



USAID | JAMAICA
FROM THE AMERICAN PEOPLE

Issue Date: January 7, 2016

Deadline for Clarification Questions Due: 12:00 NOON, January 15, 2016

Closing Date and Time: 12:00 NOON, February 5, 2016

Subject: Notice of Funding Opportunity (NFO) - Number: SOL-RFA-532-16-000001

Program Title: Combatting Corruption and Strengthening Integrity in Jamaica Activity

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified **Local and Regional organizations** to fund a program in climate change adaptation. Eligibility for this award is restricted to Local or Regional Entities as detailed under Section C of this NFO.

Subject to the availability of funds, an award may be made to that responsible applicant whose application best meets the objectives of this funding opportunity and the selection criteria contained herein. While only one (1) award is anticipated as a result of this notice of funding opportunity (NFO), USAID reserves the right to fund any or none of the applications submitted.

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

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

The successful Applicant will be responsible for ensuring the achievement of this program's objectives. Please read each section of this NFO.

Please send any questions 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.

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

Thank you for your interest in USAID programs.

Sincerely,



Judy J. Webb
Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

USAID/JAMAICA ANTI-CORRUPTION ACTIVITY PROGRAM DESCRIPTION

Combatting Corruption and Strengthening Integrity in Jamaica

I. Introduction

The United States Agency for International Development in Jamaica (USAID/Jamaica) is soliciting applications to strengthen accountability and integrity in Jamaica. The purpose of this Caribbean Basin Security Initiative (CBSI) supported anti-corruption activity is to build on prior CBSI accomplishments of combatting corruption and strengthening integrity within government and society and to ensure that national ineffectiveness in fighting corruption continues to be challenged and public demand for action against corruption is consolidated and sustained.

The new anti-corruption activity will capitalize on existing USAID/Jamaica and Government of Jamaica (GOJ) endeavors and create new opportunities for promoting community-based partnerships in building public demand that will combat corruption and strengthen integrity; raise the advocacy skills and overall capacity of investigative, prosecutorial and enforcement professionals; and to ensure that key anti-corruption legislations are neither stalled, gutted nor shelved. The new anti-corruption activity will also be innovative as it aims to: engage youth in a more robust manner including use of media which is more class and youth sensitive; build the capacity of the GOJ Judiciary and other systems to assume technical training responsibility; strengthen media on their reporting of the issues; build a cadre of other anti-corruption advocates; and focus on key additional political codes of conduct. Integrated approaches will respond to the needs of victims and witnesses of corruption; establish mechanisms that will widen the anti-corruption network and encourage sustainable interventions; and support activities that seek to respond to emerging issues in the anti-corruption landscape, including but not limited to economic and fiscal oversight programs through the use of sub-awards.

II. Background

Corruption remains a critical impediment to Jamaica's development as a secure, safe, just and prosperous democracy. The country's 2013 Official National Security Policy ([http://www.cabinet.gov.jm/files/NATSEC%20March%2025%202014%20\(1\)%20\(1\).pdf](http://www.cabinet.gov.jm/files/NATSEC%20March%2025%202014%20(1)%20(1).pdf)) identifies the following as "High Impact Tier 1: Clear and Present Dangers ... a political system compromised by links to organized crime.... Corruption of elected and public officials ... corruption in the institutions of state e.g. in the security forces, police, prison and justice systems". On this basis, successive administrations and Prime Ministers have declared their commitment to the eradication of corruption.

Much evidence suggests, however, that high level corruption enjoys significant impunity. For example, David Smith and Christopher ‘Dudus’ Coke, each now serving time in the Turks and Caicos and United States, respectively, for corruption related crimes committed in Jamaica were never brought before the Courts in Jamaica. Not surprisingly, the perception of a majority of the Jamaican people is that “powerful and politically connected criminals” go free (Citizen Security in the Caribbean, United Nations Development Programme, 2012) - http://www.undp.org/content/dam/undp/library/corporate/HDR/Latin%20America%20and%20Caribbean%20HDR/C_bean_HDR_Jan25_2012_3MB.pdf. Such perceptions contribute to low levels of trust and confidence in critical institutions of the state, e.g. the police and Parliament (Latin American Public Opinion Survey, 2012 – [LAPOP 2012]).

External assessments coincide with the Jamaican evaluation of the danger posed by corruption. The Global Competitiveness Report 2013/14 ranks corruption in the top three most problematic factors for doing business in Jamaica. On one indicator, “favoritism in decisions of government officials,” Jamaica is ranked 107 out of 148 countries. The World Bank Institute also gives Jamaica a relatively low rating in relation to “the control of corruption,” in addition to the Transparency International’s Corruption Perception Index placing Jamaica in the category of highly corrupt states. Furthermore, the United States State Department Annual International Narcotics Control Strategy Report assesses that Jamaica’s justice system and prosecution services fall well short of requirements to bring the corrupt to Justice.

Nevertheless, notable gains have been made in recent years though these remain fragile, reversible and slow in realization. A number of factors, such as the activities of the USAID-funded National Integrity Action Forum (2009-2011) and National Integrity Action (2012-2015), the Jamaica Constabulary Force (JCF) Anti-Corruption Branch, the newly formed Major Organized Crime and Anti-Corruption Agency (MOCA), along with the professionalism and efforts of bodies such as the Office of the Contractor General, the Accountant General’s Department and the Auditor General’s Department have contributed to a growth in public awareness of the cost of corruption to Jamaica’s development.

In keeping with this assessment, evidence from the USAID supported Latin American Public Opinion Project (LAPOP) indicated that levels of public participation in bribery has declined significantly between 2008 and 2012. In the latter year, of the 26 countries in Latin America and the Caribbean, Jamaica ranked number four in terms of the low level of “corruption victimization,” which also tie to the Global Corruption Barometer (2013) in which 12% of Jamaicans were reported as “paying a bribe for a public service” while the global average was 27% and the Americas 17%. In addition, a comparatively high percentage of Jamaicans, 77%, expressed, “willingness to join an organization that works to reduce corruption,” more than twenty-five percentage points higher than the global average derived from 107 countries. However, in the context of austere economic conditions, it has proven difficult to maintain these recent gains. The 2014 LAPOP findings on Corruption in the Americas continues to show that while the reports of participation in corruption and in particular paying or being asked to pay a bribe (corruption victimization) remains below the global average for Jamaica, the perception of corruption continues to be high.

http://www.vanderbilt.edu/lapop/jamaica/AB2014_Jamaica_Country_Report_V3_W_061115.pdf. The findings also revealed that the percentage of Jamaicans who thought paying a bribe is justified has increased from 21.4 percent in 2012 to 32.4 percent in 2014 - ranking Jamaica second to Haiti.

