



**USAID**  
FROM THE AMERICAN PEOPLE

Subject: Request for Applications USAID-West Bank, Gaza-294-2007-007

Issuance Date: June 21, 2007

Deadline for Questions: July 2, 2007

Closing Date: August 2, 2007, 16:00 (4:00 PM) Tel Aviv Time

Title: Model Schools Network (MSN) Program RFA

The United States Agency for International Development (USAID) Mission to the West Bank and Gaza is seeking applications from qualified U.S. Non-Governmental Organizations (NGOs), U.S. Private Voluntary Organizations (PVOs), Public International Organizations (PIOs), and U.S. for profit firms (provided they forgo profit) to implement a program that will improve the quality and relevancy of basic education provided at selected basic education non-governmental private schools. The authority for the RFA is found in the Foreign Assistance Act of 1961, as amended.

The successful Applicant will be responsible to implement a program that will contribute to the improvement of the quality of basic education in the West Bank and Gaza. The Model Schools Network Program aims to create a school model, comprised of an estimated 20 private schools, which is able to design and develop educational concepts and practices for measurably improving learning outcomes. Please refer to the Program Description (Section I) for a complete and detailed statement of goals and expected results.

It is anticipated that the type of award will be one Cooperative Agreement (CA) at an estimated cost of \$9.2 Million, subject to the availability of funds, for a period of four years, as further described in the following Request for Applications (RFA). USAID reserves the right to fund any or none of the applications submitted. It is anticipated that USAID/West Bank & Gaza will make an award of one Cooperative Agreement under this RFA to the most responsible and responsive Applicant whose application offers the **greatest and best value** to the U.S. Government.

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

USAID/West Bank and Gaza  
RFA No. 294-2007-007  
Model Schools Network (MSN) Program

In accordance with ADS 304.3.1 (b), the principal purpose of the relationship with the Applicant under the subject program is to transfer funds to accomplish a public purpose of support or stimulation, which is authorized by Federal statute. The MSN program aims at improving the quality and relevancy of basic education provided at selected basic education non-governmental private schools, which will serve as a model that could be replicated to benefit basic education in West Bank and Gaza at large. Substantial involvement is anticipated between USAID and the Applicant during the performance of the MSN program. . Therefore, a Cooperative Agreement instrument will ensure adherence to USAID policies and regulations and improve the efficiency of implementation of the program.

For the purposes of this program, this RFA is being issued and consists of this cover letter and the following:

1. Section I Program Description;
2. Section II Award Information;
3. Section III Eligibility Information;
4. Section IV Application and Submission Instructions;
5. Section V Selection Criteria;
6. Section VI Award and Administration Information;
7. Section VII Other Information - References

To be eligible for award, the applicant must provide all required information in its application, including the requirements found in any attachments to this Grants.gov opportunity. Applicants must submit the full application package by one of the methods indicated in Section IV of this RFA.

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

If you decide to submit an application, it must be received by the closing date and time indicated at the top of this cover letter at the place designated below for receipt of applications. See RFA Section IV regarding late applications. Hard copies of the technical application and the cost Application and modifications thereof shall be submitted in separate envelopes with the name and address of the Applicant as well as the RFA number and program title referenced above inscribed thereon, to:

**By United States Mail**

USAID c/o American Embassy  
Attn: Mr. Roy Plucknett,  
Agreement Officer

**OR**

**Delivery by DHL/FEDEX/Hand-carrying**

USAID/West Bank and Gaza  
c/o American Embassy

Office of Acquisition and Assistance  
Unit 7228, Box 26  
APO AE 09830

Attn: Ms. Shirine Agbarieh, Acquisition Assistant  
Office of Acquisition and Assistance  
10th floor, 25 Hamered Street  
Tel Aviv, Israel

USAID/West Bank and Gaza  
RFA No. 294-2007-007  
Model Schools Network (MSN) Program

OR

USAID c/o American Embassy  
Attn: Mr. Roy Plucknett, Agreement Officer  
Office of Acquisition and Assistance above.

71 Hayarkon Street, 63903  
Tel Aviv, Israel

Applications sent via courier must be received by the due date mentioned. Loss or misdirected courier packages received after the due date will be considered as late submission (see Section IV).

Mailed applications should be sent by certified mail and received no later than July 31, 2007 at the time and place specified above. The USPS post mark will determine timeliness.

The federal grant process is now web-enabled. Beginning November 1, 2005, the preferred method of distribution of USAID RFA's and submission/receipt of applications is electronically via Grants.gov, which provides a single source for Federal government-wide competitive grant opportunities. This RFA and any future amendments can be downloaded from <http://www.grants.gov>. In order to use this method, an applicant must first register on-line with Grants.gov. If you have difficulty registering or accessing the RFA, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via e-mail at [support@usaid.gov](mailto:support@usaid.gov) for technical assistance. Applicants may upload applications to [www.grants.gov](http://www.grants.gov); however, **hard copy submissions are still required** as stated above. It is the responsibility of the recipient of the application document to ensure that it has been received from Grants.gov in its entirety. **USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.**

Applications that are submitted late, incomplete or are non-responsive will not be considered. Award will be made to the responsible applicant whose application best meets the requirements of this RFA and the selection criteria contained herein.

Issuance of this RFA does not constitute an award commitment on the part of USAID, nor does it commit USAID to pay for costs incurred in the preparation and submission of an application. Further, USAID reserves the right to reject any or all applications received. In addition, final award of any resultant cooperative agreement(s) cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant, and all preparation and submission costs are at the applicant's own expense.

Applicants should take account of the expected delivery time required by the application transmission method they choose, and are responsible to ensure that applications are received at USAID by the due date and time specified above.

**IMPORTANT:** USAID requests that all questions regarding this RFA be submitted in writing to Ms. Shirine Agbarieh, via internet at [WBG-OCM-submissions@usaid.gov](mailto:WBG-OCM-submissions@usaid.gov) or via facsimile at 972-3-511-4893 by 4.00 PM Tel Aviv Time on June 29, 2007. If USAID determines that the answer to any question(s) is of sufficient importance to warrant notification to all prospective recipients, this RFA will be amended to provide such question(s) and answer(s).

USAID/West Bank and Gaza  
RFA No. 294-2007-007  
Model Schools Network (MSN) Program

Applicants should retain for their records one copy of all enclosures which accompany their application.

Thank you for your interest in USAID Programs.

Sincerely,

/S/

Ronald W. Breen  
Agreement Officer  
USAID/West Bank & Gaza

## TABLE OF CONTENTS

	<b>Page</b>
SECTION I – PRGRAM DESCRIPTION.....	6
SECTION II – AWARD INFORMATION.....	16
SECTION III – ELIGIBILITY INFORMATION.....	19
SECTION IV – APPLICATION AND SUBMISSION INSTRUCTIONS.....	20
SECTION V – APPLICATION REVIEW INFORMATION.....	50
Technical Evaluation Criteria	
SECTION VI – AWARD AND ADMINISTRATION INFORMATION.....	54
SECTION VII – OTHER INFORMATION .....	57
References	
ANNEXES	
(A) REPRESENTATIONS AND CERTIFICATIONS U.S. NGO’S.....	59
(B) MANDATORY STANDARD PROVISIONS FOR U.S. NGO’S AND REQUIRED APPLICABLE STANDARD PROVISIONS FOR U.S. NGO’S.....	70
(C) SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS.....	71
(D) VAT GUIDANCE.....	72
(E) MISSION ORDER NO. 21.....	73

## **PROGRAM DESCRIPTION**

### **A. Executive Summary**

The USAID West Bank and Gaza Model Schools Network (MSN) Program aims to develop a network of 20 private schools which will serve as the core of an expandable model that USAID will pilot. The model aims at improving the quality of basic education through the introduction of a student-centered, contemporary approach to teaching and learning that takes into consideration child development at the physical, cognitive, and social levels. The model will have components based on prior experience and best practices in school education in the West Bank and Gaza and abroad. A set of criteria will be developed for the selection of the participating schools. For cost effectiveness and practical management considerations, 15 schools will be selected from Ramallah, Bethlehem, East Jerusalem, Jericho and Hebron Governorates of the West Bank and 5 schools from Gaza City.

**During the first year of the MSN Program \$2.3 million will be obligated from the FY07 budget, with the remaining balance incrementally funded in years two and three. Special emphasis will be given to developing, testing, monitoring, evaluating, and documenting of project elements to allow proper analysis by groups interested in the model and its components. If, and when, the policy environment improves, the project will be discussed with Palestinian education authorities. Under the current U.S. Government assistance policy, only local partners will serve as the project's interlocutors with interested authorities and will encourage its study and replication at the national level.**

### **B. Program Description and Objectives**

#### **B.1 Program Objectives**

The USAID West Bank and Gaza Mission seeks to implement a program that will contribute to the improvement of the quality of basic education in the West Bank and Gaza. The Model Schools Network (MSN) Program is a four-year program estimated at \$9.2 million. During the first year \$2.3 million will be obligated from the FY07 budget, with the remaining balance incrementally funded in years two and three of the life of the project subject to availability of funds, successful implementation and continued relevance to USAID Programs.

The MSN Program has three main objectives:

- To measurably improve students' and teachers' learning outcomes by introducing educational concepts, teaching approaches, techniques, and resources to participating schools that will enhance the quality of school education
- Pilot and develop an expandable network of private schools that will form the core of participants engaged in a new approach to teaching and learning in the West Bank and Gaza
- Test, develop, evaluate, document and share results of the model's approach to allow adopting, modification or elimination of components to establish a model of best practices that could eventually be replicated in other schools and areas.

### **C. Background**

The Palestinian education system has suffered for many years of neglect. Schools were overcrowded, running triple shifts in certain areas, the infrastructure was in a bad state of repair, and the quality of teaching was deteriorating. When the Palestinian Authority was established, the Ministry of Education and Higher Education (MOEHE) took responsibility for a huge system (with about 700,000 students) that was in shambles. Many donor countries contributed significant financial resources into the education system to keep it afloat. Over the years, the MOEHE has taken many steps to improve the system, including modernizing the curriculum, training teachers, building schools, upgrading facilities, and introducing longer term planning to improve the overall quality of education. A September 2006 World Bank report has commended the impressive educational achievements of the MOEHE despite the difficult circumstances. <sup>1</sup>

The Palestinian primary and secondary education system now includes 1,078,488 students, 2,276 schools, and 48,674 teachers. Government-run schools host 70% of Palestinian students, while UNRWA and private schools cover the remaining 24% and 6%, respectively. Private schools, which constitute 11.8% of all schools, 6% of students, and 10.7% of all teachers, are predominantly located in the main cities such as Ramallah, Jerusalem, Bethlehem, Hebron, and Nablus. In general, rural communities and refugee camps do not have access to private schools and so depend mainly on governmental and UNRWA school systems. Most private schools are run by charity or religious organizations, with the role of MOEHE being limited to monitoring the educational process, licensing and ensuring adherence to educational standards.

The World Bank study of the Palestinian education system described significant weaknesses in the system that manifest in lower than average achievements of students especially in areas such as mathematics, sciences, and English language. Only 27% of all school students follow the scientific stream in their high school classes. Palestinian students score below average in international mathematics and sciences tests. Institutions of higher education and employers complain constantly about the low level of English language proficiency among school and university graduates.

USAID intends to create a school model to build schools' capacities in teaching English, sciences, and mathematics, the Palestinian education system's three areas of common weakness. A network of participating schools will be established to develop practices for measurably improving learning outcomes and making it possible to replicate approaches and techniques in other (representative) schools and communities within the West Bank and Gaza. As many as 8,000 students are attending 20 such private schools. The proposed model school will develop and promote a contemporary child-centered approach to child development and learning which promotes critical, creative thinking rather than the more commonly found, teacher centered approach which emphasizes didactic, rote learning.

The MSN Program builds on past experiences and introduces up-to-date educational concepts. This program will introduce a model that has the potential to attract broader, national interest and expand over time to reach as many schools as possible. The key to the MSN Program's success will lie in the close collaboration with local NGOs, community leaders, and educational experts who will take increasing interest, participation in, and ownership of the project. A network of participating schools should have the potential to expand, with support increasingly coming from educational stakeholders within local communities.

---

1 . World Bank, West Bank and Gaza: Education Sector Analysis, Sept.2006

**D. Procurement Mechanism:**

In accordance with ADS 304.3.1 (b), USAID/West Bank & Gaza considers a cooperative agreement to be the most efficient implementation mechanism for the Model Schools Network (MSN) Program that will be competed through a full and open competition. The principal purpose of the relationship with the Applicant is the transfer of funds to accomplish a public purpose, which is authorized by Federal statute. The MSN program aims at improving the quality and relevancy of basic education provided at selected basic education non-governmental private schools, which will serve as a model that could be replicated to benefit basic education in West Bank and Gaza at large. Substantial involvement is anticipated between USAID and the Applicant during the performance of the MSN program. The vital need for creativity, innovation and flexibility in the implementation of the program, in addition to the fluid nature of the political environment, necessitates substantial involvement between USAID and the Applicant. A cooperative agreement relationship with the Applicant will ensure adherence to USAID policies and regulations and improve the efficiency of implementation of the program.

