the overall achievement of activity deliverables and results.

Required qualifications:

- A Master's degree (or higher) and 7 years relevant work experience, or relevant work experience of 10 years in lieu of an advanced degree;
- Significant demonstrated experience working on core outcome areas of the activity;
- Demonstrated ability to work effectively with many types of stakeholders, including USAID, officials from various levels of government, media, civil society, and others;
- Fluency in English (both spoken and written);
- Fluency in Arabic language preferred; and
- Demonstrated direct experience working in Jordan preferred.

Grants Manager

The Grants Manager is responsible for oversight of the activity's procurement, including preparation of all procurement documents required for successful implementation of the activity, including a grants manual, grant templates, grant approval requests, etc.

Required qualifications:

- Bachelor's degree and relevant work experience of 7 years;
- Substantial related experience working in project grant management for NGOs, with strong knowledge of international donor requirements;
- Familiarity with project finance management, including financial controls, accounting, auditing;
- Fluency in English (both spoken and written).

5. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is Code 937. Code 937 is defined as the United States, the cooperating/recipient country, and developing countries other than advanced developing countries, and excluding prohibited sources.

6. Nature of the Relationship between USAID and the Recipient

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

7. Selection of Instrument

USAID conducted market research to identify capable local organizations and international organizations with technical expertise or experience to implement civil society and media programming in Jordan. This market research included assessments conducted by USAID/Jordan and also included the issuance of a Request for Information that was posted on www.grants.gov. Market research identified several organizations that have capability in implementing democracy, human rights & governance (DRG), civil society and media activities. Multiple organizations expressed interest in implementing the activity by responding to the RFI issued on December 21, 2020. Many have the capacity needed to implement similar activities and have managed activities of similar budgets and size. These organizations have a track-record experience in implementing civil society and/or media activities in Jordan or the region, or with specific state-of-the-art technical capacity in these sectors.

A cooperative agreement is the best instrument for this activity because it will carry out the public purpose of supporting a strengthened civil society and media in Jordan. The principal purpose of the relationship between the USG and the recipient of an assistance award is for the USG's support to facilitate a public purpose of support and stimulation. An acquisitive process, or the acquisition by purchase, lease or barter of property and/or services for the direct benefit or use of the USG is not envisioned.

[END OF SECTION B]

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SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is not restricted. All qualified U.S. and non-U.S. organizations (other than those from foreign policy restricted countries) are eligible to apply. USAID welcomes applications from organizations which have not previously received financial assistance from USAID.

Pursuant to Code of Federal Regulations (CFR) 200.400(g), it is USAID policy not to award profit under assistance instruments such as Cooperative Agreements, and as such, for-profit organizations must waive profits and/or fees to be eligible to submit an application. Forgone profit does not qualify as cost-share or leverage.

The Recipient must be a responsible entity. Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful Applicant will be subject to a responsibility determination and pre-award risk assessment by the Agreement Officer (AO). (see ADS 303.3.9 for more information)

First time recipients of USG or USAID funding may undergo a Pre-award Survey. The AO may determine a pre-award survey is required 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 program and comply with the terms and conditions of the award.

The applicant is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Recipient to ensure compliance with these Executive Orders and laws.

2. Cost Sharing or Matching

Cost sharing or matching are not required under this award.

3. Other

A prime applicant may submit only one application in response to this Notice. Multiple applications from the same prime applicant organization will not be accepted. Applications will not be accepted from individuals.

[END OF SECTION C]

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Mr. Ahmad Al Shrari
Acquisition and Assistance Specialist
USAID/Jordan
Amman, Jordan
Email: StrengtheningCivilSociety@usaid.gov

2. Questions and Answers

Questions regarding this Notice of Funding Opportunity (NOFO) must be received via email by no later than the date and time indicated on the cover letter, or as amended. Any information given to a prospective respondent concerning this opportunity will be furnished promptly to all other prospective respondents as an amendment to this NOFO, if that information is necessary in submitting concepts/applications or if the lack of it would be prejudicial to any other prospective respondent.

3. General Content and Form of Application

3.1 Overall Process

Organizations that choose to respond to this request must review, understand and comply with all aspects of this NOFO and furnish the information as required. Failure to do so may be considered as being non-responsive and the organization's submission may be evaluated accordingly.

The purpose of this process is to identify the organization that will have the greatest chance of success to achieve the results of this Strengthening Civil Society System activity. USAID will conduct the review of submissions through a phased approach as follows:

Phase 1 – Concept paper submission

Interested organizations will submit concept papers by the specified due date utilizing the prescribed format. USAID will conduct a merit review of concept papers. USAID will then request full applications only from those organizations that remain under consideration after the Phase 1 Merit Review. Organizations that are not selected to advance to Phase 2 will be notified by USAID.

Phase 2 – Full application submission

Applicants invited to participate in Phase 2 will receive feedback on their concept paper submissions and then be requested to submit full applications. USAID will conduct a merit review of full applications. In reviewing the applications, USAID may elect to engage with applicants to better understand aspects of the submission. Engagement will likely include communications via email, phone or through virtual meetings, or a virtual oral presentation by an applicant(s). The purpose of this engagement would be to enhance USAID's understanding of an applicant's proposed program. USAID will provide advance notice to applicants and further detailed instructions if any such engagement will occur. At the completion of Phase 2, USAID will determine the apparently successful applicant and the competitive process requirements of ADS 303 will be satisfied.

Phase 3 – Co-design and final application submission

The apparently successful applicant and USAID/Jordan will collaborate to finalize aspects of the activity through an iterative co-design process. Co-design could include virtual and/or in-person

meetings to which USAID may elect to invite other potential stakeholders, such as civil society representatives or GOJ officials. At the end of this collaboration/co-design phase, the apparently successful applicant will submit its finalized application, including its cost application, and USAID will make its award decision.

In the event that USAID and the apparently successful applicant are not able to reach final agreement on the award or terms, USAID reserves the right to select another applicant. USAID reserves the right to not make an award if any phase of the process is not successful. In that event, USAID may elect to issue a new NOFO at its discretion. No funding will be made available prior to the award of the Cooperative Agreement. Applicants are responsible for all costs incurred prior to the award, including any travel or other related costs associated with finalizing its application. Pre-award costs will not be approved.

USAID anticipates an estimated start date of approximately November 2021 for the implementation of the activities contemplated under this NOFO.

4. Submission Procedures

All submissions must be precise, complete and succinct. In its submission, the organization must describe the specific activities it intends to implement, and should demonstrate its capabilities and expertise with respect to achieving the goal and objectives that are outlined in this NOFO. Submissions must take into account the Merit Review Criteria found in Section E.

Narrative portions of submissions must be presented in MS Word format and must be written in English, single-spaced, using Times New Roman font size 12 pt. with each page numbered consecutively, and have at least one-inch margins on the top, bottom and sides. Any tables or graphs may use Times New Roman font size 10 pt. Budgets must be submitted in MS Excel format as described further in E.6 below.