Institutional gains have also been made. Amongst the more important of these have been the establishment and operation of the Anti-Corruption Branch of the JCF with a recent merger with the MOCA Task Force as a transitional arrangement towards the establishment of an independent, statute-based National Law Enforcement Agency. Also, the achievement of structural benchmarks under the International Monetary Fund's Extended Fund Agreement with the GOJ (2013-2017) has reduced the opportunity for buying and selling of undue influence by powerful special interest groups by significantly circumscribing Ministerial discretion in the grant of tax waivers.

In addition, after much hesitation, significant resistance and continuing delay within the country's elite, critical anti-corruption legislations are now on the Parliamentary table, which include laws to register political parties, regulate campaign finance and party funding and, most importantly, to rationalize Jamaica's anti-corruption institutions into a single 'Integrity Commission' (with specific provision for a specialized office to prosecute the corrupt). The endemic nature of corruption in Jamaica and the fragile - if real - advances made, make the country's anti-corruption gains vulnerable to reversal, especially in the context of serious challenges embedded in the island's governance arrangements and social characteristics.

III. Relationship to USAID Strategies and Programs

The Combatting Corruption and Strengthening Integrity activity directly contributes to achieving the USAID/Jamaica Development Objective "Threats to the Environment and Citizen Vulnerability Reduced" through Intermediate Result (IR) 2: Violence in Community Renewal Programme (CRP) Communities Reduced and Sub IR 2.3: Institutional Capacity of Community Based Organizations (CBOs), Civil Society Organizations (CSO), Non-Governmental Organizations (NGOs) and Ministries, Department and Agencies (MDAs) Improved. The new anti-corruption activity also supports the Social Justice pillar of the CBSI with the core mission to increase citizen safety through the Caribbean by working collectively to substantially reduce illicit trafficking, increase public safety and security and promote social justice. Further, CBSI has identified three strategic priorities: 1) Substantially Reduce Illicit Trafficking (counter narcotics, small arms and light weapons, money laundering, and trafficking in persons); 2) Advance Public Safety and Security (crime and violence, border security, counter-terrorism, criminal gangs, natural disasters); and 3) Social Justice (crime prevention, justice sector reform and anti-corruption).

During the summer of 2015, USAID/Jamaica commissioned an external performance evaluation of its three-year 'Combating Corruption in Jamaica Project' set to end in early 2016. The primary purpose of that evaluation was to assess what worked well, what did not and why, and to inform the development of future USAID/Jamaica anti-corruption programming. The evaluation addressed four specific questions concerning the extent to

which the initial project placed corruption on the national agenda, how it contributed to building public demand for change and whether it was responsive to gender issues. In addition the evaluation addressed which activities should be prioritized for a follow-on project and why.

The evaluation was based on extensive personal interviews, focus group discussions and a nationally representative survey organized around society's changing perceptions of corruption conducted in nine parishes. The evaluation did find strong internal evidence that USAID's Project succeeded in raising Jamaican awareness and fostering a national dialogue around corruption and integrity issues. However, increased awareness also seems to come with a cost, raising levels of dissatisfaction with the performance of Jamaica's statutory bodies including the nation's political parties charged with fighting corruption. While institutional progress on the issues has been realized, the GOJ's approach to corruption remains piecemeal. For a follow-on project to continue fostering civil society's 'leading edge' in demanding better responses from the state, some key lessons include the need to increasingly differentiate public campaigns and enter into more formalized relationships with potential awardees to assist the process of moving from policy advocacy to forming a broad-based 'social movement' against corruption. In addition, adapting a targeted outreach to schools, communities, churches, universities and youth groups, would also help to recruit and train the next generation of anti-corruption champions.

IV. Activity Summary

The activity seeks to reduce threats to the environment and citizen vulnerability through increased accountability and integrity in government and society. It endeavors to scale-up USAID/Jamaica's involvement in the sector and to capitalize on new opportunities to effectively address corruption and increase citizen participation and awareness.

The successful applicant will work closely with Government MDAs, local NGOs and Civil Society groups, CBOs and youth to promote good governance practices in the area of anti-corruption and to build the demand for change. Applicants must outline a technical and management approach that addresses the following priority areas for enhancing accountability systems and widening transparency, taking into account existing challenges to combatting corruption and strengthening integrity in Jamaica:

1. Build citizen awareness and capacity for sustained action against corruption

Citizen awareness of corruption has grown within recent years, however, challenges have arisen due to increasing pre-occupation with survival issues as the vulnerable and disadvantaged sectors experience sustained difficulty in "making two ends meet" in the context of high unemployment, increasing poverty and widening income gaps. Moreover, relatively low levels of organization at the community level as well as in various sectors of the society, with the possible exception of big business, weaken the voice of the citizenry and undermine the capacity to hold authorities accountable. High levels of party political partisanship within the political community, alongside apathy amongst the non-voting population, further fracture citizen impact on public policy outcomes.

Expected Outputs:

- Design and implement a sustained campaign utilizing multi-media and grassroots engagement to show linkages between corruption and the development challenges facing the country. Media campaigns should engage youth as appropriate, for example utilizing venues such as popular cultural, sporting and recreational spaces.
- Establish and/or support integrity movements to engage students in schools, tertiary institutions and communities, including support for a Civics curriculum in the education system.

2. *Promote justice sector anti-corruption programs*

The Blue Ribbon Justice Reform Task Force reported in 2007 that inequality was a central weakness of Jamaica's justice system. A major challenge is the enactment of legislation, which challenges impunity and the enforcement of anti-corruption laws with even handedness across the social divide. Officers in different sections of the justice system – police, investigators, magistrates, prosecutors, as well as higher levels of the judiciary – are challenged to operationalize values of equity and ethical principles in the execution of their responsibilities, in addition to keeping abreast of new laws and requirements as the country modernizes its anti-corruption legislative framework. As such, continuing the enhancement and even transformation of the capacities of different elements of the justice system - judicial, prosecutorial and investigative is critical. Experience suggests that there is a real danger that before or after anti-corruption legislation is passed and institutions established, efforts can be amended, under-resourced or rendered ineffective, therefore, effective citizenry is required to resist the watering down of reforms and sustain demands for meaningful change.

Expected Outputs:

- Provide technical assistance to selected jurisprudence institutions and actors in contemporary anti-corruption practices through a trainer-of-trainers methodology and advocate for a greater focus on anti-corruption within the Jamaican legal education architecture. The goal will be to shift responsibility for technical training back to the host-country (exact institution to assume training to be identified during initial project phase).
- Conduct tool-kit building seminars for officials in criminal justice system around new and under-utilized legislation.