**E. Advancement of USAID Strategy and Results Framework:**

The USAID Model Schools Network Program advances the U.S. Government's humanitarian assistance, counterterrorism, and economic development objectives. Continued development of the basic education system remains essential for mitigating the current humanitarian crisis and advancing Palestinian national development. It is also a fundamental requirement to meeting the growing demands for effective Palestinian schooling, and educating moderate, responsible citizens that can compete for a variety of reasonable employment opportunities. This activity falls under USAID's Program Objective 13, "Enhanced Palestinian Human Capital." It contributes to *Intermediate Results 2: Increased effectiveness of the education system to produce employable and socially responsible graduates.*

The interventions proposed under this program contribute to improving the quality of academic life at schools, providing students with highly needed technical, language, and life skills that should measurably improve learning outcomes while enhancing students' employability and sense of good citizenry.

**F. Potential Constraints**

Under the current U.S. policy, USAID cannot engage in policy dialogue with the MOEHE. To ensure that the Model Schools Network Program can become effective and relevant in this environment, USAID expects its implementing partner to engage many local stakeholders in the design, implementation, and monitoring and evaluation of the MSN Program to strengthen its local ownership. Stakeholders' enthusiasm for, and leadership and ownership of the project will develop over the course of the project's implementation because the non governmental local educational institutions will be involved as the local implementation partners. These local educational institutions will serve as the project's proponents with interested non governmental national institutions and educational authorities. Cultivating interest and generating wide-spread participation among a range of stakeholders will become central to ensure the dissemination of the best practices and lessons learned from the project to private schools, as well as to education experts. The project's outcomes and the developed educational model should eventually become fully accessible to the public.

All local implementing partner organizations, and private educational institutions working on this program will be selected in accordance with U.S. policies and procedures Governing anti-terrorist legislation.

## **G. Program Description**

The Model Schools Network Program aims to create a school model, comprised of an estimated 20 private schools, which is able to design and develop educational concepts and practices for measurably improving learning outcomes. The model which is developed is expected to attract broader interest and eventually be replicated in other (representative) schools and communities within the West Bank and Gaza.

### **G.1 Core activities**

1. Building schools' capacities to provide quality education in English, sciences, and mathematics for grades 1 to 9. These three areas of support are considered the common weaknesses in the Palestinian education system. Once practical protocols and agreements are realized with school authorities, schools could be provided with a range of possible resources (i.e., books, audio-visuals, computer software, lab equipment and supplies, etc.) that will help them improve teaching and learning. Teachers will receive training specifically tailored to inculcate techniques for teaching selected topics. The judicious upgrade including limited construction and renovation work of the participating school facilities will provide an environment more conducive to learning.
2. Establishing dialogues and working partnerships among parents, teachers, community leaders, and local organizations. Such stakeholders' participation should enable them to foster new patterns of awareness and cooperation in the home, community, and the education establishment
3. Supporting extracurricular activities so that children will have various options of participating in activities according to their interest, hobbies and talents, including educational and cultural contests, thematic summer camps, and environmental activities.

### **G.2 Support activities**

In order to develop a socially-valued school model that promotes creativity, democratic practices, and participatory approaches to each student's learning and development, the following illustrative list of activities could support the three core activities.

1. Improving the schools' physical environment, including the upgrade of educational rooms, libraries, laboratories, and indoor play facilities, to make the physical setting more appropriate for the successful application of other interventions. Some of the participating model schools could be provided with audio-visual and other learning aids, in addition to the introduction of Information Technology through the upgrading of computer labs and providing other educational soft ware.
2. Promoting active learning approaches and methods, by providing supplemental support and capacity development to existing community resource centers for the development of relevant materials to be used by teachers, students, and their parents.

Consulting closely with local stakeholders, the resource centers will become responsible for delivering in-service teacher training and providing teachers with resources needed to implement the new approaches in their classes.

3. The participating schools will be supported to provide teacher training on how to implement group play, stress relief, and self expression activities. Under particularly promising conditions, teachers

and social workers could be provided with resources and play material needed for their activities with children and parents.

4. Introducing or improving IT in education to encourage active learning and to establish rapport between students and new technologies. To minimize the cost of establishing computer labs and in an effort to keep the program replicable and affordable by other schools, applicants are encouraged to consider looking at the open source systems which were recently developed with Bir Zeit University (Linux systems with thin clients – older computers are used in a network linked to a single new computer). This system has been tested and has demonstrated remarkable success in many schools. Progressive, private sector actors, as part of the program's design, should be encouraged to make in-kind contributions of equipment to the schools.
5. Empowering and building the capacity of the schools' administrations will become one of the bases of the new model to foster effectiveness and sustainability. School administrations will be provided with training on topics including, management, human resources, managing community relations, community involvement, managing Parents Teachers Associations (PTAs), organization of school activities, and fund raising. Management and administration systems will be introduced including monitoring and evaluation, planning, and budgeting.
6. A national network of participating teachers and schools will be created and a website developed to share their learning, practices, and experiences. Such a network will help teachers and school administrators communicate at the national level with each other and with others not yet engaged in such a program to promote the new approaches and discuss issues of concern.

## **H. Technical Approach**

School administrations, as well as teachers, will act as supportive instruments for the new model, and will be provided with knowledge, skills, and systems which will enable them to manage and promote a contemporary, Palestinian basic educational model.

The improved model school will help Palestinian students attain their full potential and develop physically, cognitively, and socially much more effectively than existing educational practices which are concentrating principally on development of students' cognitive abilities (with limited success) and neglecting other developmental aspects. Students' participation in community services activities, as well as in activities that promote the sense of volunteerism and tolerance in the community should be encouraged.

Growing up and living in a conflict-filled environment has created a young generation for which conflict is the norm. In this environment, violence and conflict exist both inside and outside the school setting. Student's participation in classroom activities will be enhanced to play an active role in the promotion of a nonviolent school environment through the introduction of a student mediation program. Students, supported by their teachers, will learn to act as mediators in situations of conflict and disagreement among peers at school. This experience will help broaden each student's perspectives and increase their self confidence.

USAID's and most other donors' previous education assistance activities assisted mainly government and UNRWA schools. In the interest of fostering a more competitive educational environment, this program will provide the first opportunity for private schools to pilot a program which will increase access to quality education opportunities for Palestinian students.

Although it is well known that private schools provide better quality education opportunities, the proposed approaches and initiatives will still be new to them where they can serve as learning laboratories, and USAID believes there are promising opportunities for key components of model schooling to become sustained, replicated and extended.

## **I. Performance Monitoring and Evaluation**

Testing, measuring, monitoring, and regular evaluation of the MSN Program's components and implementation approaches will be essential for its successful execution. USAID is particularly interested in supporting a project that is able to monitor and measure both teachers' and students' learning effectiveness and outcomes. A project baseline should be developed, and the use of pre- and post-testing and the comparison control group methods are highly encouraged to be considered among other approaches to determine the extent to which the project interventions will have impacts. Since USAID is seeking to develop a replicable model of effective schools, whereby actual improvements in learning outcomes must be demonstrated, it is expected that a progressive and replicable monitoring and evaluation system suitable to meeting the project's respective objectives with clear indicators are established. These systems should be reviewed regularly to enable project managers to make the necessary changes and modifications to the project's implementation approaches and components to maximize impact.

As a key part of the project application, it is expected that the applicant will provide USAID convincing, progressive methodologies for devising and implementing a monitoring and evaluation system that: i) is practical to meeting and addressing the project's educational themes and challenges in the West Bank Gaza setting, and ii) proposes state-of-the-art, participatory methods for ensuring stakeholders', especially teachers and school administrations, participating and contributing to effective monitoring and evaluation practices.

The applicant shall submit a Performance Monitoring and Evaluation Plan (PMEP) thirty days following the implementation plan approval by USAID. USAID and the applicant will agree upon the final choice of key indicators most useful for project management and will credibly reflect the MSN Program's actual performance. In its application in response to the Mission's RFA, the Recipient shall explain how the Performance Monitoring and Evaluation Plan (PMEP) will be developed and managed. The draft PMEP should reflect a design which will best monitor the Project's implementation, build the capacity of local participants and meet contemporary development management standards: i.e., using indicators that are objective, practical and credible for reporting. Collected data should meet reasonable quality criteria of validity, reliability, timeliness, and integrity, and be useful in managing for results. Performance data shall also be disaggregated by gender, age, and other specifically disadvantaged population groups.

To complement performance monitoring, USAID may elect to conduct at the Program's mid-point, an independent, formative project evaluation which can be expected to provide additional, mid-course guidance regarding opportunities and methods of providing improvements to the project's implementation. The applicant shall cooperate fully with USAID and the evaluation team to ensure that the evaluation meets the guiding principles and standards of the American Evaluation Association (1995) and is technically sound. A final, summative Project evaluation should also be planned by the applicant. In proposing the performance monitoring and evaluation plan, the applicant should also explicitly state the human and financial resources necessary to provisional design of this Program evaluation.

## **J. USAID Funding and Cost Sharing**

The life-of-project funding for the MSN Program for the period of four years is \$9,200,000 million, subject to the availability of funds. The project will initially be funded at a level of \$2,300,000 of FY07 New Obligating Authority Funds. Additional funds will be added in increments in year 2 and 3 of the program subject to the availability of funds, continued relevance to USAID's programs and successful implementation.

The applicant and its partners are expected to provide a cost share of at least 5% of the total negotiated direct cost of this program, per the cooperative Agreement. The 5% level was determined taking in consideration the difficult economic situation that the private schools are currently suffering from due to non-payment of full tuition fees which makes them operate with very tight budgets. The level of Cost sharing may be demonstrated either through direct funding, beneficiary contributions, in-kind assistance, or a combination thereof. Cost sharing is required to give the Applicant a financial stake in the success of the program. In addition, cost sharing is also required to encourage the applicant to leverage non-USAID resources to the program from private sector firms and institutions as part of the linkages with the private sector.

USAID shall make the final determination and assess whether or not the applicant's cost share contributions (e.g. categories or items) meet the standards set in 22 CFR 226.23.

Applicants are encouraged to consider and propose a range of monetary and non monetary incentives for encouraging teacher's participation in training activities.

## **K. USAID Project Administration & Quality Assurance Plan:**

### **K.1 Management Plan**

The staffing model will include the Chief of Party (COP) who will be based in the program's West Bank office. The COP will have overall responsibility for the effective utilization of project resources and timely submission of project deliverables in full compliance with USAID regulations and procedures. COP will be supported in the West Bank by a full time Program Manager, a Gaza Program Assistant, a Procurement Support and Compliance Specialist, and a Finance Officer. Key personnel may be expatriates or local hires, though USAID/WBG will not entertain more than one long-term expatriate position under the proposed activity.

The proposed management plan shall include an overall staffing plan (organizational chart) that incorporates and justifies clearly articulated roles and responsibilities for all key staff with clear lines of management and supervisory authority and technical responsibility. Applicants may propose and justify a configuration of key staff positions, qualifications and roles in addition to or in substitution to those described below. Suggested qualifications and functions for key personnel include the following:

- **Chief of Party (COP):** The COP will be responsible for the overall management of the project. S/he will supervise implementation and ensure the project meets its goals. S/he will also serve as the main representative of the project and the principal interlocutor with USAID/WBG, and other local and international counterparts. S/he will be the point of contact in the West Bank and Gaza for all purposes of this project, unless delegations of authority are presented to and agreed by the Mission CTO. The COP is expected to have an advanced degree in a relevant field from an accredited university. S/he is also expected to have at least 10 years experience in

implementing/managing basic education quality improvement programs in developing countries, preferably in complex conflict settings. Experience in the Middle East Region is highly desirable. S/he should have demonstrated exemplary diplomatic, communication, and interpersonal skills to ensure internal coherence amongst team members as well as positive relations with counterparts. Experience in community-based approaches is desirable.

- **Program Manager (PM):** The PM will assist the COP in the overall management of the project, and will assume the full range of responsibilities of the PM in the latter's absence. The PM is expected to have an advanced degree in a relevant field from an accredited university. S/he is also expected to have at least 8 years experience in implementing/managing basic education quality improvement programs with at least 5 years of relevant work experience in the West Bank and Gaza. S/he will be the person in charge of daily operations and will be close to the field through implementation of all project components. S/he will establish relationships with the concerned schools, resource centers, institutions, consultants and experts who can advise on the implementation of the project, and media resources to communicate the messages of the project to the public. S/he should have excellent communication, and interpersonal skills to ensure positive relations with counterparts and leaders of the Palestinian community at large. Experience in public relations and media outreach is a plus. Good command of Arabic is required.
- **Program Assistant (Gaza):** Due to the physical separation of Gaza from the West Bank, and given the expected political developments in Gaza, a Gaza Representative position is needed to oversee project implementation in Gaza, in coordination with project activities in the West Bank. The Gaza Rep should have an advanced degree in a relevant education related field from an accredited university. S/he should have at least 5 years experience working in developing country settings and complex environments. The Gaza Program Assistant must have excellent diplomatic, communication and interpersonal skills, and complementary technical skills to the PM. Relevant technical expertise might include, for example, management experience, educational development, procurement and logistics coordination experience.
- **Procurement Support and Compliance Specialist (PSCS):** The PSCS will be responsible for managing the procurement support component, including procurement and distribution logistics while ensuring conformity with USAID policies and regulations. The PSCS will report to the PD. The PSCS should have at least 5 years of experience in procurement and distribution logistics, preferably in complex environments. Expertise in procurement of equipment and computer and scientific labs supplies is desirable. In addition, the PSCS should have good knowledge of USAID policies and regulations.
- **Finance Officer:** Design, implement and supervise adherence to financial policy, budgets and internal control measures. Provide overall financial management function and produce timely financial reports. Lead the preparation of budgets, and ensure compliance with USAID regulations regarding accounting, auditing and financial management requirements. The successful candidate should have thorough knowledge of not-for-profit accounting principles, and best practices in the profession. In addition, the Finance Officer should have good knowledge of USAID policy, procedural and reporting requirements, as well as knowledge of U.S and local accounting practices and relevant laws. S/he should have at least the first degree in accounting. A Masters Degree or recognized professional degree, such as a CPA, is a definite plus. A minimum of 6 years of experience working on accounting / financial management of developmental programs, preferably in the West Bank and Gaza, is required.