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

USAID's preference is that the technical submission and the cost application each be submitted as consolidated separate email attachments, e.g. that you consolidate the various parts of a technical submission into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

Organizations are reminded that e-mail is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, organizations are requested to send the submission in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server. Do not submit zipped files as they will not be received. File size of an attachment must not exceed 25MB per email.

After sending its submission electronically, an organization should immediately check its own system to confirm that the attachments were indeed sent. If an organization discovers an error in transmission, please send the material again and note in the subject line of the email that it is a "corrected" submission. Do not

send the same email more than once unless there has been a change, and if so, please note that it is a “corrected” email. No additions or modifications will be accepted after the submission deadline.

It is the submitting organization’s responsibility to ensure that all necessary documentation is complete and received on time. Any erasures or other changes to the submission must be initialed by the person signing the application. Submissions must be signed by an individual who has the authority to negotiate on behalf of the organization, and must be accompanied by evidence of that agent’s authority. Applicants should retain a copy of the application and all enclosures for their records.

Late submissions will be considered only if the Agreement Officer (AO) determines that it is in the Government’s interest to do so. Organizations must retain proof of timely delivery in the form of system-generated documentation of delivery receipt data and time.

5. Technical Submission(s) Format

As stated in the previous section, the review process under this NOFO consists of multiple phases. The submission instructions for each Phase are included herein. Concept Papers and Full Applications (if requested) should take into account the requirements of the program and merit review criteria found in this NOFO.

Phase 1: Concept paper submission

In order to be considered for an award, an organization must first submit a Concept Paper in accordance with the instructions provided herein. Only one Concept Paper per organization will be accepted. Multiple Concept Papers submitted by the same prime entity will not be considered. Concept Papers submitted in response to this NOFO must be received no later than the closing date and time indicated on the cover letter, or as amended.

All Concept Papers received by the submission deadline will first be reviewed for responsiveness to the NOFO and compliance with the required format.

The concept paper must demonstrate an understanding of the activity’s objectives and introduce the organization’s strategy and methodology, including its technical approach and realistic yet innovative interventions. The following provides the requirements for the Concept Paper:

1. Cover Page (not to exceed 1 page)

The cover page will be a single page and will include the below information.

- Activity Title
- RFA Number
- Name of Prime Organization
- DUNS number
- Prime Organization’s contact person’s name and title, telephone number, fax number, email address, street address and corresponding signature. The application must be signed by an individual who has the authority to negotiate on behalf of the organization.
- List any proposed sub-awardees or other partnerships.

2. Institutional Capacity (3 pages)

This section will summarize how the organization (and its sub-partners and/or consortium members, as applicable) possesses the experience and institutional capacity to achieve the activity objectives.

Organizations should provide a concise summary of the organization's qualifications in not more than one page. The organization must demonstrate its experience in Jordan or a similar socio-political context, experience implementing civil society and/or media activities, ability to make an impact and ability to be innovative.

Up to two additional pages should include a description of present and ongoing donor-funded programs that are similar in scope to the proposed activities, demonstrating past experience implementing similar programs, ideally in the Middle East region. The summary must include the positive impact that resulted from past experience and should also include information on problems encountered and the organization's corrective actions. In addition, organizations may provide a description of any publications or reports that demonstrate any special qualification and experience that your organization has related directly to the proposed activities.

Organizations are required to supply the names of the entities (i.e., donors) from which they have received assistance awards or contracts for similar activities over the past three years. Reference information should include the name of the awarding organization, addresses, current telephone numbers, current points of contact, funding amounts, and award numbers if available, and brief descriptions of the work performed.

3. **Key Personnel (1 page)**

In this section the organization must propose its candidates for the Key Personnel positions of Chief of Party, Media Team Leader and Civil Society Team Leader in accordance with the roles and qualifications outlined in Section B.4 of this NOFO. In its Concept Paper, the organization must demonstrate how their qualifications meet the requirements, and how each is expected to contribute to achieving the activity's objectives. Proposed candidates for the DCOP and Grants Manager positions are not required in Phase 1.

4. **General Technical Approach (5 pages)**

In this section, the organization should present its overall vision and approach for achieving the activity's objectives. It is not necessary to present a full and detailed technical application at this phase.

The organization must clearly present its general technical approach. The organization must demonstrate its understanding of the challenges and opportunities in implementing the activity, including describing its Theory of Change, which may build upon the Theory of Change described in the solicitation, or present a different Theory of Change that is fully explained and justified. This section must adequately describe what the organization intends to feasibly achieve, and the desired outcomes based on the approach described. Additionally, the organization should also describe a long-term strategy for building robust civil society and media sectors beyond a five-year timeframe.

USAID seeks fresh thinking and innovative approaches. An organization may elect to propose changes to the objectives described in USAID's program description if it sees a better way to achieve the desired outcomes of the activity. Any proposed changes must be clearly explained and supported by the organization's rationale and justification..

Phase 2: Full Application submission

Organizations must not submit an application unless/until explicitly requested to do so by USAID.

The full application must conform to the format and page limitations set forth below. Full applications that are incomplete or that do not comply with the required format may not be evaluated. If an application exceeds the page limitations, USAID will only evaluate the portion of the application that is within the limits; any additional pages that exceed the limits or any additional annexes not explicitly required by this NOFO will not be reviewed.

Applicants are to carefully review the merit review criteria and must organize the technical application according to the format below:

1. Cover Page (not to exceed 1 page)

The cover page will be a single page and will include the below information.

- Activity Title
- RFA Number
- Name of Prime Organization
- DUNS number
- Prime Organization's contact person's name and title, telephone number, fax number, email address, street address and corresponding signature. The application must be signed by an individual who has the authority to negotiate on behalf of the organization.
- List any proposed sub-awardees or other partnerships.

2. Table of Contents (not to exceed 1 page)

The Table of Contents should include the major sections listed in the outlines above and page numbering.

3. Executive Summary (not to exceed 1 page)

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

4. Technical Application Body (not to exceed 20 pages total)

4.1 Technical Approach

In this section, the applicant must specifically describe its overall technical approach and how it proposes to achieve USAID/Jordan's objectives for this activity. This section should, at a minimum:

- Describe the applicant's overall technical approach, which should:
 - be evidence-based and technically-sound,

- demonstrate a clear logic model¹⁵ and/or theory of change,
- show an in-depth understanding of the operating environment, and
- demonstrate a clear understanding of USAID's vision for achieving the desired results.
- Describe an effective approach for integrating cross-cutting themes and addressing civil society and media institutional effectiveness, sustainability and legitimacy.
- Describe what is unique and/or innovative, and key expected outcomes.
- Clearly articulate how the applicant's proposed interventions will achieve the USAID/Jordan Sawt objectives.
- Describe how the applicant will identify and develop partnerships and advocacy topics, and how the applicant expects GOJ stakeholders to affect implementation.
- Highlight elements of the approach to geography, systems thinking, marginalized groups, conflict awareness, collaborating, learning, and adapting.
- Describe how the interventions could realistically affect outcomes beyond the life of the activity.