3. *Support public capacity to deal with corruption victimization*

Jamaica has few institutions and avenues where citizens can access legal advice and assistance in addressing corruption allegations amongst the authorities. The legal aid system in Jamaica is limited and highly inadequate, as it does not offer much assistance in civil matters and often persons who approach the legal aid clinic, come away frustrated or with situations unresolved. Furthermore, the office of the Public Defender through the Office of the Political Ombudsman is also overburdened and under-resourced as there are frequent complaints regarding the award of jobs and scarce benefits on politically partisan criteria.

Similarly, in respect of the grant of contracts and sub-contracts relating to issues such as road rehabilitation and related infrastructure, unfair and/or illegal suspensions or dismissals from employment and violation of environmental rules and zoning regulations, the entities which handle such matters need to be reinforced and held accountable so broader sections of the public are not to become more frustrated, apathetic or angry at insufficient attentiveness to complaints alleging corruption.

Citizens therefore need to be better equipped to bring legitimate complainants to the responsible entities and be supported in carrying forward anti-corruption legal cases. The activity should include a model for legal advice and support to persons experiencing injustice, in particular of a corruption-related nature. In addition to supporting individuals or groups with cases, the systematic collection and analysis of citizen complaints of corruption victimization may highlight priority areas in need of reform, which can help to guide advocacy as well provide insights to professionals in the various anti-corruption authorities (such as the Auditor General, Office of the Contractor General, Revenue Protection Division, Tax Administration Jamaica, etc.) to prevent, detect, investigate and prosecute corruption.

Expected Outputs:

- Pursue up to 12 cases over the period of the award.
- Refer at least 24 cases to relevant authorities over the period of the award.
- Develop a Manual/Handbook to guide citizens in the identifying and responding to incidents of corruption

4. Develop and support networks of key anti-corruption stakeholders

The stratified and compartmentalized nature of Jamaica's social structure means that networks with shared concerns insufficiently interact with one another thereby reducing potential impact of joint action. Hence anti-corruption sentiments and concerns amongst individuals in the public and private sectors, political parties, journalistic community, professional groupings, donor partners, religious community, students, citizens associations and community based organizations rarely connect with one another or with persons from cross cutting networks. Advances in overcoming the separateness would make a significant contribution to the combat of corruption in Jamaica and support decision making and policy implementation based on sound economic principles.

The activity should include a sub-award mechanism for other local organizations, which will seek to broaden the anti-corruption base and strengthen the selected entities to better meet the needs of the constituents. The sub-award mechanism should be targeted at state agencies and departments as well as civil society, academic, clerical, youth or other organizations who have a clear articulated interest to respond to the current and emerging issues in the anti-corruption landscape. Such mandates should include but not limited to economic and fiscal oversight; compliance and revenue collection; judicial, prosecutorial and investigative capacity building; public sector procurement; improved use of public revenues; and transparency and accountability.

Expected Outputs:

- Create a forum of anti-corruption champions to build momentum and action against corruption and provide quarterly briefing and updates on the progress of the anti-corruption agenda.
- Provide support to key public sector agencies and departments, as well as private sector, academic, clerical, youth and civil society actors to combat corruption and strengthen integrity systems within government and society.
- Establish a sub-award mechanism which will make at a minimum of five awards during the life of project to support anti-corruption activities and expand the cadre of anti-corruption actors in Jamaica.

5. *Strengthen investigative journalism capabilities of media practitioners*

Investigative journalism has an important role to play in our society. Journalists, often referred to as the ‘Fourth Estate’, provide a public service keeping governments and organizations in check, as investigative journalism requires considerable research and evidential backing especially in revealing corruption practices. The fact that journalists are prepared to go to such great lengths in the public interest suggests that organizations or individuals maybe held more accountable for their actions. Investigative journalists have to be careful how they work and also need to be accountable. Most journalists work under very clear journalistic principles and as a result get good reports that make a clear difference. A good report may change a government, put criminals behind bars or cause an organization to completely change the way it operates. There has been a significant amount of evidence to show how a good investigative reporting has brought about both social and political change.

Expected Outputs:

- Support activities and initiatives to enhance and facilitate effective investigative journalism practices among media practitioners.

6. *Promote effective enforcement of anti-corruption legislation*

Despite a rise in awareness and public demand greater accountability and integrity, significant resistance and delay continue to hinder the passage and effective implementation of critical anti-corruption legislations that are now on or about to be placed on the Parliamentary table. These include laws to register political parties, regulate campaign finance and party funding and, most importantly, to rationalize Jamaica’s anti-corruption institutions into a single ‘Integrity Commission’. The endemic nature of corruption in Jamaica and the fragile – if real – advances made, make the country’s anti-corruption gains vulnerable to reversal, especially in the context of serious challenges embedded in the island’s governance arrangements and social characteristics

Expected Outputs:

- Continue to advocate for the passing of the Campaign Finance Regulation and Integrity Commission Act.
- Partner with the Electoral Commission of Jamaica to support the effective implementation and enforcement of Political Party Registration.

- Continue monitoring the legislative landscape and making interventions to enhance Jamaica's governance arrangement.

V. Activity Goal

The overall goal of the activity is to positively impact Jamaica's capacity to effectively control instance of and attitudes towards corruption through the inclusion of civil society participation.

VI. Activity Results

The expected result of the activity is to increase the ability of individuals, groups and agencies to effectively counter instances of and attitudes towards corruption in general and political corruption in particular. By the end of the activity, targeted Government ministries, agencies and departments, civil society, and community based organizations beneficiaries will be better equipped to build public demand for more effective action against corruption. Public officials should also be trained in anti-corruption strategies (the activity will respond to expressed needs from selected strategic organizations that have a strong anti-corruption mandate). Overall, the project activities should contribute to the improvement of Jamaica's position on the international anti-corruption index.

VII. Gender Integration

In accordance with ADS 201.3.9.3, all applications must have a discussion of meaningful approaches to identified gender issues as a means to demonstrate that applicants understand these issues and intend to apply gender considerations to activity interventions. There exists a substantial amount of research which suggests that women may have higher standards of ethical behavior and be more concerned with the common good. Applying lessons learned from these studies as well as previous USAID investments to combat corruption, the application should demonstrate that gender considerations will be integrated throughout the program cycle. Specifically, the application must demonstrate a focus on women because micro-level evidence suggest that at the country level, higher rates of female participation in government are associated with lower levels of corruption.