**L. Coordination and Partnerships:**

The recipient will work in coordination with leading Non Governmental educational institutions which have developed distinguished experience in the proposed field of intervention. These institutions must have extensive human and material resources in the area of basic education quality improvement. A consultative group will be formed from educational institutions, schools and individuals, which will provide insights and ideas during the project's development phase for advancing key themes and identifying practical opportunities for pursuing the project's implementation and evaluation.

The MSN Program will have a multiplier effect on the Basic Education System. The training materials, resources, training modules, operation and maintenance manuals, organizational assessments, and other documents should be disseminated to other non governmental schools. Trained trainers should be encouraged to relay what they have learned to others, and replicate the content and format of the training they have received through this project. Many deliverables under the program can be best performed with local recipients or grantees. Sub-awardees are subject to Anti Terrorism Certification and vetting requirements in accordance with USAID's policies and regulations after USAID approval.

**M. Gender and disability**

As required in ADS 200, each new activity undertaken by USAID must outline the most significant gender issues that need to be considered during program implementation. An important component of this project is to improve the quality of education of female students and to encourage more female students to join the scientific streams of education.

The gender-based selection of schools will be varied between co-educational and single-gender schools. In the West Bank it will include five co-educational schools, five girls' schools and five boys' schools, where in Gaza all five of the targeted schools will be co-educational as the majority of the Gaza private schools are co-educational. Inclusion of each type of available schools will ensure that the model will be replicable and will contribute to the lessons learned through the monitoring, testing, and evaluating to be conducted under the program.

A spin-off benefit of the support provided under the MSN Program is the indirect support of teachers' salaries. Physical infrastructure upgrades undertaken under this program will result in savings to the school budgets that could be used to support teachers' salaries. Since most teachers at private schools are female (68% of total number of teachers), then this program will provide an extra advantage to female teachers at private schools through the variety of skills development and capacity building interventions.

The applicant should give emphasis to facilitating the inclusion of school students with disabilities in the Model Schools Network Program throughout the implementation of the different program components. In addition, the applicant should attempt to stimulate the engagement of the participating private schools in promoting a climate of nondiscrimination against and equal opportunities for students with disabilities. This will enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies and to increase awareness of issues of people with disabilities within USAID programs.

**N. AUTHORIZING LEGISLATION**

This award is authorized in accordance with the Foreign Assistance Act of 1961, as amended.

**O. AWARD ADMINISTRATION**

22 CFR 226, OMB Circulars, and the Standard Provisions for U.S. Nongovernmental Recipients will be applicable to the resulting cooperative agreement. These documents may be accessed through the world-wide website at: <http://www.usaid.gov/business/regulations/>

**P. AUTHORIZED GEOGRAPHIC CODE**

The authorized geographic code for procurement of goods and services under this award is 000 (U.S.). However, local procurement is authorized within the parameters specified in 22 CFR 228.40, "Local Procurement".

## **SECTION II – AWARD INFORMATION**

### **A. ESTIMATE OF FUNDS AVAILABLE**

Subject to the availability of funds, USAID intends to provide approximately \$9.2 Million in total USAID funding for the life of the activity. USAID/WBG specifically notes with regard to this request that the making of an award or the obligation of additional monies is subject to the availability of funds. The program will initially be funded at a level of \$2,300,000 subject to the availability of funds.

Specifically, no award or obligation will be made until funds have been fully allocated and committed through USAID internal procedures for this specific activity. Accordingly, this request does not constitute a commitment on the part of the Government nor USAID to make an award or to obligate additional monies, and bid and proposal costs (to include all preparation and submission costs) are assumed by the Applicant/Recipient at its own risk.

### **B. NUMBER OF AWARDS CONTEMPLATED**

USAID intends to award one (1) Cooperative Agreement pursuant to this RFA to the responsible applicant(s) whose application(s) conforming to this RFA offers the greatest value to the U.S. Government. The Government may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate applications, and (e) waive informalities and minor irregularities in applications received. USAID reserves the right to fund any or none of the applications submitted.

The Government may make an award on the basis of initial applications received, without discussions or negotiations. Therefore, each initial application should contain the applicant's best terms from a cost and technical standpoint. As part of its evaluation process, however, USAID may elect to discuss technical, cost or other pre-award issues with one or more applicants. Alternatively, USAID may proceed with award selection based on its evaluation of initial applications received and/or commence negotiations solely with one applicant.

A written award mailed or otherwise furnished to the successful applicant(s) within the time for acceptance specified either in the application(s) or in this RFA (whichever is later) shall result in a binding cooperative agreement without further action by either party. Before the application's specified expiration time, if any, the Government may accept an application, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award. Negotiations or discussions conducted after receipt of an application do not constitute a rejection or counteroffer by the Government.

Neither financial data submitted with an application nor representations concerning facilities or financing, will form a part of the resulting cooperative agreement unless explicitly stated otherwise in the agreement.

### **C. START DATE AND PERIOD OF PERFORMANCE**

The period of performance anticipated herein is four (4) years. The anticipated start date is on or about September 30, 2007, the ending date is on or about September 30, 2011.

**D. TYPE OF AWARD**

USAID plans to award a Cooperative Agreement with the successful Applicant for this activity.

**E. SUBSTANTIAL INVOLVEMENT**

The program will operate under the guidance and direction of the Education Office (EDO) of USAID/West Bank and Gaza. The EDO will designate a full-time CTO to work closely with the program. The CTO and the Recipient will develop and agree on formal and informal mechanisms to enable USAID to provide directions for program implementation. It is expected that the CTO will meet regularly with the Program Director and other key staff to monitor implementation, management, and budgetary analyses under the anticipated Cooperative Agreement.

USAID considers collaboration with the Recipient crucial for the successful implementation of this program. USAID shall be substantially involved during the implementation of the anticipated Cooperative Agreement in the following ways:

- a. Approval of the Applicant's Annual Implementation Plan as well as any changes to the approved Annual Implementation Plan. Review and approval of the Annual Implementation Plan with semi-annual implementation-plan updates. USAID anticipates that the Applicant will submit an Implementation Plan, in a format coordinated with the CTO, which will include a general timeframe and description of activities that are intended to address and achieve the specific objectives of the program. The initial Implementation Plan will be submitted within 60 days from the signing of the award.
- b. The application should describe technical qualifications, experience and position descriptions for key personnel and other staff proposed. The applicant should propose the staffing pattern most appropriate for its proposed program interventions. Key Personnel are identified as the Chief of Party, Program Manager, Program Assistant Gaza, Procurement Support and Compliance Specialist, and Finance Officer. Applicants may propose and justify a configuration of key staff positions, qualifications and roles in addition to or in substitution to those described above.
- c. ADS 303.5.11(a)(3) provides for the authorization of collaboration or joint participation by USAID and the Applicant when there are specific elements in the Program Description for which USAID's technical knowledge would benefit the Applicant's successful accomplishment of stated program objectives. Based on the above, Agency and Applicant collaboration or joint participation will include:
  - Approval of the Monitoring and Evaluation Plan as well as any changes to the approved Monitoring and Evaluation Plan. Initial and all subsequent Performance Monitoring and Evaluation Plans, to include the reporting database, will include realistic and appropriate performance indicators and scopes of work for conducting formative and summative evaluation. Initial Monitoring and Evaluation plans and format of the internal reporting database will be submitted to USAID's review and approval within 60 days from the signing of the award.

USAID/West Bank and Gaza  
RFA No. 294-2007-007  
Model Schools Network (MSN) Program

- Due to the extremely fluid nature of the operational environment in the West Bank/Gaza, it is expected that the Applicant will remain in close contact and collaboration with the CTO and other appropriate USAID Officers. This collaborative involvement will address informational needs such as analyses, evaluations, assessments, and responses to public information requests in order to maintain flexibility for program success.
  - Approval of the content in draft of publications for public dissemination.
- d. USAID's authority to immediately halt a construction activity: The Agreement Officer may immediately halt a construction activity if identified specifications as developed in the approved Annual Implementation Plan are not met. USAID must treat material changes to the specifications as an amendment to the award. In addition, the Applicant should seek USAID's prior approval of the detailed engineering plans for any construction activity valued at \$100,000 or more.
- e. Concur on the selection of MSN sub-award Recipients and/or the substantive provisions of the sub-awards.

### **SECTION III – ELIGIBILITY INFORMATION**

#### **A. ELIGIBILITY INFORMATION**

To be eligible to receive a Cooperative Agreement under this RFA, an organization must:

- Be a U.S. Non-Governmental Organization (NGO), U.S. Private Voluntary Organization (PVO) registered with USAID, Public International Organizations (PIOs), or U.S. for-profit organization (if it forgoes profit).
- Have managerial, technical and institutional capacities to achieve the activities outlined in this RFA.
- Have the willingness and capacity to collaborate with other organizations/groups in implanting this program.
- In support of the Agency's interest in fostering a larger assistance base and expanding the number and sustainability of development partners, USAID encourages applications from potential new partners.

Note for For-Profit Organizations: Pursuant to 22 CFR § 226.81, it is USAID's policy not to award fees nor profit under assistance instruments. Other reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost standards (OMB Circular A-122 for nonprofit organizations), may be paid under the agreement.

#### **B. COST SHARING**

Proposals will only be considered from applicants submitting cost-shares of 5%. Cost sharing may be demonstrated either through direct funding, beneficiary contributions, in-kind assistance, or a combination thereof. The 5 percent cost share level is recommended as the minimum reference point. Higher levels of cost sharing would be preferred.

The Agreement Officer shall make the final determination and assess whether or not the Applicant's cost share contributions (e.g. categories or items) meet the standards set in 22 CFR 226.23.

#### **C. PROGRAM INCOME**

Program income is not expected to be generated by the Recipient implementing the Cooperative Agreement. However, any program income that is generated under the resulting award will be in accordance with 22 CFR 226.24.

## SECTION IV – APPLICATION AND SUBMISSION INSTRUCTIONS

### A. POINT OF CONTACT

Ms. Shirine Agbarieh, Acquisition Assistant  
USAID/West Bank and Gaza  
Fax No.: 972-3-511-4893  
E-mail address: WBG-OCM-submissions@usaid.gov

Any questions concerning this RFA must be submitted in writing to Shirine Agbarieh, via internet at [WBG-OCM-submissions@usaid.gov](mailto:WBG-OCM-submissions@usaid.gov) or via facsimile at 972-3-511-4893 by 4:30pm June 29, 2007 Tel Aviv Time. Oral explanations or instructions given before award will not be binding. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment of this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

### B. REQUIRED FORMS

The cost/business application must be submitted using the Standard Form (SF) 424 series, which includes the following:

- **SF-424, Application for Federal Assistance**
- **SF-424A, Budget Information – Non-construction Programs**

These Standard Forms can be found under Section VII. These forms can also be accessed electronically at the following URL:

[http://www.grants.gov/agencies/aapproved\\_standard\\_forms.jsp](http://www.grants.gov/agencies/aapproved_standard_forms.jsp)

### C. PRE-AWARD CERTIFICATIONS, ASSURANCES AND OTHER STATEMENTS OF THE APPLICANT

In addition to the certifications that are included in the SF 424, organizations must provide the following certifications, assurances and other statements. Complete copies of these Certifications, Assurances, and Other Statements may be found as an attachment to this RFA.

1. A signed copy of the mandatory reference, Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs.
2. A signed copy of the certification and disclosure forms for “Restrictions on Lobbying” (see 22 CFR 227);
3. A signed copy of the “Prohibition on Assistance to Drug Traffickers” for covered assistance in covered countries;
4. A signed copy of the Certification Regarding Terrorist Funding required by the Internal Mandatory Reference AAPD 04-14;

USAID/West Bank and Gaza  
RFA No. 294-2007-007  
Model Schools Network (MSN) Program

5. A signed copy of “Key Individual Certification Narcotics Offenses and Drug Trafficking”;
6. Survey on Ensuring Equal Opportunity for Applicants; and
7. All applicants must provide a Data Universal Numbering System (DUNS) Number.