4.2 Key Personnel and Staffing Plan

This section must describe the overall approach to staffing the activity, and must at a minimum describe:

- The proposed mix of the applicant's staffing plan and how the team and associated skills and knowledge will work together to achieve technical results.
- The roles and responsibilities of proposed non-key positions/personnel and how this mix of personnel meets the implementation needs.
- The proposed candidates for the five key personnel positions, which include: Chief of Party, Deputy Chief of Party, Media Team Leader, Civil Society Team Leader and Grants Manager. Each proposed candidate must meet the minimum requirements listed in Section B for the positions for which s/he is proposed.

USAID envisions that collectively as a team, the Key Personnel and other staff proposed by the applicant should possess the following skills, knowledge and experience:

- Knowledge of the current social-political and economic situation in Jordan;
- Experience implementing similar activities/projects focused on civil society and media;
- Previous experience working in a development country context, preferably in the Middle East;
- Demonstrated capacity to oversee sub-grant management;
- Demonstrated ability of liaising with government and non-government counterparts;
- Expertise in monitoring, evaluation and learning, in order to provide adequate oversight for implementation of a learning agenda;
- Demonstrated ability to manage, and work within, multi-disciplinary teams of professionals in international environments.

4.2 Learning Agenda

¹⁵ Logic models may include Results Frameworks, LogFrames, Theories of Change or other models that describe an applicant's logic in regards to achieving the goal or purpose. Applicants are free to use any logic model that fits their approach. An example of one approach can be found here: <https://usaidearninglab.org/library/how-note-developing-project-logic-model-and-its-associated-theory-change>

In this section, the applicant must specifically describe its overall proposed approach to learning and adaptive management. This section should, at a minimum:

- Clearly describe the applicant's proposed learning agenda, including any proposed research, monitoring and evaluation approaches that will facilitate adaptive learning and management.
- Demonstrate how the applicant will structure the learning system and describe how it will apply adaptive management techniques to inform program management and key decisions.
- Highlight/describe key anticipated outputs, outcomes and results and/or impacts based upon the proposed interventions.
- Provide a few examples of key, quantifiable metrics related to the applicant's performance or expected performance.
- Identify indicators that the applicant will measure.

4.3 Management Approach

This section should summarize the applicant's proposed approach to managing implementation. This information should be appropriate and aligned with the proposed technical approach. The applicant should describe at a minimum:

- How the applicant's proposed organizational composition and management structure will manage implementation to effectively achieve the activity's purpose and objectives.
- If the applicant proposes the use of sub-awardees, the management plan should describe a clear division of roles and responsibilities between the prime organization and any proposed sub-awardees. The prime and sub-awardee roles and responsibilities.
- The overall management approach, including the relationship between field office and headquarters, identifying how key headquarter positions will be involved in implementation.

Annex A – Key Personnel Statement of Qualifications (SOQ) and References (not to exceed 5 pages total, one page per position)

In this Annex, the applicant must submit for each Key Personnel position an SOQ that provides a concise explanation of why the individual is suited for the proposed position and possesses the skills, knowledge and experience required for the position for which s/he is proposed. In addition, the applicant will provide three (3) professional references for each proposed key personnel candidate. Professional reference contact details should include name, title, phone number, street address and email address. Note that it is in the interest of applicants to inform these contacts that USAID/Jordan will be contacting them in order to obtain information and verify qualifications. In addition, USAID/Jordan reserves the right to contact references for proposed Key Personnel candidates other than those indicated in the application.

The SOQ may not exceed one page for each key personnel position (five pages total). Do not include CVs or resumes for each of the Key Personnel.

Annex B – Organizational Structure Diagram (not to exceed one page)

A diagram that illustrates the proposed organizational composition and structure. There is no required form for this Annex, but it should at a minimum reflect the overall structure and reporting lines of the proposed staffing and any proposed subpartners.

Phase 3 – Co-design and final application submission

At the end of the merit review process described in Phase 2, USAID will determine the apparently successful applicant, and will engage in a co-design process through which USAID and the apparently successful applicant will discuss the final questions and details of the applicant's proposed program. USAID wishes to remain flexible in its approach to this Phase 3, and the exact steps will be discussed and agreed to with the apparently successful applicant.

USAID envisions that co-design could include virtual and/or in-person meetings to which USAID may elect to invite potential stakeholders, such as civil society representatives or GOJ officials. USAID anticipates that co-design discussions would include at a minimum: the applicant's proposed key personnel, lead headquarters staff of the prime applicant that will support implementation, and potentially essential subawardees, as deemed appropriate by the applicant.

At the end of this collaboration/co-design phase, the apparently successful applicant will submit its finalized application and USAID will make its award decision. The technical application will follow the same format that is described above for Phase 2. In addition, the apparently successful applicant will also be requested to submit its finalized detailed cost application, information on performance history, and a branding and marking plan.

6. Business (Cost) Application Format

The applicant(s) must not submit cost application(s) unless/until explicitly requested to do so by USAID.

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

Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.205. Applicants should not submit any additional information with their initial application.

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

a) Cover Page

The cover page will be a single page and will include the below information.

- Activity Title
- RFA Number
- Name of Prime Applicant organization
- Prime Applicant contact person's name and title, telephone number, fax number, email address, street address and corresponding signature. The application must be signed by an individual who has the authority to negotiate on behalf of the organization.

- If the lead applicant contact person listed on the cover page will not serve as the primary point of contact for USAID/Jordan correspondence, please state this and provide the contact person(s) name(s) and title(s) of person(s).
- List any proposed sub-awardees or other partnerships.

b) SF 424 Form(s)

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

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

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

c) Required Certifications and Assurances

The applicant must complete the following documents and submit a signed copy upon request by the AO:

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

d) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2010 or later versions) with visible formulas and references, and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time

required to make award, and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. See Section H, Annex 1 for Summary Budget Template.
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E (or cost principles applicable to the organization).
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

Applicants must utilize the Budget Template included as Annex 1 to this NOFO. The Detailed Budget must contain the following budget categories and information, at a minimum:

1) Personnel - Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

2) Fringe Benefits – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use this rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

3) Travel – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

4) Equipment & Supplies – Must include information on estimated types of equipment and supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.

5) Contractual - This category includes the acquisition of items (other than equipment and supplies) and/or support services that are ancillary to the program. See 2 CFR 200.3301 for assistance in determining whether the sub-tier entity is a subrecipient or contractor.

6) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

7) Subawards – Specify any subawards to pass-through entities envisioned under the prospective cooperative agreement. Subawards are described in 2 CFR 200.308(c)(6) as “the subawarding, transferring or contracting out of any work under a Federal award, including fixed amount subawards as described in §200.333.” Subawards do not include the acquisition of supplies, material, equipment or general support services. See 2 CFR 200.3301 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The applicant must provide the same level of detail for its proposed recipients in a separate budget tab. The subrecipient budgets must align with the same requirements as the applicant’s budget, including those related to fringe and indirect costs.

7) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs, please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only

- Eligibility: Any applicant
- Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

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

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

- Eligibility: Any applicant that has never received a NICRA

- Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

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

e) Prior Approvals in accordance with 2 CFR 200.407

Inclusion of a cost item in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

f) Approval of Subawards

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

- Name of organization;
- DUNS Number;
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list;
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM);
- Confirmation that the subrecipient is not listed in the United Nations Security Designation list;
- Confirmation that the subrecipient is not suspended or debarred;
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.331(b);
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

g) Dun and Bradstreet and SAM Requirements

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

1. Provide a valid DUNS number for the applicant and all proposed sub-recipients;

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

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

DUNS number: <http://fedgov.dnb.com/webform>

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

Non-U.S. applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain an NCAGE code, on www.sam.gov, navigate to Help, then to International Registrants.

h) History of Performance

Note: The applicant(s) should only provide this information if/when it is specifically requested by USAID.

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

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

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

(i) Branding Strategy & Marking Plan

The apparently successful applicant will be required to submit a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer. A Branding Implementation Strategy

and Marking Plan must be in accordance with USAID Branding and Marking Plan as required per ADS 320 at the following link: <http://www.usaid.gov/policy/ads/300/>. See 2 CFR 700.16 or, for non-U.S. organizations, see the provision entitled “Marking and Public Communications Under USAID-Funded Assistance”.

The Recipient must comply with the requirements of the USAID “Graphic Standards Manual” available at www.usaid.gov/branding, or any successor branding policy.

Pre-Award Terms

1. Branding Strategy – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, Cooperative Agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
 - (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
 - (2) The intended name of the program, project, or activity.
 - (i) USAID requires the applicant to use the “USAID Identity,” comprised of the USAID logo and brandmark, with the tagline “from the American people” as found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
 - (ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.
 - (iii) It is acceptable to cobrand the title with the USAID Identity and the Applicant's identity.
 - (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or

project.

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

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

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

(i) Describe the main program message.

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

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

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

(5) Information on any direct involvement from the host-country government or ministry, including any planned acknowledgement of the host-country government.

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

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

f. If the Applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or Cooperative Agreement

(END OF PRE-AWARD TERM)

2. Marking Plan – Assistance (June 2012)

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

approved the use of an additional or substitute logo, seal, or tagline.

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

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

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

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

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

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

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

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

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

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

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

(i) The program deliverables that the Applicant plans to mark with the USAID Identity;

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

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

(iv) What program deliverables the Applicant does not plan to mark with the USAID Identity, and

(v) The rationale for not marking program deliverables.

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

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

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

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

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

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

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

(vii) Conflict with international law. The Applicant must identify the applicable international law violated by the marking. f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the Applicant's cost data submissions, and the performance plan. g. If the Applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or Cooperative Agreement, and will apply for the term of the award unless provided otherwise.

(END OF PRE-AWARD TERM)

j) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.330 for assistance in determining whether a sub-tier entity is a subrecipient or contractor. Construction will not be authorized under this award.

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

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

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

a. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.
2. The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

b. Organizational Conflict of Interest

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

[END OF SECTION D]

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SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

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

There are two distinct merit review phases. The criteria listed below are presented so that organizations will know which areas require emphasis in the preparation of their applications during the appropriate phase.

2. Review and Selection Process

Phase 1 - Merit Review Criteria for Concept Papers

USAID will conduct a merit review of all initial Concept Papers received that comply with the instructions in this NOFO.

Concept Papers will be reviewed and evaluated in accordance with the following criteria shown in descending order of importance:

1. Institutional Capacity
2. Key Personnel
3. General Technical Approach

1. Institutional Capacity

The extent to which the application demonstrates the institutional capacity to successfully implement the proposed interventions to achieve the desired outcomes.

2. Key Personnel

The extent to which the applicant's proposed Key Personnel demonstrate the experience, expertise and skills required to successfully implement the Activity.

3. General Technical Approach

The extent to which the applicant:

- clearly articulates the overview for an innovative and feasible technical approach for each of the intervention areas set forth in the Program Description;
- understands the implementation challenges and operational context;
- convincingly demonstrates the rationale of how it will achieve the desired outcomes; and
- clearly articulates its Theory of Change in a way that is well reasoned, based on empirical knowledge and evidence, realistic within Jordan's operational context, and sufficiently ambitious for this level of investment.

Phase 2 - Merit Review Criteria for Full Applications

Full Applications will be reviewed and evaluated in accordance with the following criteria shown in descending order of importance:

1. Technical Approach
2. Key Personnel and Staffing Plan
3. Learning Agenda
4. Management Approach

1. Technical Approach

The extent to which the application:

- Includes unique and/or innovative, sustainable, evidence-based and technically-sound approaches that will clearly lead to the achievement of USAID's objectives for the activity.
- Demonstrates an understanding of the operating context including the issues, constraints and challenges for media and civil society stakeholders in Jordan.
- Describes a feasible and practical strategy for identifying and developing partnerships and advocacy topics.

2. Key Personnel and Staffing Plan

The extent to which:

- The proposed staffing plan provides an appropriate mix of the skills and knowledge required to achieve technical results.
- The proposed key personnel candidates possess the qualifications, expertise and experience needed for successful performance.

3. Learning Agenda

The extent to which the application:

- Proposes a clear and effective learning agenda and system, including monitoring and evaluation approaches that will facilitate adaptive learning, decision-making and management.
- Proposes relevant and achievable outputs, outcomes, indicators and results and/or impacts based upon the proposed interventions.

4. Management Approach

The extent to which the application:

- The proposed organizational composition and management structure is clear and efficient, and will effectively achieve the activity's purpose and objectives.
- Demonstrates the ability to manage obstacles and multiple workflows with minimal implementation delays.

Phase 3 - Merit Review for Final Application

Final Review of the Technical Application

As USAID engages with the apparently successful applicant to co-design the final aspects of the program, it intends to observe the quality of collaboration and level of cohesion that the team demonstrates during co-design processes. Respective team members should have a voice and demonstrate that they can fulfill the intellectual function of her/his assigned role. Interaction with USAID and among team members should highlight collaboration, creative thinking, intellectual curiosity and mutual respect.

Once the co-design processes are complete, USAID will review the finalized application utilizing the same criteria set forth for Phase 2 to determine responsiveness to co-design feedback. As a result of this final review, USAID will finalize its award decision.

If this collaborative process fails to result in agreement between the Apparently Successful Applicant and USAID, the application may be determined to be “unacceptable.” In the unlikely event that this might occur, USAID reserves the right to select another applicant from the pool of applicants in case the final agreement is not reached with the Apparently Successful Applicant.

Review of the Cost Application

During the co-design process, USAID/Jordan and the Apparently Successful Applicant will commence negotiations regarding the anticipated costs associated with implementing the activity. The Apparently Successful Applicant will be requested to submit its cost application, which will be evaluated for cost effectiveness.

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

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

The AO will perform a risk assessment (2 CFR 200.205). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” (2 CFR 200.207).

[END OF SECTION E]

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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

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

Following selection for award and successful negotiations with the apparently successful applicant, an electronic copy of the notice of the award signed by the Agreement Officer will be sent to the successful applicant, which serves as the authorizing document. The Agreement Officer will only do so after making a positive responsibility determination that the applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID.