Further, studies have shown that liberal democratic institutions are the significant predictor of low corruption. Countries with strong democratic institutions also have more women in high posts, therefore, this feature of liberal democracy (more women in politics) augurs well for the fight against corruption, even tangentially. As such, the application is expected to describe strategies that will ensure a more equitable representation of women's voices in the political sphere. Consequently, it is expected that the application will describe strategies for social/community and institutional support for all program interventions that have the anticipated result of improving the technical capacity and leadership of women in the fight against corruption. Additionally, in accordance with ADS 203.6.1, the application should examine how anticipated intervention results may affect men and women differently and show that these considerations have informed the design of program interventions to ensure equitable and sustainable results.

VIII. Personnel Requirements

The applicant will propose a staffing structure, indicating key personnel that will best achieve the desired results. However, USAID proposes at a minimum a Project Director and a Financial and Administration Manager as key personnel. The use of Jamaican personnel is encouraged to the greatest extent possible, including the use of Jamaican nationals as technical consultants and Jamaican institutions in sub-contractual or service provider arrangements. USAID considers the following personnel, at a minimum, to be essential for implementation of this activity:

Project Director (PD): 100% LOE

The PD will have technical and management responsibility for all personnel and be the activity's representative to USAID and all other partners and stakeholders. The PD will have general responsibility for addressing project management related issues. S/he will be responsible for the smooth implementation of the activity and for providing general activity and technical direction as well as completion of required reports.

The PD should have at a minimum a Master's Degree in social sciences, international development, economics or a related field and at least 15 years of experience or a relevant Bachelor's degree with at least 20 years of experience as a senior manager in the field of democracy and governance, specifically, with combined experience in two or more areas such as government and politics, rule of law, and integrity and accountability. Given the number of organizations and institutional partners with which the program will interact, the PD should possess demonstrated capacity to build productive working relationships with a wide network of partners and stakeholders. S/he should have a good knowledge and procedures pertaining to activity design/implementation and substantial experience as a PD. Lastly, the PD should be knowledgeable about the relevant socioeconomic, institutional and policy issues that are related to this area of work. Prior working experience on similar projects is required.

Finance and Administration Manager (FA): 100% LOE

The Finance and Administration Manager has the overall responsibility to establish, implement and manage proper accounting policies and procedures in ensuring that the activity is within budget. S/he will ensure that financial records are maintained in compliance with accepted accounting policies and procedures, compile and analyze financial information, to prepare statements and reports on a monthly, quarterly and annual basis to ensure that reporting deadlines are met both internally and externally. S/he will also exercise overall responsibility for the administration of the activity's office.

Furthermore, s/he will work directly with USAID to ensure that the activity conforms to the United States Government financial, procurement and auditing requirements. The FA should have a relevant Financial Management or Accounting Degree and at least 10 years financial management experience, including preparing budgets and auditing experience. Knowledge of or prior experience working on similar projects is required.

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

Subject to funding availability, USAID intends to provide approximately US\$12 million in total USAID funding over a three year period. The USAID contribution ceiling for this program is not to exceed US\$12 million. Actual funding amounts are subject to availability of funds.

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity.

USAID reserves the right to fund any one or none of the applications submitted.

2. Start Date and Period of Performance for Federal Awards

The period of performance anticipated herein is thirty six (36) months commencing on or about February 29, 2016.

3. Substantial Involvement

The anticipated award will be a Cooperative Agreement. In keeping with ADS 303.3.11, the substantial involvement of the USAID/Jamaica AOR is expected to include:

a. Approval of the Recipient's Implementation Plans

If at the time of award, the program description does not establish a timeline in sufficient detail for the planned achievement of milestones or outputs, USAID may delay approval of the recipient's implementation plan for a later date. USAID must not require approval of implementation plans more often than annually. The AOR must review the agreement's terms and conditions to ensure that changes to the terms and conditions are not inadvertently approved by the AOR.

b. Approval of Specified Key

USAID designates at a minimum the Project Director and the Financial and Administration Manager as key personnel positions as these positions are considered essential to the successful implementation of the recipient's program.

c. Agency and Recipient Collaboration or Joint Participation

The AO has determined that the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge and hence the collaboration or joint participation of USAID and the recipient on the program is authorized. Accordingly, the AOR shall be substantially involved as the following:

(1) Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.

(2) Concurrence on the substantive provisions of sub-awards. 2 CFR 200.308 already requires the recipient to obtain the AO's prior approval for the subaward, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement. If USAID wishes to reserve any further approval rights for sub-awards or contracts, it must clearly spell out such Agency involvement in the substantial involvement provision of the agreement.

(3) Approval of the recipient's monitoring and evaluation plans.

(4) Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects. All such activities must be included in the program description, negotiated in the budget, and made part of the award.

4. Title to Property

Property title under the resultant agreement shall vest with the recipient in accordance with the Requirements of 2 CFR 200.313 (Equipment), 2 CFR 200.314 (Supplies) and 2 CFR 200.315 (Intangible property).

5. Authorized Geographic Code

The geographic code for this program is 937.

6. Purpose of the Award

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 Combatting Corruption and Strengthening Integrity in Jamaica 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. The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

In accordance with ADS 303.3.6.5b (2) “Restricted Eligibility to Local or Regional Entities”, only local or regional entities are eligible for an award. USAID defines a local organization as one that:

- Is organized under the laws of the recipient country;
- Has its principal place of business or operations in Jamaica;
- Is majority-owned by individuals who are citizens or lawful permanent residents of the recipient country or is managed by the governing body, the majority of whose members are citizens or lawful permanent residents of Jamaica; and
- Is not controlled by a foreign entity or by an individual or individuals who are not citizens or permanent residents of Jamaica.

The term “control” or “controlled by” in the above definition means having a majority ownership or beneficial interest, or the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization’s managers or a majority of the organization’s governing body by any means, e.g., ownership, contract, or operation of law. The term “Foreign Entity” means an organization that fails to meet any part of the “local organization” definition.

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(s) will be subject to a responsibility determination assessment (Pre-award Survey) by the Agreement Officer (AO).

The Recipient must be a responsible entity. 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.

2. Cost Sharing or Matching

USAID has established a requirement for cost share of an amount equivalent to ten (10%) percent of the USAID award amount or US\$1,200,000.00, whichever is more, for the recipient of the award. Such funds may be mobilized from the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the

country level. For guidance on cost sharing in grants and cooperative agreements to non-US organization, please refer to the Standard Provision “Cost Share (JUNE 2012).

3. Other

Cost Sharing: The Applicants should estimate the amount of cost-sharing resources to be mobilized over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a budget and a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting Cooperative Agreement. The cost share budget must demonstrate in detail the manner (e.g. salaries, benefits, travel, etc.) in which the cost share will contribute to the successful implementation of this program.