**The above certifications can be accessed electronically at the following hyperlink and are provided in Annex A.**

[Certifications, Assurances, and Other Statements of the Recipient \(May 2006\)](#)

#### **D. DEADLINE FOR SUBMISSION OF APPLICATIONS**

Applications must be submitted and received by USAID **no later than July 31, 2007, 16:00 (4:00 PM), Tel-Aviv Time to:**

##### **By United States Mail**

USAID c/o American Embassy  
Attn: Mr. Roy Plucknett, Agreement Officer  
Office of Acquisition and Assistance  
Unit 7228, Box 26  
APO AE 09830

##### **OR**

##### **Delivery by DHL/Fedex/Hand-carrying**

USAID/West Bank and Gaza  
c/o American Embassy  
Attn: Ms. Shirine Agbarieh, Acquisition Assistant  
Office of Acquisition and Assistance  
10th floor, 25 Hamered Street  
Tel Aviv, Israel

OR

USAID c/o American Embassy  
Attn: Mr. Roy Plucknett, Agreement Officer  
Office of Acquisition and Assistance above.

71 Hayarkon Street, 63903  
Tel Aviv, Israel

Mailed applications should be sent by certified

Mail, and received by July 31, 2007  
at the time and place specified above.  
The USPS post mark will determine timeliness.

Applications sent via courier must be  
received by the due date mentioned  
Loss or misdirected courier packages received  
after the due date will be  
considered as late submission (RFA Section IV)

The Federal Grant process is now web-enabled, allowing for applications to be received on-line. Beginning December 19, 2005, the preferred method of distribution of USAID’s RFAs and submission/receipt of applications is electronically via Grants.Gov, which provides a single source for Federal government-wide competitive grant opportunities. This RFA and any future amendments can be downloaded from <http://www.grants.gov>. In order to use this method, an Applicant must first register on-line with Grants.gov. If you have difficulty registering or accessing the RFA, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via e-mail at [support@usaid.gov](mailto:support@usaid.gov) for technical assistance. Applicants may upload applications to [www.grants.gov](http://www.grants.gov); however, **hard copy submissions are still required**. It is the responsibility of the Applicant of the application document to ensure that it has been

received from Grants.Gov in its entirety. **USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.**

Important note to all prospective Applicants: Pre-award costs will not be reimbursed nor allowed under the subject RFA neither under the resulting award.

## **E. INSTRUCTIONS FOR PREPARATION & SUBMISSION OF APPLICATIONS**

All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format. Applications which are submitted late or are incomplete run the risk of not being considered in the review process. Late applications will be considered for award only if the Agreement Officer determines it is in the U.S Government's interest.

The applications should be prepared according to the structural format set forth below. Applications must be received at the place designated and by the date specified in the Cover Letter of this RFA and must be considered valid for a period of 90 days from the closing date. Late or incomplete applications may only be reviewed if authorized by the Agreement Officer and only if all such submissions are treated the same and are evaluated prior to award of any other agreements under the RFA.

The USPS postmark will determine timeliness. Applications sent via courier service must be received by the due date. Lost or misdirected courier packages received after the due date will be considered as having been submitted late.

USAID/WBG will only consider and review all applications received by the specified closing date of **July 31, 2007, 16:00 (4:00 PM), Tel-Aviv Time**. Applications that are submitted after that date and time will not be considered in the review process. In contrast, all applications received by the deadline will be reviewed for responsiveness to the application format and to the program guidelines (see below).

Technical applications should be specific, complete and presented concisely. The applications should demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program. The applications should take into account the technical evaluation criteria found in Section V.

The Applicant shall follow the instructions contained herein and supply all information required. Failure to furnish all information may disqualify an Applicant.

Applicants should retain for their records a copy of the application and all enclosures that accompany their application. Erasures or other changes must be initialed by the person signing the application. To facilitate the competitive review of the applications, USAID will consider only applications conforming to the format prescribed below.

All copies of the technical and cost/business applications respectively must be separately placed in sealed envelopes clearly marked on the outside with the name and address of the Applicant, the RFA Number [RFA No. 294-2007-007], and the content: e.g. Technical or Cost/Business (as appropriate) Application".

The same requirements exist for the submission of subsequent revised technical and/or cost proposals and technical/financial clarifications.

Responsiveness to RFA

**Applications should respond directly to the terms, conditions, specifications and provisions of this RFA. Applications not conforming to this RFA may be categorized as non-responsive, thereby eliminating them from further consideration.**

Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this RFA are not desired and may be construed as an indication of the Applicant's lack of cost-consciousness. Elaborate artwork, expensive paper and bindings, and expensive visual or other presentation aids are neither necessary nor wanted.

**F. APPLICANT RESPONSIBILITIES**

- a. Applicants are expected to review, understand, and comply with all aspects of this RFA. Failure to do so will be at the Applicant's risk. Any prospective Applicant desiring an explanation or interpretation of this RFA must request it in writing soon enough to allow a reply to reach all prospective Applicants before submission of their application. Any inquiries must be submitted no later than the designated date (June 29, 2007) and to the designated point of contact on the Cover Letter of this RFA. Oral explanations or instructions given before award of the Cooperative Agreement will not be binding. Any information given to a prospective Applicant concerning this RFA will be furnished promptly to all other prospective Applicants as an amendment of this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicants.
- b. Applicants should include on the cover page of both the technical and the cost applications (1) the printed or typed name and title of the authorized representative; (2) information regarding the person to be contacted both during the period of evaluation of applications and for negotiations leading to award. This information is to include name, title, address, phone number, internet e-mail and facsimile number; and (3) a reference to the total proposed funding level and estimated cost share.
- c. Applicants are to ensure that the authorized representative signs the application and print or type his/her name and title on the Cover Page of technical and cost (SF424) application. Erasures or other changes must also be initialed by the person signing the application. Applications signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office. Similarly, the cost volume of the Applicant's application must identify the individual(s) having authority to bind the Applicant.
- d. 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 purposes, should:
  - Mark the title page with the following legend: "*This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed, in whole or in part, for any purpose other than to evaluate this application. If, however, a Cooperative Agreement is awarded to this Applicant as a result of, or in connection with, the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting Cooperative Agreement. This restriction does not limit the U.S. Government's rights 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 numbers or other identification of sheets]*"; and

- Mark each sheet of data it wishes to restrict with the following legend: *"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."*
- e. Applicants must set forth accurate and complete information as required by this RFA. The penalty for making false statements in applications to the U.S. Government is prescribed in 18 U.S.C. 1001.
- f. Applicants should retain for their records one copy of their application and all enclosures that accompany it.

## **G. ADDITIONAL GUIDELINES**

In addition to the aforementioned General Submission Instructions, Applicants are requested to take note of the following:

Hard copy of applications shall be submitted in two parts: (a) technical and (b) cost/business application. Technical applications shall be submitted in an original and two copies. Cost applications shall be submitted in an original and one copy. In addition to hard copies, technical applications must be submitted on 3-1/2" diskettes or CDs in Microsoft Word 2000 format and cost/business applications must be submitted in Microsoft Excel 2000 format. Any graphics/tables must be formatted in MS Word 2000 or Excel 2000.

## **H. TECHNICAL APPLICATION FORMAT**

The technical application will be the most important item of consideration in selection for award of the proposed cooperative agreement. Technical applications should not exceed 30 pages in length. Resumes, past performance references, Performance Monitoring and Evaluation Plan (PMEP), appendices, graphs, lists of previous contracts, cooperative agreements, grants and tables are **excluded** from the 30-page limitation and may be included as annexes to the technical application. Applications shall be written in English and typed on standard 8 1/2" x 11" paper (216mm by 297mm paper) Font 12 point/Times New Roman, single-spaced, 10 characters per inch with each page numbered consecutively.

Technical applications should be specific, complete and presented concisely. The applications should demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. The applications should take into account the technical evaluation criteria found in Section V.

The deadline for submitting questions is June 29, 2007. While the technical applications should not exceed 30 pages, shorter applications are encouraged. Longer applications will be considered non-responsive and will not be reviewed. Detailed information should be presented only when required by specific RFA instructions.

USAID/WBG also requests that applications follow the outline provided in this section. The suggested format includes (a) cover page, (b) executive summary, and (c) the technical portion of the application.

- a. Cover Page (1 page): The Cover Page should include proposed project title, RFA number, name of organization(s) submitting application, contact person, telephone and fax numbers, e-mail, and address.

b. Executive Summary (not to exceed 3 pages): The Executive Summary should briefly describe how the Applicant proposes to meet the project requirements, carry out the activity functions, and achieve the anticipated results. It should also briefly mention personnel and technical/organizational resources, and describe how the program will be managed and monitored.

c. **Technical Application**

Technical Approach (approx. 10 pages)

Applicants should describe how the proposed program activities in Section I will be realized and how the selected tasks will complement each other. Applicants should also describe how they propose to integrate the program's components to achieve the objectives of the program stated in this RFA. Applicants are also expected to define what they consider feasible to achieve within a four-year timeframe, with a **\$9.2 million** budget, and given the current status of the basic education at the private educational institutions and the political and socio-economic situation.

Applicants are required to accompany their Technical Application with a summary budget overview which depicts the distribution of the proposed budget across the program and activities as outlined in this RFA, the contribution of costs to the achievement of the Applicant's proposed program and the expected program achievements stated herein. This presentation is limited to two (2) pages and to be an annex to the Technical Approach. Applicants are to elect the form of the presentation.

In other words, Applicants are recommended to present for each component: an overview of proposed interventions; a detailed outline of the methodology that will be used to implement the interventions; a brief analysis of anticipated implementation challenges ahead; and finally a summary of expected outputs and impact, using indicators that will be used to track progress towards results.

The technical approach should demonstrate (1) analytical depth, clarity, and responsiveness to the task set, (2) state-of-the-art technical knowledge, innovation and creativity, and (3) feasibility of strategies and impact proposed. Within these general criteria, specific elements of the technical approach of the Applicants should address the following:

- How will program funds be apportioned amongst the components and sub-components?
- What timing is envisaged for the actual launch of project activities
- How will procurements be planned and undertaken?
- What quality assurance measures are being proposed?
- What efforts are made to control costs and improve efficiency throughout the program?
- What mechanisms are in place to avoid duplication with inputs/outputs from previous USAID-financed education related programs or with other donor programs?
- Amount and clear articulation of cost share.

ii. Key Personnel and Staffing (approx. 4 pages)

The focus is on the human, technical, and organizational resources that will be mobilized for project implementation. Applicants are expected to provide a full staffing plan that covers both key personnel and support staff, documenting the underlying rationale regarding the staff configuration and including brief position descriptions for each position. The staffing plan needs

to be accompanied by an organizational chart demonstrating the lines of authority and staff responsibility. USAID/WBG expects that the organization(s) under this award will maintain the minimum necessary full-time technical and support staff.

Special attention should be paid to the key personnel positions. Key personnel are those considered essential to the work being performed under this Agreement, and must be approved by USAID/WBG prior to their employment. Key personnel may be expatriates or local hires, though USAID/WBG will not entertain more than one long-term expatriate position under the proposed activity. It is recommended that Applicants highlight the mix of relevant skills that key personnel will bring to the program (since no one person will have all the technical skills necessary to implement this project, the key staff should have complementary skills to ensure a balance of technical and management expertise). Finally, resumes should be added in an annex for all proposed key personnel with, as a minimum, three references for each, including up-to-date telephone and e-mail contact information.

The key personnel positions under this Agreement will include the Chief of Party, Program Manager, Gaza Program Coordinator, Education Advisor, and Finance Officer. Applicants may propose and justify a configuration of key staff positions, qualifications and roles in addition to or in substitution to those described below.

The staffing plan should highlight where the Applicant anticipates the involvement of technical experts on an ad hoc and/or short-term basis. The staffing plan should explain how additional expertise and skill mix might be obtained while attending to the necessity of cost-containment and avoiding unnecessary staffing.

iii. Management Plan (approx. 4 pages)

The focus is on how to efficiently and effectively use the human, technical, and organizational resources at hand. Among other things, USAID/WBG expects the Applicant to address the following issues:

- How will the Applicant mobilize in terms of personnel, logistics set-up, and establishment of management and financial control systems?
- To which degree will management authority devolve from the home office of the Applicant to the West Bank and Gaza office? USAID/WBG expects the project to be managed locally, with all management decisions, including financial decisions, and administrative responsibilities delegated to the main field office. The prime Cooperative Agency's home office is expected to provide managerial oversight and administrative backstop, and technical assistance and guidance as needed.
- Where will project offices be located? Where will the head office be located and are field offices envisaged. USAID encourages the establishment of field offices and expects the Applicant to establish an office in the West Bank.
- To which degree will the operational and financial management set-up, decision-making procedures and staff structure allow the project to (1) effectively coordinate implementation between the West Bank and Gaza as well as (2) ensure sufficient flexibility to respond to unpredictable restrictions in project implementation?
- How will the Applicant ensure that each partnering organization, if any, will contribute to the overall strategy and implementation and that the technical pieces of the program will be integrated and coordinated?