The award will be issued to the contact as specified in the application as the Authorized Individual in accordance with the requirements in the Representations and Certifications. USAID reserves the right to perform a pre-award survey which may include, but is not limited to: (1) interviews with individuals to establish their ability to perform agreement duties under the project conditions; (2) a review of the prime recipient's financial condition, business and personnel procedures, etc.; and (3) site visits to the prime recipient's institution.

2. Administrative & National Policy Requirements

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

For US organizations: ADS 303, 2 CFR 700, 2 CFR 200, and Standard Provisions for U.S. Non governmental organizations.

For Non US organizations: ADS 303, Standard Provisions for Non-U.S. Non-governmental Organizations.

The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations. The award will also contain the "required as applicable" Standard Provisions. The full text of all mandatory and required as applicable standard provisions will be included in the award document.

(Note: the full text of these provisions may be found at: <https://www.usaid.gov/ads/policy/300/303maa> and <https://www.usaid.gov/ads/policy/300/303mab>).

3. Reporting Requirements

Financial Reporting:

The recipient must submit the Federal Financial Form (SF-425) on a quarterly basis pursuant to the terms of the award.. On a quarterly basis, the AOR may require additional information related to financial accruals

and pipeline of funds. This information will help to ensure that the activity has an adequate pipeline to conduct its programs. These reports/forms must be submitted 15 calendar days from the end of each quarter (March, June, September, December).

Performance Reporting

(a) Annual Work Plans (AWP)

The work plans for all USAID/Jordan Democracy, Rights and Governance Office activities are aligned with the USG Fiscal Year Calendar (October 1 to September 30). The Recipient will submit its first work plan to the AOR for approval within 45 calendar days of award. The first work plan will cover the period from the start date of the Award until the end of the first USG Fiscal Year of the Activity – therefore the first work plan may cover less than twelve months depending on the date of Award. The AOR will provide comments within 20 calendar days to the Recipient and the Recipient will have 15 calendar days to respond and make all requested changes, after which the AOR will provide final approval within 15 calendar days.

All subsequent work plans will be submitted to the AOR no later than October 1 and will cover an entire Fiscal Year, i.e. October 1 to September 30. The AOR will provide comments within 20 calendar days to the Recipient and the Recipient will have 15 calendar days to respond and make all requested changes, after which the AOR will provide final approval within 15 calendar days. All work plans must be developed in cooperation with the AOR, other USAID/Jordan Democracy, Rights and Governance, other relevant USAID/Jordan activities, donor programs, the GOJ, beneficiary communities, and all other relevant stakeholders as designated by the AOR.

The award will be guided by the Program Description which will provide an overall project ‘map’ that indicates broad activities, expected outcomes, annual milestones, and budget along the five year timeline. Annual Work Plans are developed yearly and include proposed interventions for the given year, time-frame, implementation of activities, an itemized and detailed budget, review of the previous year’s accomplishments (if applicable), problems and challenges encountered in achieving specified results, proposed annual outputs, and progress towards achieving results. The AWP’s must also describe a plan and timeline for internal monitoring and evaluation that takes into account the Mission’s Performance Management Plan (PMP) and the external monitoring and evaluation plan. The AWP’s will be developed in-country by the Recipient and in cooperation with USAID/Jordan and other stakeholders, including GoJ.

The first year’s AWP must also include a gender analysis and integrate interventions to address the findings from the gender analysis. Subsequent annual work plans should then reflect any updates to the analysis and planned interventions. The gender analysis should contain information related to as many of the five domains listed below as possible (ADS 205.3.2):

- Laws, Policies, Regulations, and Institutional Practices
- Cultural Norms and Beliefs
- Gender Roles, Responsibilities and Time Use
- Access to and Control over Assets and Resources
- Patterns of Power and Decision-making

It should also include discussion of gender issues that impact men and boys as well as women and girls. The proposed interventions, integrated in the work plan, should ensure equal participation of and benefit to male and female beneficiaries, and directly address the gaps identified in the gender analysis. The activity’s logic model and proposed indicators should reflect the gender-sensitive issues that the activity will impact. The Recipient must ensure that sustainability approach is integrated in the AWP after USAID funded efforts end. The sustainability approach must address key sustainability challenges for key partners. It

must detail a roadmap for how the Recipient will work with key partners during the program to address these key challenges.

Annual Work Plans must not deviate from award requirements. All interventions planned through this process must be in accordance with the award's Program Description and consistent with the approved budget for the award. Inclusion of items in the AWP does not obviate the need to seek specific approvals from USAID when those additional approvals might be required by policy and regulation. Modifications to the AWP that respond to changed conditions may be proposed by the Recipient and approved by the AOR; however, in no case may any work plan activity deviate from the Program Description or award terms.

(b) Activity Monitoring, Evaluation & Learning (MEL) Plan

As per ADS 201, the Recipient is required to submit for AOR approval an Activity Monitoring, Evaluation & Learning (MEL) Plan for the life of the Activity based on its proposed monitoring, evaluation and Learning (MEL) strategy for collecting, evaluating and validating data which will be used to measure overall progress towards Mission goals. The draft Activity MEL Plan is due to the AOR within 90 calendar days of the award, with a final version due to the AOR within 120 calendar days of the award. All aspects of the MEL Plan should be in line with USAID's ADS 201 on assessing and learning and adhere to the following:

- o Activities must have an approved Activity MEL Plan in place before major implementation actions begin. The AOR will work with the Recipient and the Mission's M&E Specialist(s) to ensure that the Activity MEL Plan is consistent with, and meets the data collection needs of the Mission's Performance Management Plan (PMP), and the Mission's annual Performance Plan and Report (PPR).
- o Within 60 calendar days of award and prior to submitting the Activity MEL Plan, the Recipient should submit a theory of change describing the causal and logical relationships between different levels of results, along with the associated interventions, indicators and other performance data, and critical assumptions under each result. The work plan should also reflect this causal and logical relationship between results and the performance measures to track progress.
- o The MEL Plan should include a narrative that clearly articulates the activity's theory of change, describing the causal and logical relationships between different levels of results, along with the associated interventions, indicators and other performance data, and critical assumptions under each result. The MEL Plan should also present a logic model that illustrates these results, the causal and logical relationships between them, and the indicator and other performance data required to measure each.
- o The MEL Plan should include approaches for a systematic, intentional and resourced approach to a strategic collaboration, continuous learning and adaptive management. In developing the MEL Plan, the Recipient should identify and describe: learning objectives with corresponding information needs; strategic opportunities to "pause and reflect" and coordinate and collaborate with stakeholders; approaches for regular learning to address the identified learning objectives; plans for documenting the knowledge and learning from these opportunities, and disseminating findings; resources (financial and human resources as well as tools) needed to implement learning approaches; and, approaches to adapting/adjusting implementation and programming as a result of this learning.
- o The Recipient will develop performance indicators and establish baselines and targets for output, outcome, and impact level monitoring, as well as benchmarks for performance over the life of the activity. The baselines and targets will be developed with oversight from and in coordination with the Mission's Program Office and MEL Recipient. The MEL Plan should