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Margot Francis
Snr. Acquisition & Assistance Specialist
146 Old Hope Road
Kingston 6
kingstonusaidnforco@usaid.gov

Questions and Answers:

All questions regarding this NFO should be submitted in writing to Margot Francis to the e-mail address above.

Questions regarding this NFO should be submitted **by the due date and time specified on the cover page of this NFO** to provide sufficient time to address the questions and incorporate the questions and answers as an amendment to this solicitation. Any information given to a prospective Applicant concerning this NFO will be furnished promptly to all other prospective Applicants as an amendment to this NFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

2. Content and Form of Application Submission

Please refer to the key information and dates on the Cover Page. Applications must be submitted electronically to kingstonusaidnforco@usaid.gov before the due date and time on the Cover Page. Applicants are advised to be cognizant of the closing date and time applications are to be submitted. Applications submitted after the closing date and time of the NFO will be considered untimely and will not be considered for award. Late submissions will **NOT** be accepted. Receipt time is when the application is received by the USAID/Jamaica internet server. The submission of hard copies whether they are hand delivered or by postal mail will **NOT** be accepted.

Content and format instructions must be followed or Applicants risk being found non-compliant and eliminated from the merit review.

Applicants are expected to review, understand, and comply with all aspects of the NFO.

Preparation of Applications:

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

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

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

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, a cooperative agreement is awarded to this Applicant as a result of – or in connection with – the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting cooperative agreement. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers} and, mark each sheet of data it wished to restrict with the following legend:

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

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

3. Application Submission Procedures

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

Applicants must submit applications via email to the point of contact in Section D above, by the date and time specified on the NFO cover page. Email transmittal is the only acceptable form of submission. USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

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

Our preference is that the technical application and the cost application be submitted as single email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending them. 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. All applications received

by the submission deadline will be reviewed for responsiveness to the NFO and the application format.

No addition or modifications will be accepted after the submission date.

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

4. Technical Application Format

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

The Technical Application should be in English and on letter size paper (8.5"x 11"), single spaced, 12 font size, and have standard one-inch margins (Top, bottom, left, and right sides of the paper). All charts, tables and spreadsheets must not be less than 10 font size. All files submitted must be compatible with Microsoft Office in a MS Windows environment and/or Adobe Acrobat (.pdf) (*Text within the files must be accessible and not password protected*).

The Technical Application has a strict **page limit of twenty five (25) excluding annexes**. Anything above the page limit will not be reviewed.

The technical application shall include the following sections:

(i) Cover Page

The Cover Page should include the following:

- a. Program title;
- b. Request for Applications reference number;
- c. Name of organization (s) applying for the agreement;
- d. Any partnerships; and
- e. Contact person, telephone number, fax number, address, and types name(s) and title(s) of person(s) who prepared the application, and corresponding signatures.

(ii) Table of contents that follows the technical application format outlined herein.

5. Cost Application Format

The Applicant must sign and submit the cost application standard form number SF-424 and SF-424A. Standard Forms can be accessed electronically at www.grants.gov.

The Cost or Business application is to be submitted under a separate cover from the Technical Application. The Cost/Business application is also to be submitted on CD in Microsoft Excel 2000 or Excel 2003. The Applicant is requested to submit a budget broken down by program years with an accompanying detailed budget narrative (in Word 2000 or Word 2003 text accessible) which provides in detail the total costs for implementation of the program as further detailed below.

Certain documents are required to be submitted by an Applicant in order for the Agreement Officer to make a determination of responsibility. However, it is USAID policy not to burden Applicants with undue reporting requirements if that information is readily available through other sources. There is no page limit on the Cost Application. However, unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this NFO is not desired. Elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

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

The following sections describe the documentation that the Applicants must submit to USAID prior to award. While there is no page limit for this portion, Applicants are encouraged to be as concise as possible, but still provide the necessary details to address the following:

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

2. A budget for each program year with an accompanying detailed budget narrative which provides in detail the total costs for implementation of the program. The budget must be submitted using Standard Form 424 which can be downloaded from the following web site at: <http://apply07.grants.gov/apply/FormLinks?family=15>

provides in detail the total costs for implementation of the program. The budget must be submitted using Standard Form 424 which can be downloaded from the following

web site at: <http://apply07.grants.gov/apply/FormLinks?family=15>

3. A breakdown of all costs associated with the program according to the costs of, if applicable, headquarters, regional and/or country offices.

4. Applicants who intend to utilize contractors or sub-awardees should indicate the extent intended and a complete cost breakdown. Extensive contracts/agreement financial plans should follow the same cost format as submitted by the primary Applicant. A breakdown of all costs according to each partner organization, contract or sub-awardee involved in the program should be provided.

Pursuant to 2 CFR 200 Contract means a legal instrument by which the Applicant purchases property or services needed to carry out the project or program under a resulting award. The term does not include a legal instrument when the substance of the transaction meets the definition of a Federal award or sub-award (see § 200.92 Sub-award), even if the Applicant considers it a contract. The Applicant must describe the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting proposed by the contractor, and the quality of its record of past performance for similar work. For-profit contract organizations that work under the award and do not meet the above definition of a sub-awardee are eligible for profit/fee.

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

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

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

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

The business section of the cost/business application should include:

1. Required assurances, certifications and representations

2. Evidence of responsibility that the Agreement Officer can use to determine the Applicant

- a. Has adequate financial resources or the ability to obtain such resources as require during the performance of the award;
- b. Has the ability to comply with the award conditions, taking into account all existing;
- c. c. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance;
- d. Has a satisfactory record of integrity and business ethics; and
- e. Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations (e.g., EEO).

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).

4. Statutory and Regulation Certifications

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

Potential Request for Additional Documentation

Upon consideration of award or during the negotiations leading to an award, Applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to make an affirmative determination of responsibility. Applicants should not submit the information below with their applications. The information in this section is provided so that Applicants may become familiar with additional documentation that may be requested by the Agreement Officer:

The information submitted should substantiate:

- 1. Bylaws, constitution, and articles of incorporation, if applicable.
- 3. Whether the organizational travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding salary, promotion, leave, differentials, etc., submitted under this section have been reviewed and approved by any agency of the Federal Government, and if so, provide the name, address, and phone number of the cognizant reviewing official. The Applicant should provide copies of the same.

Required Certifications

The Applicant shall submit the certifications listed in ADS 303.4.2 Internal Mandatory References; part 303mav Mandatory Reference: Certifications, Assurances, Other Statements of the Recipient and Solicitation Standard Provisions during negotiations.

Unique Entity Identifier and System for Award Management

Dun and Bradstreet and SAM.gov Requirements

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

- (i) Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient.;
- (ii) Provide a valid unique entity identifier in its application; and
- (iii) 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.