- How will the project work with local partners, other USAID programs, and other implementing organizations to achieve results? USAID/WBG places high value on the Applicant's ability to ensure that all project staff create and maintain effective working relationships with counterparts (e.g., USAID, and other donor organizations) and work in a collaborative and inclusive team oriented manner.
- To what extent will the Model Schools Network (MSN) Program have its own identity separate from the identity of the Applicant institution(s)?
- What type of strategies or approaches for cost containment will be adopted?

iv. Technical Capabilities and Past Performance (approx. 4 pages)

The focus is on demonstrated technical capabilities and relevant past performance. Applicants should be demonstrated as leaders in educational development programming in developing countries. Applicants are expected to describe the blend of technical expertise that might be needed to achieve the objective of this program, and then provide specific examples of successful relevant activities and demonstrate their impact. Finally, each Applicant (i.e., the primary cooperating agency and any other agency(ies) that are involved in the preparation of the application should include a list of contracts, grants, and Cooperative Agreements that the Applicant has implemented involving similar and related programs over the past three years with USAID or with other organizations (e.g., commercial, governmental, and philanthropic).

v. Performance Management Plan (Approx. 4 pages)

The focus is on the monitoring system to track and evaluate outputs and impact of program interventions. Under the technical approach section, Applicants are expected to provide output and outcome/impact indicators to measure progress towards results. Applicants are expected to describe the system by which to conduct cost-effective and results-oriented monitoring that will provide USAID/WB&G and the program itself information to track progress, improve performance and effectiveness, as well as to inform planning and management decisions. The indicators used for the program should include both performance-based indicators (with focus on outputs – e.g. number of teachers trained) and impact-based indicators (with focus on outcome – e.g. improvement in – choose an educational quality improvement indicator).

The information provided in the Application is expected to serve as the basis for documents that the Applicant will be expected to submit following award of the Cooperative Agreement. The information in the "Technical Approach" is expected to be integrated at a later date in the Applicant's "Implementation Plan"; the information regarding "Personnel" and "Management" in the Application is expected to be part of the Applicant's "Management Plans"; and the monitoring and reporting as part of the "Performance Management Plan".

A USAID Technical Evaluation Committee will evaluate all technical applications in accordance with the evaluation criteria as further detailed under **Section "V"**.

d. Annexes

1. Resumes: Resumes are to be included in the Annex for each individual who is proposed as key personnel on the program. The resumes must be no more than two pages each and should include at least three references with telephone numbers or email addresses for each reference. In addition, submit signed letters of commitment from all key personnel proposed including time frame. Each résumé shall be accompanied by a SIGNED letter of commitment from each candidate indicating his/her (a) availability to serve in the stated position on a specific date and for a definitive term of service and (b) agreement to the compensation levels as set forth in the cost application. Applicants shall also submit three (3) references of professional contacts, with complete contact information (current) including email addresses and telephone numbers, for each proposed candidate. Please note that documentation that reflects an “exclusive” relationship between an individual and an applicant is not requested and should not be submitted.
2. Past Performance References: Describe all contracts, grants, and cooperative agreements which the organization, both the primary Applicant as well as an substantive sub-grantees, has implemented involving similar or related programs over the past three years. Please include the following information: name and address of awarding organization or agency; current address, telephone number and email address of responsible representative from the organization; contract/grant name and number (if any), annual amount received for each of the last three years; term of award; brief description of the project/assistance activity; place of performance of services or program; and brief description of the program.

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

3. Subrecipients: Organizations may not possess all the skills required to achieve all the results identified in this RFA. Organizations are encouraged to enter into partnerships with other non-profit and/or for-profit organizations as sub-recipients to supplement skills. However, one organization shall be designated to serve as the prime organization and will be responsible for the achievement of results and the implementation of the program. Applicants that intend to utilize subrecipients shall indicate the extent intended, the method of identifying them and the tasks/functions they will be performing. Applicants shall state whether or not they have existing relationships with these other organizations and the nature of the relationship (e.g., subgrantee, subcontractor, partnership etc). The applicant must specify the technical resources and expertise of proposed organizations. Technical plan information for proposed subrecipients should follow the same format as that submitted by the applicant.

**I. COST APPLICATION FORMAT**

The cost/business application must be completely separate from the Applicant's technical application. The Applicant should submit one original and one hard copies of the cost/business application. The cost/business application is also to be submitted on a 3-1/2" diskette or CD in Microsoft Excel 2000. The cost/business application should be for a period of four years using the format shown in SF-424A.

The following sections describe the documentation that Applicants must submit to USAID prior to award. There is no page limit for the cost application. However, unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this RFA

are not desired and may be construed as an indication of the prospective Applicant's lack of cost consciousness. 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 which USAID will treat for purposes of Agreement administration, identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

Applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following:

1. 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 and 424A which can be downloaded from the USAID web site at: <http://www.usaid.gov/forms/sf424.pdf>
  - a. A breakdown of all costs associated with the program according to the costs of, if applicable, headquarters, regional and/or country offices;
  - b. **Cost Sharing:** Applicants are required to indicate the amount of the cost sharing being proposed towards this activity and show all non-USAID funds immediately available for this purpose in their cost application. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing this Cooperative Agreement;
  - c. Costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
  - d. The cost proposal must outline the roles and responsibilities of project staff vis-à-vis budgeting, monitoring, and reporting on the financial status of the project. How the program will track costs incurred, including costs for labor, equipment, supplies, and facilities must also be described. Applicants who intend to utilize sub-contractors or sub-recipients should indicate the extent intended and a complete cost breakdown. Extensive sub-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, sub-contract or sub/grantee involved in the program should be provided as well;
  - d. Potential contributions of non-USAID or private donors to this Cooperative Agreement;
  - e. Procurement plan for commodities;

The cost/business application should contain the following budget categories:

Direct Labor - Direct salaries and wages for each year of the Agreement shall be in accordance with the organization's established personnel policies. To be considered adequate, the policies must be in writing,

applicable to all employees of the organization, is subject to review and approval at a high enough organizational level to assure its uniform enforcement, and result in costs which are reasonable and allowable in accordance with applicable cost principles. The narrative should include a level of effort analysis specifying personnel, rate of compensation, and amount of time proposed. Anticipated salary increases during the period of the Agreement should be included.

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

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

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

Travel and Per Diem - The narrative should indicate number of trips, domestic and international, and the estimated unit cost of each. Specify the origin and destination for each proposed trip, duration of travel and number of individuals traveling. Proposed per diem rates must be in accordance with the Applicant's established policies and practices that are uniformly applied to federally-financed and other activities of the Applicant.

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

Proposed (Sub) contracts/agreements - Applicants who intend to utilize (sub) contractors or sub recipients should indicate the extent intended and a complete cost breakdown, as well as all the information required herein for the Applicant. Extensive (sub) contract/agreement financial plans should follow the same cost format as submitted by the Applicant.

Contractual: Any goods and services being procured through a contract mechanism.

Organizational Information: Applicants are also required to provide the following organizational information:

- Type of Organization;
- The name and title of individuals authorized to sign the Cooperative Agreement;
- Taxpayer Identification Number (TIN);
- Data Universal Numbering System (DUNS) Number;
- Letter of Credit (LOC) Number, if applicable;

- Estimated costs of communications products that are anticipated under the Cooperative Agreement.
2. A current Negotiated Indirect Cost Rate Agreement;
  3. Completed signed copy of certifications and representations (which are included in Annex A below);
  4. A copy of the Certificate of Compliance if the Applicant's organization's systems have been certified by the USAID/Washington's Office of Acquisition and Assistance (M/OAA, formerly known as M/OP);

**J. STATUTORY AND REGULATORY CERTIFICATIONS**

Applicants are advised that, pursuant to ADS 303.5.8, an executed set of Certifications and Representations must be provided prior to award of an Agreement. Should negotiations commence, the Agreement Officer will request the requisite documentation from the successful Applicant at that time.

**K. 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.

**IMPORTANT NOTE**

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

Applicants should submit any additional evidence of responsibility deemed necessary for the Agreement Officer to make a determination of responsibility. The information submitted should substantiate that the Applicant:

1. Audited financial statements for the past three years that have been audited by a certified public accountant or other auditor satisfactory to USAID;
1. Bylaws, constitution, and articles of incorporation, if applicable;
2. Copies of organizational travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding salary, promotion, leave, differentials, etc., and indicate whether such policies and procedures have been reviewed and approved by any agency of the Federal Government. If so, provide the name, address, and phone number of the cognizant reviewing official;
3. Other documentation, as required by the Agreement Officer, to substantiate that the Applicant:
  - Has adequate financial resources or the ability to obtain such resources as required during the performance of the Cooperative Agreement;

- Has the ability to comply with the award's terms and conditions, taking into account all existing and currently prospective commitments of the Applicant, nongovernmental and governmental;
- Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance;
- Has a satisfactory record of integrity and business ethics;
- Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations (e.g., Equal Employment Opportunity Laws).

## **L. SPECIAL CONSIDERATIONS**

In responding to this RFA, applicants should bear in mind the following special considerations:

### **1. Gender equality:**

In accordance with USAID policies, each new activity undertaken by USAID must outline the most significant gender issues that need to be considered during program implementation. An important component of this project is to improve the quality of education of female students and to encourage more female students to join the scientific streams of education.

The gender-based selection of schools will be varied between co-educational and single-gender schools. In the West Bank it will include five co-educational schools, five girls' schools and five boys' schools, where in Gaza all five of the targeted schools will be co-educational as the majority of the Gaza private schools are co-educational. Inclusion of each type of available schools will ensure that the model will be replicable and will contribute to the lessons learned through the monitoring, testing, and evaluating to be conducted under the program.

### **2. Disability**

a. The applicant should give emphasis to facilitating the inclusion of school students with disabilities in the Model Schools Network Program throughout the implementation of the different program components. In addition, the applicant should attempt to stimulate the engagement of the participating private schools in promoting a climate of nondiscrimination against and equal opportunities for students with disabilities.

This will enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies and to increase awareness of issues of people with disabilities within USAID programs.

#### USAID Disability Policy - Assistance (December 2004)

b. The objectives of the USAID Disability Policy are (1) to enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies, activity designs and implementation; (2) to increase awareness of issues of people with

disabilities both within USAID programs and in host countries; (3) to engage other U.S. government agencies, host country counterparts, governments,

implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities; and (4) to support international advocacy for people with disabilities. The full text of the policy paper can be found at the following website: <http://www.usaid.gov/about/disability/DISABPOL.FIN.html>.

(ii) USAID therefore requires that the recipient not discriminate against people with disabilities in the implementation of USAID funded programs and that it make every effort to comply with the objectives of the USAID Disability Policy in performing the program under this grant or Cooperative Agreement. To that end and to the extent it can accomplish this goal within the scope of the program objectives, the recipient should demonstrate a comprehensive and consistent approach for including men, women and children with disabilities.

c. Standards for Accessibility for the Disabled in USAID Assistance Awards Involving Construction (September 2004)

(i) One of the objectives of the USAID Disability Policy is to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities. As part of this policy USAID has established standards for any new or renovation construction project funded by USAID to allow access by people with disabilities (PWDs). The full text of the policy paper can be found at the following website: [http://pdf.dec.org/pdf\\_docs/PDABQ631.pdf](http://pdf.dec.org/pdf_docs/PDABQ631.pdf)

(ii) USAID requires the recipient to comply with standards of accessibility for people with disabilities in all structures, buildings or facilities resulting from new or renovation construction or alterations of an existing structure.

(iii) The recipient will comply with the host country or regional standards for accessibility in construction when such standards result in at least substantially equivalent accessibility and usability as the standard provided in the Americans with Disabilities Act (ADA) of 1990 and the Architectural Barriers Act (ABA) Accessibility Guidelines of July 2004. Where there are no host country or regional standards for universal access or where the host country or regional standards fail to meet the ADA/ABA threshold, the standard prescribed in the ADA and the ABA will be used.

(iv) New Construction. All new construction will comply with the above standards for accessibility.

(v) Alterations. Changes to an existing structure that affect, the usability of the structure will comply with the above standards for accessibility unless the recipient obtains the Agreement Officer's advance approval that compliance is technically infeasible or constitutes an undue burden or both. Compliance is technically infeasible where structural conditions would require removing or altering a load-bearing member that is an essential part of the structural frame or because other existing physical or site constraints prohibit modification or addition of elements, spaces, or features that are in full and strict compliance with the minimum requirements of the standard. Compliance is an undue burden where it entails either a significant difficulty or expense or both.

(vi) Exceptions. The following construction related activities are excepted from the requirements of paragraphs (a) through (d) above:

(1) Normal maintenance, re-roofing, painting or wall papering, or changes to mechanical or electrical systems are not alterations and the above standards do not apply unless they affect the accessibility of the building or facility; and

(2) Emergency construction (which may entail the provision of plastic sheeting or tents, minor repair and upgrading of existing structures, rebuilding of part of existing structures, or provision of temporary structures) intended to be temporary in nature. A portion of emergency construction assistance may be provided to people with disabilities as part of the process of identifying disaster- and crisis-affected people as “most vulnerable.”

### **3. Approval of Construction Activities**

Recognition of any such construction as a component of the program will be accomplished by its incorporation as a program activity in the award. Additional approvals will be required of any single construction activity for which estimated costs exceed \$100,000. These approvals must be obtained by the Recipient after the award, as follows:

- a. All proposed construction activities must receive the consent of the Mission prior to any construction activity commencing.
- b. Any proposed construction activity which specifically exceeds \$100,000 must be reviewed and approved in detail by the Mission prior to the Recipient proceeding with such project and for the costs associated therewith to be recognized and allowed under the Cooperative Agreement.
- c. The Recipient must submit the completed detailed designs for the actual construction activity, as well as the estimated costs with a budget narrative, to the Mission for review and approval. The designs and costs will be reviewed by the Mission for technical adequacy as well as whether the Recipient has the appropriate management systems for the implementation and oversight of proposed construction activities.
- d. Upon completion of the design(s) and cost reviews(s), an administrative acknowledgement formally recognizing the inclusion of such activities must be issued by the USAID designated Cognizant Technical Officer.