- also contain metrics for the sustainability of successful interventions introduced with activity support. The AOR will provide a list of Mission PMP indicators required for the activity. The MEL Plan must include the required Mission PMP indicators along with any others being proposed by the Recipient that are deemed necessary or useful in measuring progress against the overall goal and project objective(s). Selected indicators should be a combination of performance and context indicators. Recipients should be strategic in their selection of additional indicators to ensure an appropriate balance between required data and the resource costs of data collection, analysis and reporting. The MEL Plan must include quarterly and/or annual targets, as per the indicator requirements, necessary to reach the life of project targets identified by the Mission for required Mission indicators and identified by the Recipient for all other indicators. USAID criteria for selecting performance indicators is that they be direct, objective, practical, adequate, management useful and reflect progress toward achieving results, and, to the extent possible, be attributable to USAID. Performance data must meet reasonable quality criteria of validity, reliability, timeliness, precision and integrity. The Recipient and USAID will agree upon the final choice of performance indicators useful for timely management decisions and credibly reflecting the actual performance of the activity.
- o USAID/Jordan may require the Recipient to track and report on additional performance indicators subject to changing of Agency guidance and/or the requirements of specific funding sources and the Mission's own Performance Management Plan (PMP).
 - o The Recipient must collect, analyze, and submit to USAID data disaggregated by sex and geographic location as applicable. To ensure that USAID assistance makes the maximum optimal contribution to gender equality, performance management systems and evaluations must include gender-sensitive indicators and sex-disaggregated data when applicable and feasible; M&E plans should also capture proposed actions that will address any identified gender-related issues. Geographic disaggregation is required to the first administrative level at a minimum; in Jordan this corresponds to the governorate level. The Recipient should also consider including other relevant disaggregations for indicators – for example, age and type of institution.
 - o The MEL Plan must also include, in consultation with USAID, agreed-upon planned internal and external evaluations and evaluation questions that are salient to the implementation, adaptation or review of the activity in line with the USAID Evaluation Policy. The MEL Plan should demonstrate how the timing and content of evaluations and questions will: help clarify and focus activity objectives; serve as an early warning system, forecasting, and reporting tool; promote on-going discussions pertaining to activity scope and direction; and, aid in effective management and decision making.
 - o The MEL Plan must also include an explanation of the monitoring approach and estimated resources required to successfully implement the MEL Plan. This will be done through describing the Recipient's M&E system, including policies and procedures for how data and information will be collected, analyzed, and used; methodology of establishing baselines and targets; staffing/expertise, roles and responsibilities for the management and implementation of the MEL Plan; systems (automated or other) where data will be collected and stored; resources for M&E functions; procedures for communicating with USAID; means of adapting and learning; schedule for M&E functions, such as reporting performance data, assessing progress and making adjustments if needed; etc.
 - o Reporting on performance indicators will be done through the Mission's performance management information system, which is currently DevResults.

USAID/Jordan's recommended Activity MEL Plan and other related M&E templates are available <https://jordankmportal.com/>. The Recipient should check with the Program Office, through their AOR, for further guidance, clarifications and applicable templates.

(c) Quarterly Performance Reports:

Thirty (30) calendar days after the end of each fiscal year quarter, the Recipient will provide quarterly performance reports (in accordance with 2 CFR 200.328 (b) (1)) to describe activities undertaken; report on progress made toward achieving results, and make necessary adjustments for activities that will be undertaken in the next quarter. The report must be brief yet precise, description of the activities, with emphasis on issues that have arisen, impacts made, constraints encountered, reasons and justifications for any delays on deliverables and suggestions for additional actions that might be taken. The quarterly report must include the Recipient's accrued expenditures.

All reports will be submitted to the AOR in electronic copy and require written approval of the AOR. Any changes to due dates require the AO's written approval. The report should contain an executive summary and the following, at a minimum:

- o Summary of the results for the reporting period and key achievements.
- o Quarterly data for the required Performance Indicators, as determined in the MEL Plan. Reporting will be done through the Mission's online performance monitoring system, which is currently DevResults. The Recipient will work with the AOR and the Program Office to obtain access to the DevResults system and ensure proper structure of the system as necessary for their activity.
- o Any implementation problems as well as proposed corrective actions and the costs associated with the delay.
- o Cross-cutting issues considerations in implementation and performance during the quarter should be specified and included as annexes. At a minimum, cross-cutting issues should include: gender; youth; disabilities; institutional strengthening and local capacity building; policy reforms; science, technology and innovation.
- o Documentation of lessons learned and best practices that can be taken to scale.
- o List of training programs conducted during the quarter, as applicable, to include type of trainees and their number disaggregated by sex.
- o List of geographic data related to where interventions are being implemented.
- o List of completed assessments and evaluations and plans for utilizing findings and recommendations.
- o List of completed and upcoming events (national and sub-national meetings, seminars, training sessions, conferences, and others; international consultant visits; and meetings with key GOJ officials and decision-makers), with dates.
- o Environmental Status Report (ESR) section based on the approved Initial Environmental Examination (IEE) and Environmental Monitoring and Mitigation Plan (EMMP).
- o List of staff and consultants with dates in/out of country.

Quarterly reports will not exceed 30 pages. Annexes may be included if they support findings, conclusions, and recommendations of the core document.

A copy of the Mission's recommended Quarterly Performance Report Template is available at <https://jordankmportal.com/>. The Recipient should check with the Program Office through their AOR for clarifications and applicable templates.

(d) Annual Performance Reports:

The fourth quarterly report shall serve as the Annual Performance Report and shall be submitted within 90 calendar days after the end of the first full USG fiscal year and annually thereafter for each authorized year

of performance. The Annual Performance Report shall follow the same format as the quarterly report, but with additional focus on cumulative accomplishments, progress and problems toward achievement of results, performance measures, indicators and benchmarks tied to the Annual Work Plan and the MEL Plan targets, for the quarter and the entire previous fiscal year, which runs from October 1-September 30. In addition, the Annual Performance Report must include an analysis of the performance indicators data and proposed revisions of annual target projections as needed.

The Annual Performance Report will be submitted to the AOR in electronic copy and require written approval of the AOR. Any changes to due dates require the AO's written approval. The report should contain an executive summary and the following, at a minimum, in addition to the quarterly report components:

- Qualitative and quantitative data required by USAID for the annual Performance Plan and Report (PPR) purposes, a brief listing of the project's major activities and successes during the year; knowledge sharing and learning activities; information on training activities; listing of sub-grants during the fiscal year; and, contributions to cross cutting issues as specified by the Mission.
- Details on any impediments faced in implementing the strategies developed.
- An assessment of the sustainability of any activities supported through this project.
- An assessment of current conditions in each of the key component areas.
- List (and links) of all final and approved reports and data that were submitted during the fiscal year to the Development Experience Clearinghouse (DEC) [<https://dec.usaid.gov/dec/home/Default.aspx>], USAID's Development Data Library (DDL) website [<http://www.usaid.gov/data>], and the USAID/Jordan Knowledge Management Portal (KaMP) [<https://jordankmpportal.com/>] as applicable. These reports include: assessments, evaluations, studies, development experience documents, technical and consultant reports, quarterly and annual reports, media products, training manuals, databases and datasets, geo-coded data or other GIS related data (i.e. shape files and mapping files), computer software programs, videos and other intellectual deliverable materials required under the award schedule.
- Documentation of best practices that can be taken to scale.
- ESR section based on the approved IEE and EMMP.