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

6. Funding Restrictions

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

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

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

2. Review and Selection Process

A. Technical Evaluation

The criteria listed below are presented by major category, so that Applicant knows which areas require emphasis in the preparation of their applications. Applicants shall note that these criteria serve as the standard against which all technical information will be evaluated and serve to identify the significant matters which Applicants must address. Unless indicated otherwise, sub-factors listed under each factor are in descending order of importance and are of equal weight. Applications shall be reviewed by a technical evaluation committee and the final selection will be made by the Agreement Officer. A total of 100 points are assigned according to the following technical evaluation criteria:

Technical Evaluation Criteria	Weight
A. <u>Understanding of Activity Description and Goals</u> • Clarity of application and feasibility of the proposed approach to accomplish activity goals and objectives • Demonstrate an understanding of the state of corruption in Jamaica, including traditional and contemporary attitudes towards the issue, and the role of government, NGOs and civil society in past and present corruption and anti-corruption endeavors. • Details of the application of gender considerations to activity interventions.	60 points
B. <u>Institutional Capacity & Staffing</u> • A description of the applicant's institutional capacity to manage (technical, administrative and financial activities) the proposed activity in a technically sound and culturally appropriate fashion.	20 points

• A list of key technical staff and their qualifications with respect to the activity goal and objectives.	
C. Past performance and Corporate Experience: • The extent to which the applicant and its teaming partners, if any demonstrate evidence of successful Past Performance in achieving results on similar programs	20 points
Total Possible Technical Evaluation Points	100 points

B. Cost Evaluation

While Cost is less important than technical and is not weighted, the cost application of the apparently successful technical application will be evaluated for cost effectiveness including the level of proposed cost share. Other considerations are the completeness of the application, adequacy of budget detail and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured for a responsibility determination.

The application with the lowest estimated cost may not be selected if award to a higher priced technical application offers a greater overall benefit for the program. All evaluation factors other than cost or price, when combined, are significantly more important than cost. However, estimated cost is an important factor and the estimated cost to the Government increases in importance as competing applications approach equivalence and may become the deciding factor when technical applications are approximately equivalent in merit.

Cost estimates will be analyzed as part of the application evaluation process. Proposed costs may be adjusted, for purposes of evaluation, based on results of the cost analysis and its assessment of reasonableness, completeness, and credibility.

USAID has established a required cost share of ten (10%) percent of the Award's projected value of \$1,200,000.00 for the recipient of the award. Leveraged non-USAID resources from private firms and institutions (such as equipment, training, level of effort and any in-kind contributions) may be considered part of cost share. Cost sharing may be also demonstrated either through direct funding, beneficiary contributions, in-kind assistance, or a combination thereof. USAID shall make the final determination and assess whether or not the Applicants cost share contributions (e.g. categories or items) meet the standards set in 2CFR 200.

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

Award of the agreement contemplated by this NFO 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.

2. Administrative & National Policy Requirements

The resulting award shall be administered in accordance with the Standard Provisions for U.S. Non-governmental Organizations as outlined in 2 CFR 700, 2 CFR 200, and ADS 303mab, Standard Provisions for Non-U.S. Non-governmental Organizations as applicable.

3. Reporting Requirements

The apparently successful applicant shall submit the following plans to the USAID AOR no later than **thirty (30) calendar days** after signature of the award:

Activity Management Plan: shall outline the Applicant's plan for management of the activity; describe the management systems in place; and shall outline respective roles and responsibilities of the applicant and its partners (if any), including roles and responsibilities of key technical staff. USAID shall review the plan and provide comments after which the applicant shall revise and submit a final version to USAID within ten (10) calendar days.

First year Implementation Plan: must be presented in matrix format which includes proposed activities and when they will take place for the time frame indicated. Identify partners for activities where appropriate. First-year work plan, inputs, outputs, and outcomes must be realistic and achievable within proposed budget and timeframe and reflect a grasp of the necessary steps to ensure efficient, effective execution of project activities.

Life of project Implementation Plan: shall outline a timeline for the phasing of interventions and must contain inputs and outputs and present outcomes per year that are realistic and achievable within the proposed budget and timeframe and reflect a grasp of necessary steps to ensure rapid, effective execution of program activities. Indicators that are clear and measurable shall be included.

Monitoring and Evaluation Plan

The Applicant shall provide an approach to monitoring and evaluation which the activity will utilize and why this approach is appropriate. The Monitoring and Evaluation Plan shall include, but is not limited to the following components:

- A list of the types of baseline data that must be collected to demonstrate impact of the program;
- The process by which the indicators will be developed and how monitoring processes and results will be used to inform project management decisions;
- The ways in which impact will be evaluated at the end of the activity including how impact will be attributed to the activity;
- The measurement and data management methods used to collect and analyze indicator data (data sources, frequency of data collection, and methods for collecting and reporting data);
- A plan for collecting and responding to the concerns of program beneficiaries/constituents and other stakeholders.

USAID shall review the plan and provide comments after which the applicant shall revise and submit a final version to USAID within ten (10) calendar days.

Sustainability Plan

Outline a plan defining the degree of sustainability that is considered essential for the success of the activity. The Applicant shall consider the following questions in developing the plan:

- Is there demonstrable local demand and ownership, where a broad segment of the community has a stake in ensuring that the activity or service continues after the USAID assistance ends?
- How will the organization work to build up the skills and capacity of local stakeholders whose involvement will be critical for maintaining development gains after the activity ends?
- How will the organization ensure that relevant activities or services are gradually tied to sustainable financing models, either through private-sector participation or through sustainable, publicly-managed arrangements and government processes?
- Is the proposed activity environmentally sustainable?

Performance Reporting

In accordance with 2 CFR 200.328, the recipient shall also submit quarterly reports in electronic format (pdf and word), with an expanded end of year report serving as the annual report. Reports shall be submitted no later than 30 days after the completion of the quarter. Performance reports shall include but are not limited to:

- Actual accomplishments compared to targets set for the period.
- Challenges faced and corrective measures taken.
- Reasons if established targets were not met
- Data indicators reported must be disaggregated by gender where possible
- Planned activities for the next quarter

Other communications

Separate and apart from the reporting requirements, the recipient shall immediately notify USAID/Jamaica through the appointed AOR of developments that have a significant impact on program objectives, including problems, delays, or adverse conditions that materially impair the ability to meet the program objectives. Notification shall be given at the earliest opportunity and via the most expeditious means, including verbally or via email. This notification shall include a statement of the action taken or contemplated, and any assistance needed from USAID/Jamaica to resolve the situation.