### **4. i. Due date for submission:**

The deadline for submitting the applications under this RFA is July 31, 2007.

### **ii. Late or incomplete Submissions:**

USAID may review and consider for award applications submitted for an RFA which are late or incomplete as long as the following is correct:

- Their treatment is consistent with the terms of the RFA.
- All similarly late applications are treated the same, and

- They are evaluated before any agreements are awarded under the RFA.

The Agreement Officer will consent in writing to the review of late or incomplete applications.

**iii.** Applications are submitted at the risk of the applicant and all preparation and submission costs are at the applicant's own expense.

## **5. MANDATORY SPECIAL PROVISIONS**

### **i. SUBCONTRACTING WITH GOVERNMENT OR QUASI-GOVERNMENT ENTITIES**

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

### **ii. CAPITAL ASSISTANCE (611e REQUIREMENTS)**

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

### **iii. PROHIBITION AGAINST SUPPORT FOR TERRORISM**

- (a) The Recipient 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.
- (b) One of the applicable orders is Executive Order 13224, dated September 23, 2001. The web site of the Office of Foreign Assets Control (OFAC), of the Department of Treasury, contains the text of that order and a list of the individuals and entities designated thereunder. It also contains lists of individuals and entities designated under other applicable statutes, regulations and Executive Orders.  
<http://www.treasury.gov/offices/enforcement/ofac/index.shtml>
- (c) USAID reserves the right to review, and either approve or reject, the following subawards if proposed under this contract/agreement: (i) any contract or subcontract in excess of \$25,000 with a non-U.S. organization or individual, and (i) any grant or subgrant to a non-U.S. organization or individual, regardless of the dollar value. Furthermore, the written consent of USAID is required before certain other forms of assistance may be provided to a non-U.S. organization or individual. These include

in-kind assistance such as renovation of an NGO's facilities, repair or replacement of a company's equipment, and certain training activities. The details of these requirements are described in notices issued by USAID/West Bank and Gaza from time to time. No

approval (or failure to disapprove) by USAID shall relieve the Contractor/Recipient of its legal obligation to comply with applicable Executive Orders and laws.

- (d) USAID reserves the right to rescind approval for a subcontract in the event that USAID subsequently becomes aware of information indicating that the subaward is contrary to U.S. law or policy prohibiting support for terrorism. In such cases, USAID's Agreement Officer will provide written instructions to the Recipient to terminate the subaward.
- (e) The Recipient agrees to promptly notify USAID's Cognizant Technical Officer (CTO) in the event of any change in the identity of its "key individuals" or in the identity of "key individuals" of any recipient of a subaward in paragraph (d). For purposes of this requirement, "key individuals" means (i) the program manager or chief of party for the USAID-financed program; (ii) the principal officer and deputy principal officer of the organization (e.g., executive director, deputy director, president, vice president); (iii) principal officers of the organization's governing body (e.g., chairman, vice chairman, treasurer and secretary of the board of directors or board of trustees); and (iv) any other person with significant responsibilities for administration of USAID-financed activities or resources. Note that this definition differs from the definition of "key personnel" under contracts and Cooperative Agreements.
- (f) Before awarding any grant or subgrant under this agreement, the Recipient shall (1) obtain from the proposed subawardee the certification required under USAID's Acquisition and Assistance Policy Directive 04-14 (AAPD 04-14), "Certification Regarding Terrorist Financing Implementation E.O. 13224 (Revision 2)" and (2) provide a copy of the certification to the USAID Agreement Officer.
- (g) USAID reserves the right to terminate this contract/agreement if USAID determines that the Recipient is involved in or advocates terrorist activity or has failed to comply with any of the requirements of this provision.
- (h) This provision, including this paragraph (h), shall be included in all contracts, subcontracts, grants and subgrants issued under this agreement. The Recipient shall promptly provide to USAID's Agreement Officer a copy of the pages from each subaward that contains this provision.

iv. PROHIBITION AGAINST CASH ASSISTANCE TO THE PALESTINIAN AUTHORITY

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

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

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

v. PROHIBITION ON DIRECT ASSISTANCE TO THE PALESTINIAN AUTHORITY

In accordance with the provisions of Section 550(a) of Public Law 109-102, as amended by Section 1304 of Public Law 109-234, the Recipient is prohibited from expending any USAID funds under this award for assistance to the Palestinian Authority or for which the Palestinian Authority would benefit unless specifically authorized to do so in writing by the Agreement Officer. Accordingly, all activities that would result in providing assistance to the Palestinian Authority to include, without limitation, any Palestinian Authority ministry, office, employee or facility as may be described in the Program Description and as may be further specified by USAID are prohibited until such time that written authorization is provided by the Agreement Officer to resume these activities.

vi. RESTRICTION ON DESIGNATION AND NAMING OF FACILITIES

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

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

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

vii. VALUE ADDED TAX AND CUSTOMS DUTIES

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

this award. No exemptions from VAT imposed by the GOI are available through USAID. Therefore, Israeli VAT is an allowable cost under this award, except for VAT from which exemptions are available to the Grantee/Recipient directly.

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

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

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

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

viii. REPORTING OF FOREIGN TAXES

- (a) The awardee must annually submit one report by April 6 of the next year. The reporting period will cover from October 1 to September 30.
- (b) Contents of Report. The reports must be in the format provided in attachment E and contain:
  - (i) Recipient name.
  - (ii) Contact name with phone, fax and email.
  - (iii) Award number(s); separate report needs to be provided for each award.
  - (iv) Amount of foreign taxes assessed by the Palestinian Authority on commodity purchase transactions valued at \$500 or more financed with U.S. foreign assistance funds under this agreement during the prior U.S. fiscal year.
  - (v) Only foreign taxes assessed by the foreign government in the country receiving U.S. assistance are to be reported. Foreign taxes by a third party foreign government are not to be reported. For example, if an assistance program for the Palestinian Authority involves the purchase of commodities in Israel using foreign assistance funds, any taxes imposed by Israel would not be reported.
  - (vi) Any reimbursements on the taxes reported in (iv) received by the recipient through March 31. Any refund from the Palestinian Authority that is received directly by the awardee should be reflected. For refunds processed by USAID,

we will fill in the VAT refunded amount. If a VAT refund receipt was provided to USAID for refund processing the awardee will need to provide the month under which the claim was submitted to USAID and the serial number of the invoice as included in the claim.

- (vii) Reports are required even if the recipient did not pay any taxes during the report period.
- (viii) Cumulative reports may be provided if the recipient is implementing more than one program in a foreign country.
- (c) Definitions. For purposes of this clause:
  - (i) “Agreement” includes USAID direct and country contracts, grants, Cooperative Agreements and interagency agreements.
  - (ii) “Commodity” means any material, article, supply, goods, or equipment.
  - (iii) “Foreign government” includes only a Palestinian Authority entity.
  - (iv) “Foreign taxes” means value-added taxes and custom duties assessed by a foreign government on a commodity. It does not include foreign sales taxes.
- (d) Where. Submit the reports by either of the following means:

email attachment (preferred): [579vat@usaid.gov](mailto:579vat@usaid.gov) or fax to 972-3-511-4888, attention Michael Kopti.
- (e) Subagreements. The awardee must include this reporting requirement in all applicable subcontracts, subgrants and other subagreements.
- (f) For further information see <http://www.state.gov/m/rm/c10443.htm>.

## 6. MARKING UNDER ASSISTANCE INSTRUMENTS

### A. BRANDING STRATEGY - ASSISTANCE (December 2005)

#### (a) Definitions

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

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

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

**(b) Submission.**

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

**(c) Submission Requirements**

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

**(1) Positioning**

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

Guidelines: USAID prefers to have the USAID Identity included as part of the program or project name, such as a "title sponsor," if possible and appropriate. It is acceptable to "co-brand" the title with USAID's and the Apparently Successful Applicant's identities. For example: "The USAID and [Apparently Successful Applicant] Health Center."

If it would be inappropriate or is not possible to "brand" the project this way, such as when rehabilitating a structure that already exists or if there are multiple donors, please explain and indicate how you intend to showcase USAID's involvement in publicizing the program or project. *For example: School #123, rehabilitated by USAID and [Apparently Successful Applicant]/ [other donors].* Note: the Agency prefers "made possible by (or with) the generous support of the American People" next to the USAID Identity in acknowledging our contribution, instead of the phrase "funded by." USAID prefers local language translations.

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

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

**(2) Program Communications and Publicity**

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

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

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

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

*What is the main program message(s)?*

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

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

**Guidelines:** These may include media releases, press conferences, public events, and so forth. Note: incorporating the message, "USAID from the American People", and the USAID Identity is required.

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

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

### **(3) Acknowledgements**

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

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

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

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

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

**B. MARKING PLAN – ASSISTANCE (December 2005)**

**(a) Definitions**

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

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

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

A **Presumptive Exception** exempts the Applicant from the general marking requirements for a *particular* USAID-funded public communication, commodity, program material or other deliverable, or a *category* of USAID-funded public communications, commodities, program materials or other deliverables that would otherwise be required to visibly bear the USAID Identity. The Presumptive Exceptions are: Presumptive Exception (i). USAID marking requirements may not apply if they would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials, such as election monitoring or ballots, and voter information literature; political party support or public policy advocacy or reform; independent media, such as television and radio broadcasts, newspaper articles and editorials; and public service announcements or public opinion polls and surveys (22 C.F.R. 226.91(h)(1)).

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

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

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

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

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

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

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

(c) **Submission Requirements.**

The Marking Plan will include the following:

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

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

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

(iii) events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences, and other public activities; and (iv) all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies and other materials funded by USAID, and their export packaging.

(2) A table specifying:

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

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

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

(3) A table specifying:

(i) what program deliverables will not be marked with the USAID Identity, and (ii) the rationale for not marking these program deliverables.

**(d) Presumptive Exceptions.**

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

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

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

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

(iii) For Presumptive Exception (iii), identify the item or media product produced under the USAID funded award, and explain why each item or product, or category of item and product, is better positioned as an item or product produced by the cooperating country government.

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

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

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

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

(3) The Agreement Officer will review the request for adequacy and reasonableness.

In consultation with the Cognizant Technical Officer and other agency personnel as necessary, the Agreement Officer will approve or disapprove the requested Presumptive Exception. Approved

exceptions will be made part of the approved Marking Plan, and will apply for the term of the award, unless provided otherwise.

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

## C. MARKING UNDER USAID-FUNDED ASSISTANCE INSTRUMENTS (December 2005)

### (a) Definitions

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

**Principal Officer** means the most senior officer in a USAID Operating Unit in the field, e.g., USAID Mission Director or USAID Representative. For global programs managed from Washington but executed across many countries, such as disaster relief and assistance to internally displaced persons, humanitarian emergencies or immediate post conflict and political crisis response, the Cognizant Principal Officer may be an Office Director, for example, the Directors of USAID/W/Office of Foreign Disaster Assistance and Office of Transition Initiatives. For non-presence countries, the Cognizant Principal Officer is the Senior USAID officer in a regional USAID Operating Unit responsible for the non-presence country, or in the absence of such a responsible operating unit, the Principal U.S Diplomatic Officer in the non-presence country exercising delegated authority from USAID.

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

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

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

**Subrecipient** means any person or government (including cooperating country government) department, agency, establishment, or for profit or nonprofit organization that receives a USAID subaward, as defined in 22 C.F.R. 226.2.

**Technical Assistance** means the provision of funds, goods, services, or other foreign assistance, such as loan guarantees or food for work, to developing countries and other USAID recipients, and through such recipients to subrecipients, in direct support of a

development objective – as opposed to the internal management of the foreign assistance program.

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

**(b) Marking of Program Deliverables**

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

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

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

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

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

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

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

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

(9) Subrecipients. To ensure that the marking requirements “flow down” to subrecipients of subawards, recipients of USAID funded grants and Cooperative Agreements or other assistance awards will include the 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.”*

(10) Any ‘public communications’, as defined in 22 C.F.R. 226.2, funded by USAID, in which the content has not been approved by USAID, must contain the following disclaimer: *“This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert recipient name] and do not necessarily reflect the views of USAID or the United States Government.”*

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

**(c) Implementation of marking requirements.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**(d) Waivers.**

(1) The recipient may request a waiver of the Marking Plan or of the marking requirements of this provision, in whole or in part, for each program, project, activity, public communication or commodity, or, in exceptional circumstances, for a region or country, when USAID required marking would pose compelling political, safety, or security concerns, or when marking would have an adverse impact in the cooperating country. The recipient will submit the request through the Cognizant Technical Officer. The Principal Officer is responsible for approvals or disapprovals of waiver requests.

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

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

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

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

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

## **SECTION V – APPLICATION REVIEW INFORMATION**

The criteria presented below have been tailored to the requirements of this particular RFA. Applicants should note that these criteria serve to: (a) identify the significant matters which Applicants should address in their applications and (b) set the standard against which all applications will be evaluated.