Annual Performance Reports shall not exceed 40 pages. Additional annexes may be included if they support findings, conclusions, and recommendations of the core document.

The Recipient should check with the Program Office through their AOR for applicable templates or methodology of submitting reports and data to the DEC, DevResults, TEAMS, DDL website or USAID/Jordan online sharing portal (KaMP).

(e) Outreach and Communication Strategy

An outreach and communication strategy shall be developed on an annual basis and incorporated as a section of the Annual Implementation Plan. The strategy will include the overall communication message of the activity, as set forth in the Branding and Marking Plan. The annual strategy will identify opportunities based on the Annual Implementation Plan to promote activity success and demonstrate that the activity is made possible with the generous support of the American people. Activities may include, but are not limited to; signing ceremonies, graduation ceremonies, events to celebrate key milestones or "firsts," the delivery of commodities, or policy changes. The strategy should address, reporting, events, traditional and social media.

(f) Success Stories Reporting

The Recipient will provide to the AOR with regular weekly reporting bullets demonstrating how the activity

is achieving partnership and policy objectives. No less than monthly the Recipient will submit a success story demonstrating the 'human impact' of these achievements. Successes may be provided to the AOR in writing (social media, Exposure, Medium) or video format (see [usaid.gov](http://www.usaid.gov) for guidance). The Recipient will obtain USAID guidance from the designated AOR.

(g) Final Performance Report

The last Quarterly/Annual Performance Report for the final year will also be the Final Performance Report. The draft report in English, is due 50 calendar days prior to completion of the award and a final version and electronic version (two print copies and an electronic version), within 30 calendar days of the expiration of the award.

The report will include the information required in the Quarterly and Annual Performance Reports as well as:

- Basic Agreement information.
- A description of the activity, the accomplishments and successes achieved during the award period in terms of the expectations of activity design and changes in the activity environment as well as any shortcomings and/or difficulties encountered.
- An assessment of the progress towards achievement of the objectives or results, including gender aspects and other cross-cutting issues. This should clearly show how the award objectives have been accomplished or not and why.
- A summary of performance indicators used and an assessment of their relative usefulness.
- A summary of lessons learned and recommendations that might be relevant to programming, design and implementation of similar or follow-on activities.
- A description of all entities and partners along with Jordanian non-governmental organizations with whom the Recipient worked with and an evaluation of their strengths and weaknesses.
- List of all publications, evaluations, and media products that were sent to DEC during the life of the award.
- Financial report showing, by line item, the amounts expended.

The Final Performance Report will not exceed 40 pages. Annexes may be included if they support findings, conclusions, and recommendations of the core document.

The Final Performance Report will be submitted to an agreed upon distribution list. This will include at a minimum the AOR, FMO, the Agreement Officer (if requested), the Development Experience Clearinghouse (DEC) at <http://dec.usaid.gov>, and USAID/Jordan's online sharing portal (KaMP) at <https://jordankmpportal.com/>.

(f) Geographic Data Reporting Requirements

Activity Location Data (coordinates): The Awardee shall submit Activity Location Data which indicates the geographic location(s) where an activity is implemented. If Activity Location Data exists in a Geographic Information System (GIS) data format, it shall be submitted in accordance with the Geographic Data formatting requirements outlined in the below standards. Activity Location Data shall be submitted as part of the quarterly reports.

Geographic Data Standards:

- Geographic Data must be submitted in industry standard formats such as Shapefile (.shp) or GeoTIFF, or in a File Geodatabase, at a minimum data must be provided in an MS Excel sheet with latitude and longitude locations in decimal degree format.
- Geographic Data must be projected to the Geographic Coordinate System World Geodetic System 1984 (GCS WGS 1984). All data must use the World Geodetic System 1984 (WGS

1984) datum.

(g) Other Reports

During the life of the award, the Recipient may be required to prepare and submit to USAID other special reports concerning specific interventions and/or analyses. These requests will be in writing and will specify the due date. The substance of this reporting may include special award interventions (including short-term consultants reports detailing interventions and findings and making recommendations as appropriate), coordination with other USAID projects, USG agencies, or coordination with other donors (especially in light of alignment and harmonization of strategies and activities in support of a sector wide approach). USAID may also request the attendance of project staff to Partners' Meetings.

(h) Closeout Plan

Ninety (90) calendar days prior to the end of the Agreement, the Recipient shall submit a closeout plan to the AOR and the Acquisition and Assistance Office. The closeout plan shall include: brief Activity Summary and timeline; activity end date; financial status report; final Financial Status Report timeline; latest NICRA or indirect cost rates; anticipated balance of federal funds after expiration of the instrument; a property disposition plan; final inventory of residual non-expendable property, which was acquired or furnished under the instrument; recipient responsibilities during phase out; Subawardees and/or partnership phase out; status of all program audit reports per the instrument's provisions; final audit report timeline; final report timeline; submission of reports and data to DEC, KaMP and DDL; personnel phase-out plan and timeline; job descriptions for personnel anticipated to serve during the closeout phase; and, a schedule to address office leases, bank accounts, utilities, personnel notification, etc.

(i) Foreign Tax Reports

Standard report will be issued for each Fiscal Year in accordance with AIDAR 752.229-71 REPORTING OF FOREIGN TAXES (JUL 2007).

4. Program Income

Any program income generated under the award will be used to reduce the Federal award and non Federal entity contributions rather than to increase the funds committed to the activity in accordance with 2 CFR 200.307 and the Program Income Standard Provision found in the ADS 303mab, Standard Provisions for Non-U.S. Non-governmental Organizations.

5. Environmental Compliance

- A. The Foreign Assistance Act of 1961, as amended, Section 117, requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's ADS 204, which require that any potential environmental impacts of USAID-financed activities be 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 of this NOFO.

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

No activity 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.”)

- B. An Initial Environmental Examination (IEE) (ME 20-37) has been approved for a wider Project funding including this Cooperative Agreement. USAID has determined that the Cooperative Agreement qualifies for a Categorical Exclusion. This indicates that proposed interventions are not expected to have negative effects on the natural or physical environment.
- C. As part of its initial Work Plan, and all Annual Work Plans thereafter, the recipient, in collaboration with the USAID Agreement Officer’s Representative and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this Cooperative Agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation.

Any revisions or changes to the recipient plans outside the scope of the approved activity must be processed in accordance to 22 CFR 216. No new activities will be undertaken prior to receiving written USAID approval.