Financial Reporting

In accordance with 2 CFR 200.327, the recipient shall prepare and submit the SF-425 on a quarterly basis. The recipient shall submit these forms in the following manner:

(1) Submission to USAID:

One copy of all financial reports must be submitted to the Agreement Officer's Representative (AOR) and one copy to the M/OAA/FS Agreement Officer.

(2) Submission to USAID/M/CFO/CMP:

The original and two copies of the final financial report must be submitted to the USAID/Washington M/CFO/CMP-LOC Unit. The submission address is loc@usaid.gov. The Recipient may omit Lines 10a-c of the SF-425 for the submission to the LOC Unit.

(3) Submission to the U.S. Department of Health and Human Service (HHS):

One copy of all financial reports must be submitted via electronic format to the HHS (<http://www.dpm.psc.gov>). The Recipient may omit Lines 10d-o of the SF-425 for the electronic submission to HHS.

Development Experience Clearinghouse Requirements

Final Report

At least 45 calendar days prior to the agreement's completion, the recipient shall prepare and submit one electronic version (as a single MS Word file) of the agreement Completion Report to the AOR which summarizes the accomplishments of this agreement, methods of work used, recommendations regarding unfinished work and/or activity continuation, and the financial status of the agreement. The final Completion Report shall also contain an index of all reports and information products produced under this agreement. Along with the Completion Report, a CD- ROM depository will be submitted, containing all written documents, reports and presentations. The depository shall be organized in a user-friendly system.

Once approved by the AOR, the recipient shall submit the final report to:

- The AOR, the Controller's Office and the Agreement Officer; and
- One copy, in electronic (preferred) or paper form (with all final documents) to one of the following:

Online: <http://dec.usaid.gov>

By mail (for pouch delivery):

DEXS Document Submissions M/CIO/KM/DEC

RRB M.01-010

Washington, DC 20523-6100

4. Branding & Marking:

Branding Strategy and 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 with concurrence from the Agreement Officer Representative. A Branding Implementation Strategy and Marking Plan shall be submitted in accordance with USAID Branding and Marking plan as required per ADS 320. Refer to ADS 320, (<http://www.usaid.gov/policy/ads/300/>) specifically 320.3.3.3 for more information.

2 CFR 700.16 Marking

(a) USAID policy is that all programs, projects, activities, public communications, and commodities, specified further at paragraphs (c)-(f) of this section, partially or fully funded by a USAID grant or cooperative agreement or other assistance award or subaward must be marked appropriately overseas with the USAID Identity, of a size and prominence equivalent to or greater than the recipient's, other donor's or any other third party's identity or logo.

(1) USAID reserves the right to require the USAID Identity to be larger and more prominent if it is the majority donor, or to require that a cooperating country government's

identity be larger and more prominent if circumstances warrant; any such requirement will be on a case-by-case basis depending on the audience, program goals and materials produced.

(2) USAID reserves the right to request pre-production review of USAID funded public communications and program materials for compliance with the approved Marking Plan.

(3) USAID reserves the right to require marking with the USAID Identity in the event the recipient does not choose to mark with its own identity or logo.

(4) To ensure that the marking requirements “flow down” to subrecipients of subawards, recipients of USAID funded grants and cooperative agreements or other assistance awards are required to include a USAID-approved marking provision in any USAID funded subaward, as follows: As a condition of receipt of this subaward, marking with the USAID Identity of a size and prominence equivalent to or greater than the recipient's, subrecipient's, other donor's or third party's is required. In the event the recipient chooses not to require marking with its own identity or logo by the subrecipient, USAID may, at its discretion, require marking by the subrecipient with the USAID Identity.

(b) Subject to §700.15 (a), (h), and (j), program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management), must be marked with the USAID Identity. Temporary signs or plaques should be erected early in the construction or implementation phase. When construction or implementation is complete, a permanent, durable sign, plaque or other marking must be installed.

(c) Subject to §700.15 (a), (h), and (j), technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities and other promotional, informational, media, or communications products funded by USAID must be marked with the USAID Identity.

(1) Any “public communications” as defined in §700.1, funded by USAID, in which the content has not been approved by USAID, must contain the following disclaimer:

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

(2) The recipient must provide the Agreement Officer's Representative (AOR) or other USAID personnel designated in the grant or cooperative agreement with at least two copies of all program and communications materials produced under the award. In addition, the recipient must submit one electronic and/or one hard copy of all final documents to USAID's Development Experience Clearinghouse.

(d) Subject to §700.15(a), (h), and (j), events financed by USAID such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities, must be marked appropriately with the USAID Identity. Unless directly prohibited and as appropriate to the surroundings, recipients should display additional materials such as signs and banners with the USAID Identity. In circumstances in which the USAID Identity cannot be displayed visually, recipients are encouraged otherwise to acknowledge USAID and the American people's support.

(e) Subject to §700.15(a), (h), and (j), all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies and other materials funded by USAID, and their export packaging, must be marked with the USAID Identity.

(f) After technical evaluation of applications for USAID funding, USAID Agreement Officers will request apparently successful applicants to submit a Branding Strategy, defined in §700.1. The proposed Branding Strategy will not be evaluated competitively. The Agreement Officer will review for adequacy the proposed Branding Strategy, and will negotiate, approve and include the Branding Strategy in the award. Failure to submit or negotiate a Branding Strategy within the time specified by the Agreement Officer will make the apparently successful applicant ineligible for award.

(g) After technical evaluation of applications for USAID funding, USAID Agreement Officers will request apparently successful applicants to submit a Marking Plan, defined in §700.1. The Marking Plan may include requests for approval of Presumptive Exceptions, paragraph (h) of this section. All estimated costs associated with branding and marking USAID programs, such as plaques, labels, banners, press events, promotional materials, and the like, must be included in the total cost estimate of the grant or cooperative agreement or other assistance award, and are subject to revision and negotiation with the Agreement Officer upon submission of the Marking Plan. The Marking Plan will not be evaluated competitively. The Agreement Officer will review for adequacy the proposed Marking Plan, and will negotiate, approve and include the Marking Plan in the award. Failure to submit or negotiate a Marking Plan within the time specified by the Agreement Officer will make the apparently successful applicant ineligible for award. Agreement Officers have the discretion to suspend the implementation requirements of the Marking Plan if circumstances warrant. Recipients of USAID funded grant or cooperative agreement or other assistance award or subaward should retain copies of any specific marking instructions or waivers in their project, program or activity files. Agreement Officer's Representatives will be assigned responsibility to monitor marking requirements on the basis of the approved Marking Plan.

(h) *Presumptive exceptions:* (1) The above marking requirements in §700.15(a) through (e) may not apply if marking 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, such as election monitoring or ballots, and voter information literature; political party support or public policy

advocacy or reform; independent media, such as television and radio broadcasts, newspaper articles and editorials; public service announcements or public opinion polls and surveys.

(ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent.

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

(iv) Impair the functionality of an item, such as sterilized equipment or spare parts.

(v) Incur substantial costs or be impractical, such as items too small or other otherwise unsuited for individual marking, such as food in bulk.

(vi) Offend local cultural or social norms, or be considered inappropriate on such items as condoms, toilets, bed pans, or similar commodities.

(vii) Conflict with international law.

(2) These exceptions are presumptive, not automatic and must be approved by the Agreement Officer. Apparently successful applicants may request approval of one or more of the presumptive exceptions, depending on the circumstances, in their Marking Plan. The Agreement Officer will review requests for presumptive exceptions for adequacy, along with the rest of the Marking Plan. When reviewing a request for approval of a presumptive exception, the Agreement Officer may review how program materials will be marked (if at all) if the USAID identity is removed. Exceptions approved will apply to subrecipients unless otherwise provided by USAID.

(i) In cases where the Marking Plan has not been complied with, the Agreement Officer will initiate corrective action. Such action may involve informing the recipient of a USAID grant or cooperative agreement or other assistance award or subaward of instances of noncompliance and requesting that the recipient carry out its responsibilities as set forth in the Marking Plan and award. Major or repeated non-compliance with the Marking Plan will be governed by the uniform suspension and termination procedures set forth at 2 CFR 200.338 through 2 CFR 200.342, and 2 CFR 700.13.

(j)(1) USAID Principal Officers, defined for purposes of this provision at §700.1, may at any time after award waive in whole or in part the USAID approved Marking Plan, including USAID marking requirements for each USAID funded program, project, activity, public communication or commodity, or in exceptional circumstances may make a waiver by region or country, if the Principal Officer determines that otherwise USAID required marking would pose compelling political, safety, or security concerns, or marking would have an adverse impact in the cooperating country. USAID recipients may request waivers of the Marking Plan in whole or in part, through the AOR. No marking is required while a waiver

determination is pending. The waiver determination on safety or security grounds must be made in consultation with U.S. Government security personnel if available, and must consider the same information that applies to determinations of the safety and security of U.S. Government employees in the cooperating country, as well as any information supplied by the AOR or the recipient for whom the waiver is sought. When reviewing a request for approval of a waiver, the Principal Officer may review how program materials will be marked (if at all) if the USAID Identity is removed. Approved waivers are not limited in duration but are subject to Principal Officer review at any time due to changed circumstances. Approved waivers “flow down” to recipients of subawards unless specified otherwise. Principal Officers may also authorize the removal of USAID markings already affixed if circumstances warrant. Principal Officers' determinations regarding waiver requests are subject to appeal to the Principal Officer's cognizant Assistant Administrator. Recipients may appeal by submitting a written request to reconsider the Principal Officer's waiver determination to the cognizant Assistant Administrator.

(2) *Non-retroactivity.* Marking requirements apply to any obligation of USAID funds for new awards as of January 2, 2006. Marking requirements also will apply to new obligations under existing awards, such as incremental funding actions, as of January 2, 2006, when the total estimated cost of the existing award has been increased by USAID or the scope of effort is changed to accommodate any costs associated with marking. In the event a waiver is rescinded, the marking requirements will apply from the date forward that the waiver is rescinded. In the event a waiver is rescinded after the period of performance as defined in 2 CFR 200.77 but before closeout as defined in 2 CFR 200.16., the USAID mission or operating unit with initial responsibility to administer the marking requirements must make a cost benefit analysis as to requiring USAID marking requirements after the date of completion of the affected programs, projects, activities, public communications or commodities.

(k) The USAID Identity and other guidance will be provided at no cost or fee to recipients of USAID grants, cooperative agreements or other assistance awards or subawards. Additional costs associated with marking requirements will be met by USAID if reasonable, allowable, and allocable under 2 CFR part 200, subpart E. The standard cost reimbursement provisions of the grant, cooperative agreement, other assistance award or subaward must be followed when applying for reimbursement of additional marking costs.

5. Environmental Policy Compliance

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

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

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

An Initial Environmental Examination (IEE) [LAC-IEE-13-21 Caribbean Basin Security Initiative (CBSI) Program and the DGP Transitional Living Program for Children in State Care Project is a requirement of USAID cited in the Automated Directives System (ADS 204.5.1)] and has been approved for the Program funded by this cooperative agreement. An Environmental Threshold Decision of Categorical Exclusion Negative Determination with Conditions (LAC-IEE-14-37) dated 06/30/14 has been approved for the activities covered by this Cooperative Agreement. The IEE covers activities expected to be implemented under this Cooperative Agreement. USAID has determined that a Negative Determination with Conditions applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment.

The recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this award. The recipient will complete and submit for approval an Environmental Mitigation and Monitoring Plan (EMMP) within 90 days after award signing and every year thereafter. The EMMP will be updated and submitted at the same time as the annual work-plan. USAID Technical Office will provide guidance and support in the preparation of the EMMP.

SECTION G: AGENCY CONTACTS

The Agreement Officer for this Award is:

Name: Ms. Judy Webb
Title: Agreement Officer
Address: Av. Republica de Colombia #57, Arroyo Hondo
Santo Domingo, Dominican Republic
E-Mail: jwebb@usaid.gov

The Primary point of contact (POC) for this Award is:

Name: Ms. Margot Francis
Title: Senior Acquisition & Assistance Specialist
Address: 146 Old Hope Road
Kingston 6
Jamaica, West Indies
Tel: 876-702-6583
E-Mail: mfrancis@usaid.gov

Agreement Officer's Representative (AOR) for this Award is:
[To be determined]

All inquiries regarding this award should be submitted electronically to the following email address: kingstonusaidnforco@usaid.gov.

Please note: Only the Agreement Officer is authorized to make commitments on behalf of USAID.

SECTION H: OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted.

ATTACHMENTS

1. Combatting Corruption in Jamaica Final Performance Evaluation Report
2. Global Corruption Barometer
3. INL Anti-corruption Guide
4. JA CBSI LAC-IEE-13-21(Amended)
5. USAID/Jamaica CDCS (Public version)
6. Jamaica Corruption Assessment Report
7. Joint Evaluation of Support to Anti-corruption efforts
8. National Security Policy for Jamaica
9. NIAL CA 4th Quarter Final Report FY 2013
10. NIAL CA 4th Quarter Report FY 2014
11. Political Culture of Democracy in Jamaica and the Americas, 2014
12. The effectiveness of AC policy
13. TIPS 12, Guidelines for Indicator and Data Quality