The technical applications will be evaluated in accordance with the Technical Evaluation Criteria set forth below. Cost applications will be evaluated for general reasonableness, allowability, and allocability. Award will be made to the responsible Applicant(s) whose application offers the greatest value to the U.S. Government.

Technical and other factors will be evaluated relative to each other, as described herein.

- (1) The technical application will be scored by a technical evaluation committee using the criteria shown in this Section.
- (2) The cost application will not be scored but will be considered as described in this Section. USAID will award to the Applicant whose application is most advantageous to the U.S. Government as well as the most cost effective.
- (3) The selection criteria below are presented by major category, with relative order of importance, so that Applicants will know which areas require emphasis in the preparation of applications. The criteria below reflect the requirements of this particular RFA. Applicants should note that these criteria: (a) serve as the standard against which all applications will be evaluated, and (b) serve to identify the significant matters which Applicants should address in their applications.
- (4) Prospective Applicants are forewarned that an application with the lowest estimated cost may not be selected if award to a higher priced application affords the government a greater overall benefit. 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.

### **REVIEW PROCESS**

All applications which meet the eligibility and program requirements, and conform to the application preparation and submission instructions, will be reviewed and scored by a panel of USAID reviewers on accordance with the evaluation criteria set forth in this section.

The budget narrative of all applications under consideration for award will be reviewed for what are necessary and reasonable costs to support the program. Upon completion of the initial review of applications, USAID may, as it deems necessary and appropriate, conduct written

and/or oral discussions with those applications whose applications remain in the competitive range. The decision to conduct such discussions should not be considered a reflection of a final decision about which organization will receive an award, but rather would be part of the evaluation process.

The final award decision is made by the Agreement Officer, with consideration of the Technical Evaluation Committee recommendations.

## **BEST VALUE PROCUREMENT**

Award will be made to the Applicant whose application offers the best value to the Government. Best value is defined as the expected outcome of a procurement that, in the Government's estimation, provides the greatest overall benefit in response to the requirement.

For this RFA, technical proposal merits are considered significantly more important than cost relative to deciding which Applicant best might perform the work. Cost realism and reasonableness, as well as the amount of cost sharing, will however be important criteria and may be the determining factor in the event that the applications receiving the highest ratings are closely ranked. Therefore, after the final evaluation of the applications, the Agreement Officer will make the award to the Applicant whose application offers the best value to the Government considering both technical and cost factors.

## **ACCEPTABILITY OF PROPOSED NON-PRICE TERMS AND CONDITIONS**

An application is acceptable when it manifests the Applicant's agreement, without exception, to the terms and conditions of the RFA, including attachments, and when it provides a complete and responsive proposal without taking exception of the terms and conditions of the RFA. If an Applicant takes exception to any of the terms and conditions of the RFA, then USAID will consider its offer to be unacceptable. The USAID reserves the right to change the terms and conditions of the RFA by amendment at any time prior to the Applicant selection decision.

## **RATING METHODOLOGY**

Applications for the activity will be evaluated based on numerical ranking for overall application and each section of the application, respectively. The following ratings will be used in assessing the criteria set forth:

91-100 points: The application fully meets the RFA's requirements and the expectations of USAID. The Applicant has convincingly demonstrated that the requirements have been analyzed, evaluated, and should result in an outstanding, effective, efficient, and economical performance.

81-90 points: The application demonstrates a level of effort that substantially meets the RFA's requirements and the expectations of USAID. The application specified performance or

capability requirements necessary for acceptable performance and could produce results which should prove to be substantially beneficial.

71-80 points: The application does not meet some specified performance or capability requirements necessary for acceptable performance, but inadequacies are correctable. The application demonstrates good understanding and ability to fulfill the requirements and weaknesses should not seriously affect the Applicant's performance if measures are taken to correct them.

0-70 points: The application fails to meet specified minimum performance and capability requirements and contains major deficiencies. It is incomplete and vague and deficiencies are uncorrectable without a major revision of the application. Applications scoring within this range will not be considered for award.

The following technical evaluation criteria are listed in descending order of importance. A summary of technical application evaluation criteria is found in the below Table.

A Technical Evaluation Committee (TEC) will review all applications received in response to the subject RFA. The TEC will score applications and rank them in accordance with a pre-determined set of criteria and a scoring system. The following criteria and scoring system will be used by the TEC:

<b>Criteria</b>	<b>Scoring</b>
<b>Technical Application</b>	<b>30</b>
<b>Management Capacity</b>	<b>20</b>
<b>Key Personnel</b>	<b>30</b>
<b>Past Performance and Institutional Capability</b>	<b>20</b>
<b>Total Technical Evaluation</b>	<b>100</b>

The following technical evaluation criteria are listed in descending order of importance.

**1. Technical Approach (maximum points = 30)**

The application reflects excellent understanding of the overall program description, including the objectives, activities and tools involved, and it demonstrates an ability to apply evidence-based best practices and techniques to reach clearly defined and feasible results. Evaluations and scoring will specifically weigh and recognize those applications which demonstrate innovativeness, cohesion and synergy.

The application clearly demonstrates the following essential elements:

- Soundness of strategies to be adopted and clear articulation of technical tools.
- Innovativeness of approaches, especially in the core and support illustrative program activities section.
- Clear articulation of results to be achieved - both in terms of performance (e.g. outputs) and impact (e.g. number of beneficiaries and other effects) - that are feasible within given timeframe and of the relationship of budget distribution to the achievement of program impacts and outputs.
- Clear articulation and effective integration of adaptive management into program implementation so as to allow the program to adjust to unforeseen circumstances or developments.
- Clear articulation and effective integration of Monitoring & Evaluation activities into project implementation, and use of M&E information to inform continued implementation.

**2. Management Capacity (maximum points = 20)**

The Application presents:

- An efficient and logical management structure for overall implementation of the project, including (i) a clear delegation of authority of overall management from headquarters to the field, (ii) a logical and efficient management structure as well as (iii) a physical set up that will facilitate implementation both in West Bank and in Gaza.
- Demonstrated understanding of the necessity of local partnerships and coordination with leading local NGOs, non Governmental Universities, other projects and stakeholders. The Applicant should describe how the project will coordinate with other projects and stakeholders to ensure complementarity of activities and avoidance of duplications.

- Clear articulation of how the Applicant will divide labor, responsibilities and funding, while demonstrating unity with any local Non Governmental Organizations to manage and implement the project activities. Preference will be given to Applicants with the technical and managerial capabilities to perform a greater part of the work as described in this program description on their own without having to rely on several, if any, sub Contractor/s.

**3. Key personnel (maximum points = 30)**

The application demonstrates key personnel (individually and as a whole) have the following requisite:

- The Chief of Party (COP)/Program Director has the breadth and depth of background (education and experience), expertise and skills in management and implementation of basic education quality improvement programs in similar environments, and exemplary diplomatic and interpersonal skills.
- Other key personnel have relevant and complementary qualifications, skills and experience to implement and monitor the program activities for which they are responsible Refer to RFA Section “K.1 Management Plan” for detailed desired qualifications for the key personnel)
- A well thought out overall staffing plan (organizational chart) that incorporates and justifies clearly articulated roles and responsibilities for all key staff with clear lines of management and supervisory authority and technical responsibility.

**4. Past performance and institutional capability (maximum points = 20)**

The Applicant has demonstrated:

- Capability to plan, implement, monitor, and report on similar basic education programs. Performance in methodological and technical capacity to achieve the results described in this RFA.
- Clear organizational relationships with a record of partnership building, managerial adaptability, and team building and communications skills.

In addition, the application should include documentation of current or recent (in past three years) contracts or grants (or sub-agreements and sub-contracts) that are similar in matter, size, and scope to the technical description of this project. The information should include the award number, procuring agency, dollar value, period of performance, brief description of the work performed, location of the activity, and references including point of contact with up to date telephone numbers and e-mail addresses.

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

**COST/BUSINESS EVALUATION:**

Cost/Business Applications will be reviewed for cost realism. Cost has not been assigned a weight but will be evaluated for general reasonableness, and cost-effectiveness.

## SECTION VI – AWARD AND ADMINISTRATION INFORMATION

### A. AUTHORITY TO OBLIGATE THE GOVERNMENT

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.

Issuance of this RFA does not constitute an award or commitment on the part of the U.S. Government, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of an application.

No costs chargeable to the proposed project may be incurred before either a fully executed Cooperative Agreement is signed by the Agreement Officer or a specific, written authorization is received from the Agreement Officer.

### B. REPORTING REQUIREMENTS

In addition to the Monitoring and Evaluation, VAT and Foreign Taxes reporting mentioned under Sections II and IV above, the Applicant will adhere to all reporting requirements listed below. All required reports shall be submitted by the due date for approval of the USAID Cognizant Technical Officer (CTO) designated by USAID West Bank and Gaza's Agreement Officer. Additional informal reports may be required when necessary. The Applicant will consult the CTO on the format and the expected content of reports prior to submission. The Applicant shall be responsible for submitting the following for USAID approval:

- a) Compliance with the performance reporting requirements in accordance with 22 CFR 226.51. Accordingly, the Applicant will submit to the Cognizant Technical Officer (CTO) a quarterly **Progress/performance Report** which will describe achievements and results relative to each of the Project Components, as well as explanations of any implementation problems and proposed solutions.

#### Financial Reporting

The Recipient shall submit an original and two copies. Financial Reports shall be in keeping with 22 CFR 226.52.

In accordance with 22 CFR 226.52, the SF 269 and SF 272 will be required on a quarterly basis. The recipient shall submit these forms in the following manner:

- a) The SF 272 and 272a (if necessary) must be submitted via electronic format to the U.S. Department of Health and Human Services (<http://www.dpm.psc.gov>) within 45 calendar days following the end of each quarter. A copy of this form shall also be submitted at the same time to the Cognizant Technical Officer.

- b) The SF 269 or 269a (as appropriate) must be submitted quarterly on the 30th of the month (or next working day) to the Cognizant Technical Officer with one copy to the Agreement Officer following the end of each quarter of the Federal Fiscal Year.
- c) In accordance with 22 CFR 226.70-72, the original and two copies of all final financial reports shall be submitted to M/FM/CMP-LOC Unit. The electronic version of the final SF 272 or 272a shall be submitted to HHS in accordance with paragraph (a) above.

#### Geographic Information System (GIS) Reporting

- i. **Geographic Information System (GIS):** In support of USAID/WBG's GIS initiative, the Recipient will report and provide GISA related information on all USAID funded activities.  
  
An initial GIS report shall be submitted within 30 days from approval of the Implementation Plan with follow-on reports following every thirty (30) days (monthly) thereafter. The Final Report will reflect that all activities have been fully GIS reported. Close out actions will not be concluded until such reporting has been completed. GIS reports shall be submitted through the internet application available at your office via accessing the Mission GIS domain URL: <http://www.usaidgiswbg.com>.
  - ii. The Recipient is required to report on a number of fields of data and list of indicators. Details as to the reporting form and format are published at URL: [www.usaidgiswbg.com](http://www.usaidgiswbg.com). Registration for access to and questions regarding the use of the GIS web site and reporting are to be directed to USAID/WBG/PPDO. The CTO may provide additional assistance.
  - iii. The Recipient's staff will be provided GIS training by USAID/WBG/PPDO. This training will be directed toward basic functions of the GIS and enabling the Applicant to add/update activities on the GIS system. The Applicant will appoint a member of its staff for training, as responsible for executing the GIS reports, to serve as liaison with USAID, and participate in GIS working groups.  
  
Illustrative GIS indicators will be finalized with USAID during the development of the Performance Monitoring Plan.
- e. Within ninety (90) days after the completion of the Cooperative Agreement, the Applicant will submit a **Final Project Report**, including a **Financial Close-Out Report**. The final report should include a summary of the Applicant's accomplishments in achieving results, a discussion of "lessons learned," and any significant findings or recommendations. The Applicant will submit an original and two paper copies, plus an electronic copy, of the final project report and financial close-out report to the CTO. The Applicant will also submit an electronic copy of these final reports to the USAID Development Experience Clearinghouse via e-mail at [docsubmit@dec.cdie.org](mailto:docsubmit@dec.cdie.org).
  - f. The Applicant shall meet all **TraiNet** reporting requirements for reporting to TraiNet of the Agency's participant training data system for any in-country training programs or sub-programs of more than three consecutive class days in duration, or 15 contact hours scheduled

USAID/West Bank and Gaza  
RFA No. 294-2007-007  
Model Schools Network (MSN) Program

intermittently, in accordance with ADS 253.3.3. In addition, the Applicant will report on training expenditures under the three cost categories captured by TraiNet: Instruction, Participant, and Travel in accordance with ADS 253.3.6.

Additional informal reports may be required when necessary. The Applicant will consult the CTO on the format and the expected content of reports prior to submission.

## SECTION VII – OTHER INFORMATION - REFERENCES

USAID/WBG reserves the right to evaluate applications and award without discussions with Applicants.