6. Climate Risk Management

All USAID projects and activities approved after October 1, 2016 are required to comply with ADS 201mal: Climate Risk Management for USAID Projects and Activities. As per ADS 201, USAID should factor climate resilience into international development programs and investments. A climate risk screening was conducted for this activity and the results are included in the referenced IEE (ME 20-37). Climate-related risks for this activity are ranked as LOW and no further action is required. However, it is recommended to be aware of possible risks due to extreme weather conditions during implementation when planning for events and activities.

7. Other Requirements

A. TEAMS AND USAID SPONSORED J-1 VISAS

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

USAID/Jordan delegates the TEAMS data entry, verification, and reporting responsibilities for exchange programs held in the United States to the Recipient (the R1 and R2 roles). USAID/Jordan’s Program Office is responsible for the approval (the R3 role) of all U.S.-based training programs and participants that are funded by USAID. USAID/Jordan’s AORs are responsible for working with the Recipient to ensure that all data is entered and approved appropriately and in a timely fashion in TEAMS. USAID/Washington is responsible for submission of the data (the R4 role) to SEVIS.

The Recipient must initiate the process for obtaining the requisite DS-2019 for their participant trainees and exchange visitors at least 45 days before the start of the training or exchange program. The Recipient is responsible for delivering the DS-2019 form to the participant so that he/she can present it to the Consular Officer during their appointment for a J-1 visa at the U.S. Embassy consular section, or designated Consulate. The Recipient is also responsible for ensuring that the participants completes their program successfully and returns to their home country. If the training or exchange program is cancelled after the issuance of the DS-2019 form(s), the Recipient is responsible for returning the unused DS-2019 forms to

USAID 's Program Office.

The Recipient is expected to liaise with the Program Office, through their AOR, for further guidance, clarifications and applicable templates. This includes the process for rolling out TEAMS for their activity, roles and responsibilities for managing data in the system, and issuance of USAID sponsored J-1 visas.

B. EXTERNAL EVALUATION:

USAID will conduct an independent third-party mid-term or end-of-project evaluation for this Activity in order to assess the progress of its interventions and identify any necessary course corrections. Evaluation findings will be used to adapt the activity as needed.

[END OF SECTION F]

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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment of this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Any questions or comments concerning this NOFO must be submitted in writing by email StrengtheningCivilSociety@usaid.gov by the deadline for questions indicated at the top of this NOFO's cover letter. Questions received by any other means and/or received after the deadline will not receive responses.

2. Acquisition and Assistance Ombudsman

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

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

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

[END OF SECTION G]

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SECTION H: OTHER INFORMATION

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

Applications with Proprietary Data

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

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

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

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

2. These provisions will be included in the resulting Cooperative Agreement. Applicants must note the obligatory compliance requirement it brings into activity IT resource procurement.

SPECIAL AWARD REQUIREMENTS

FOR U.S. ORGANIZATIONS

Special Award Requirement Relating to the Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (November 2020)

USAID has been granted a temporary waiver under Section 889(d)(2) that will allow the recipient to use award funds through September 30, 2022, to procure certain telecommunications and video surveillance services or equipment as specified in 2 CFR 200.216. Based on this waiver, all costs incurred for covered telecommunications and video surveillance services or equipment will be allowable through September 30, 2022, without regard to the cost principle at 2 CFR 200.471. Procurements made on or after October 1, 2022, will be unallowable in accordance with 2 CFR 200.471.

[End of Special Award Requirement]

FOR NON-U.S. ORGANIZATIONS

Special Award Requirement Relating to the Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (November 2020)

USAID has been granted a temporary waiver under Section 889(d)(2) that will allow the recipient to use

award funds through September 30, 2022, to procure certain telecommunications and video surveillance services or equipment as specified in the standard provision “Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (AUGUST 2020).” Based on this waiver, all costs incurred for covered telecommunications and video surveillance services or equipment will be allowable through September 30, 2022, without regard to the standard provision “Allowable Costs” and the cost principle at 2 CFR 200.471. Procurements made on or after October 1, 2022, will be unallowable in accordance with the standard provision “Allowable Costs” and 2 CFR 200.471.

[End of Special Award Requirement]

3. This provision will be included in the resulting Cooperative Agreement. Consistent with 2CFR200.340 - Notification of termination requirement

Termination:

(a) The Federal award may be terminated in whole or in part as follows:

- (1) By the Federal awarding agency or pass-through entity, if a non-Federal entity fails to comply with the terms and conditions of a Federal award;
- (2) By the Federal awarding agency or pass-through entity, to the greatest extent authorized by law, if an award no longer effectuates the program goals or agency priorities;
- (3) By the Federal awarding agency or pass-through entity with the consent of the non-Federal entity, in which case the two parties must agree upon the termination conditions, including the effective date and, in the case of partial termination, the portion to be terminated;
- (4) By the non-Federal entity upon sending to the Federal awarding agency or pass-through entity written notification setting forth the reasons for such termination, the effective date, and, in the case of partial termination, the portion to be terminated. However, if the Federal awarding agency or pass-through entity determines in the case of partial termination that the reduced or modified portion of the Federal award or subaward will not accomplish the purposes for which the Federal award was made, the Federal awarding agency or pass-through entity may terminate the Federal award in its entirety; or
- (5) By the Federal awarding agency or pass-through entity pursuant to termination provisions included in the Federal award.

(b) A Federal awarding agency should clearly and unambiguously specify termination provisions applicable to each Federal award, in applicable regulations or in the award, consistent with this section.

(c) When a Federal awarding agency terminates a Federal award prior to the end of the period of performance due to the non-Federal entity's material failure to comply with the Federal award terms and conditions, the Federal awarding agency must report the termination to the OMB designated integrity and performance system accessible through SAM (currently FAPIIS).

(1) The information required under paragraph (c) of this section is not to be reported to designated integrity and performance system until the non-Federal entity either—

- (i) Has exhausted its opportunities to object or challenge the decision, see §200.342; or

(ii) Has not, within 30 calendar days after being notified of the termination, informed the Federal awarding agency that it intends to appeal the Federal awarding agency's decision to terminate.

(2) If a Federal awarding agency, after entering information into the designated integrity and performance system about a termination, subsequently:

(i) Learns that any of that information is erroneous, the Federal awarding agency must correct the information in the system within three business days;

(ii) Obtains an update to that information that could be helpful to other Federal awarding agencies, the Federal awarding agency is strongly encouraged to amend the information in the system to incorporate the update in a timely way.

(3) Federal awarding agencies must not post any information that will be made publicly available in the non-public segment of designated integrity and performance system that is covered by a disclosure exemption under the Freedom of Information Act. If the non-Federal entity asserts within seven calendar days to the Federal awarding agency who posted the information, that some of the information made publicly available is covered by a disclosure exemption under the Freedom of Information Act, the Federal awarding agency who posted the information must remove the posting within seven calendar days of receiving the assertion. Prior to reposting the releasable information, the Federal agency must resolve the issue in accordance with the agency's Freedom of Information Act procedures.

(d) When a Federal award is terminated or partially terminated, both the Federal awarding agency or pass-through entity and the non-Federal entity remain responsible for compliance with the requirements in §§200.344 and 200.345.

[End of Special Award Requirement]

[END OF SECTION H]

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