### A. AWARD CONSIDERATIONS

- The Government intends to award one (1) Cooperative Agreement resulting from this RFA to the responsible Applicant whose application conforming to this RFA offers the best value.
- The Government may (1) reject any or all applications, (2) fund any or none of the applications submitted, (3) accept other than the lowest cost application, (4) accept alternate applications, and (5) waive informalities and minor irregularities in applications received.
- The Government may award a Cooperative Agreement on the basis of initial applications received without discussions. Therefore, each initial application should contain the Applicants best terms from a cost and technical standpoint.
- The Agreement Officer may ask Applicants to arrange for interviews of the proposed key personnel or to make an oral presentation and respond to questions regarding the proposed program. The Applicant will be expected to facilitate and pay for all costs incurred for such interviews.
- Although technical evaluation factors are significantly more important than cost factors, the closer the technical evaluations of the various applications are to one another, the more important cost considerations become. The Agreement Officer may determine what a highly ranked application based on the technical evaluation factors would mean in terms of performance and what it would cost the Government to take advantage of it in determining the best overall value to the Government.
- A written award mailed or otherwise furnished to the successful Applicant within the time for acceptance specified either in the application or in this RFA (whichever is later) shall result in a binding Agreement without further action by either party. Before the application's specified expiration time, the Government may accept an application, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award. Negotiations conducted after receipt of an application do not constitute a rejection or counteroffer by the Government.
- Neither financial data submitted with an application nor representations concerning facilities or financing will form a part of the resulting Agreement.

### APPLICABLE REGULATIONS & REFERENCES

- Mandatory Standard Provisions for U.S., Nongovernmental Recipients  
<http://www.usaid.gov/pubs/ads/300/303maa.pdf>
- Mandatory Standard Provisions for Non-U.S. Nongovernmental Recipients:  
<http://www.usaid.gov/policy/ads/300/303mab.pdf>

USAID/West Bank and Gaza  
RFA No. 294-2007-007  
Model Schools Network (MSN) Program

- 22 CFR 226  
[http://www.access.gpo.gov/nara/cfr/waisidx\\_02/22cfr226\\_02.html](http://www.access.gpo.gov/nara/cfr/waisidx_02/22cfr226_02.html)
- OMB Circular A-122  
<http://www.whitehouse.gov/omb/circulars/a122/a122.html>
- OMB Circular A-110  
<http://www.whitehouse.gov/omb/circulars/a110/a110.html>
- ADS Series 300 Acquisition and Assistance  
<http://www.usaid.gov/pubs/ads/>
- SF-424 Downloads  
[http://www.grants.gov/agencies/aapproved\\_standard\\_forms.jsp](http://www.grants.gov/agencies/aapproved_standard_forms.jsp)

## ANNEX A

### **CERTIFICATIONS, ASSURANCES AND OTHER STATEMENTS OF THE RECIPIENT (MAY 2006)**

---

NOTE: [1] When these Certifications, Assurances, and Other Statements of Recipient are used for Cooperative Agreements, the term "Grant" means "Cooperative Agreement". [2] The recipient must obtain from each identified sub-grantee and (sub) contractor, and submit with its application/proposal, the Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion -- Lower Tier Transactions, set forth in Attachment A hereto. The recipient should reproduce additional copies as necessary.

#### **PART I**

#### **CERTIFICATIONS AND ASSURANCES**

##### **1. ASSURANCE OF COMPLIANCE WITH LAWS AND REGULATIONS GOVERNING NON-DISCRIMINATION IN FEDERALLY ASSISTED PROGRAMS**

(a) The recipient hereby assures that no person in the United States shall, on the bases set forth below, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under, any program or activity receiving financial assistance from USAID, and that with respect to the grant for which application is being made, it will comply with the requirements of:

(1) Title VI of the Civil Rights Act of 1964 (Pub. L. 88-352, 42 U.S.C. 2000-d) , which prohibits discrimination on the basis of race, color or national origin, in programs and activities receiving Federal financial assistance;

(2) Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), which prohibits discrimination on the basis of handicap in programs and activities receiving Federal financial assistance;

(3) The Age Discrimination Act of 1975, as amended (Pub. L. 95-478), which prohibits discrimination based on age in the delivery of services and benefits supported with Federal funds;

(4) Title IX of the Education Amendments of 1972 (20 U.S.C. 1681, et seq.), which prohibits discrimination on the basis of sex in education programs and activities receiving Federal financial assistance (whether or not the programs or activities are offered or sponsored by an educational institution); and

(5) USAID regulations implementing the above nondiscrimination laws set forth in Chapter II of Title 22 of the Code of Federal Regulations.

(b) If the recipient is an institution of higher education, the Assurances given herein extend to admission practices and to all other practices relating to the treatment of students or clients of the institution, or relating to the opportunity to participate in the provision of services or other benefits to such individuals, and shall be applicable to the entire institution unless the recipient establishes to the satisfaction of the USAID Administrator that the institution's practices in designated parts or programs of

the institution will in no way affect its practices in the program of the institution for which financial assistance is sought, or the beneficiaries of, or participants in, such programs.

(c) This assurance is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts, or other Federal financial assistance extended after the date hereof to the recipient by the Agency, including installment payments after such date on account of applications for Federal financial assistance which was approved before such date. The recipient recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in this Assurance, and that the United States shall have the right to seek judicial enforcement of this Assurance. This Assurance is binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this Assurance on behalf of the recipient.

## **2. CERTIFICATION REGARDING LOBBYING**

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any Cooperative Agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or Cooperative Agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or Cooperative Agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub-grants,

and contracts under grants, loans, and Cooperative Agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that: If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report

Lobbying," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### **3. CERTIFICATION REGARDING TERRORIST FINANCING IMPLEMENTING EXECUTIVE ORDER 13224**

By signing and submitting this application, the prospective recipient provides the certification set out below:

1. The Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.
2. The following steps may enable the Recipient to comply with its obligations under paragraph 1:
  - a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website: <http://www.treas.gov/offices/eotffc/ofac/sdn/t11sdn.pdf>, or (ii) is not included in  
  
any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Recipient.
  - b. Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's website: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.
  - c. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.
  - d. The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.
3. For purposes of this Certification-
  - a. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safehouses,

false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials.”

- b. “Terrorist act” means-
  - (i) an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: <http://untreaty.un.org/English/Terrorism.asp>); or
  - (ii) an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or
  - (iii) any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.
- c. “Entity” means a partnership, association, corporation, or other organization, group or subgroup.
- d. References in this Certification to the provision of material support and resources shall not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the Recipient has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.
- e. The Recipient’s obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Recipient has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

This Certification is an express term and condition of any agreement issued as a result of this application, and any violation of it shall be grounds for unilateral termination of the agreement by USAID prior to the end of its term.

#### **4. CERTIFICATION OF RECIPIENT**

By signing below the recipient provides certifications and assurances for (1) the Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs, (2) the Certification Regarding Lobbying, (3) the Prohibition on Assistance to Drug Traffickers for Covered

Countries and Individuals (ADS 206) and (4) the Certification Regarding Terrorist Financing Implementing Executive Order 13224 above):

USAID/West Bank and Gaza  
RFA No. 294-2007-007  
Model Schools Network (MSN) Program

As applicable:

RFA/APS No.: \_\_\_\_\_

Application: \_\_\_\_\_

Date of Application: \_\_\_\_\_

Name of Recipient: \_\_\_\_\_

Typed Name and Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**PART II**

**OTHER STATEMENTS OF RECIPIENT**

**1. AUTHORIZED INDIVIDUALS**

The recipient represents that the following persons are authorized to negotiate on its behalf with the Government and to bind the recipient in connection with this application or grant:

<u>Name</u>	<u>Title</u>	<u>Telephone Number</u>	<u>Facsimile Number</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**2. TAXPAYER IDENTIFICATION NUMBER (TIN)**

If the recipient is a U.S. organization, or a foreign organization which has income effectively connected with the conduct of activities in the U.S. or has an office or a place of business or a fiscal paying agent in the U.S., please indicate the Applicant's/grantee's TIN:

TIN: \_\_\_\_\_

**3. CONTRACTOR IDENTIFICATION NUMBER -DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER**

(a) In the space provided at the end of this provision, the recipient should supply the Data Universal Numbering System (DUNS) number applicable to that name and address. Recipients should take care to report the number that identifies the recipient's name and address exactly as stated in the proposal.

(b) The DUNS is a 9-digit number assigned by Dun and Bradstreet Information Services. If the recipient does not have a DUNS number, the recipient should call Dun and Bradstreet directly at 1- 800-333-0505. A DUNS number will be provided immediately by telephone at no charge to the recipient. The recipient should be prepared to provide the following information:

- (1) Recipient's name.
- (2) Recipient's address.
- (3) Recipient's telephone number.
- (4) Line of business.
- (5) Chief executive officer/key manager.
- (6) Date the organization was started.
- (7) Number of people employed by the recipient.

(8) Company affiliation.

(c) Recipients located outside the United States may obtain the location and phone number of the local Dun and Bradstreet Information Services office from the Internet Home Page at <http://www.dbisna.com/dbis/customer/custlist.htm>. If an offeror is unable to locate a local service center, it may send an e-mail to Dun and Bradstreet at [globalinfo@dbisma.com](mailto:globalinfo@dbisma.com).

The DUNS system is distinct from the Federal Taxpayer Identification Number (TIN) system.

DUNS: \_\_\_\_\_

**4. LETTER OF CREDIT (LOC) NUMBER**

If the recipient has an existing Letter of Credit (LOC) with USAID, please indicate the LOC number.

LOC: \_\_\_\_\_

**5. TYPE OF ORGANIZATION**

The recipient, by checking the applicable box, represents that -

(a) If the recipient is a U.S. entity, it operates as  a corporation incorporated under the laws of the State of \_\_\_\_\_,  an individual  a partnership,  a non-governmental nonprofit organization,  a state\_or local governmental organization,  a private college or university,  a public college or university,  an international organization, or  a joint venture; or

(b) If the recipient is a U.S. entity, it  is,  is not a Gray Amendment entity, as defined below.

(c) If the recipient is a Gray Amendment Entity, it is  a business concerns (as defined in 48 CFR 19.001) owned and controlled by socially and economically disadvantaged individuals (as defined in 48 CFR 726.101),  an institution designated by the Secretary of Education, pursuant to 34 CFR 608.2, as a historically black college or university (HBCU) ,  a college or university having a student body in which more than 40% of the students are Hispanic American, or  a private voluntary organization which is controlled by individuals who are socially and economically disadvantaged (as defined in 48 CFR 726.101).

(d) If the recipient is a non-U.S. entity, it operates as  a corporation organized under the laws of \_\_\_\_\_ (country),  an individual,  a partnership,  a nongovernmental nonprofit organization,  a nongovernmental educational institution,  a governmental organization,  an international organization, or  a joint venture.

**6. PAST PERFORMANCE REFERENCES**

On a continuation page, please provide past performance information requested in the RFA.

**7. ESTIMATED COSTS OF COMMUNICATIONS PRODUCTS**

The following are the estimate(s) of the cost of each separate communications product (i.e., any printed material [other than non-color photocopy material], photographic services, or video production services) which is anticipated under the grant. Each estimate must include all the costs associated with preparation and execution of the product. Use a continuation page as necessary.

---

---

---

---

**8. PROCUREMENT INFORMATION**

(a) Applicability. This applies to the procurement of goods and services planned by the recipient (i.e., contracts, purchase orders, etc.) from a supplier of goods or services for the direct use or benefit of the recipient in conducting the program supported by the grant, and not to assistance provided by the recipient (i.e., a sub-grant or sub-agreement) to a sub-grantee or sub-recipient in support of the sub-grantee's or sub recipient's program. Provision by the recipient of the requested information does not, in and of itself, constitute USAID approval.

(b) Amount of Procurement. Please indicate the total estimated dollar amount of goods and services which the recipient plans to purchase under the grant: \$\_\_\_\_\_

(c) Nonexpendable Property. If the recipient plans to purchase nonexpendable equipment, which would require the approval of the Agreement Officer, please indicate below (using a continuation page, as necessary) the types, quantities of each, and estimated unit costs. Non-expendable equipment for which the Agreement Officer's approval to purchase is required is any article of nonexpendable tangible personal property charged directly to the grant. having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

<u>Type/Description (Generic)</u>	<u>Quantity</u>	<u>Estimated Unit Cost</u>

(d) Source, Origin, and Component of Goods. If the recipient plans to purchase any goods/commodities which are not of U.S. source and/or U.S. origin, and/or does not contain at least 50% component entry which are not at least 50% U.S. source and origin, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, and probable source and/or origin, to include the probable source and/or origin of the components if less than 50% U.S. components will be contained in the commodity. "Source" means the country from which a commodity is shipped to the cooperating country or the cooperating country itself if the commodity is located therein at the time of purchase. However, where a commodity is shipped from a free port or bonded warehouse in the form in which received therein, "source" means the country from which the commodity was shipped to the free port or bonded warehouse. Any commodity whose source is a non-Free World country is

ineligible for USAID financing. The "origin" of a commodity is the country or area in which a commodity is mined, grown, or produced. A commodity is produced when, through manufacturing, processing, or substantial and major assembling of components, a commercially recognized new commodity results, which is substantially different in basic characteristics or in purpose or utility from its components. Merely packaging various items together for a particular procurement or relabeling items does not constitute production of a commodity. Any commodity whose origin is a non-Free World country is ineligible for USAID financing. "Components" are the goods which go directly into the

production of a produced commodity. Any component from a non-Free World country makes the commodity ineligible for USAID financing.

<u>Type/Description</u> <u>(Generic)</u> <u>Components</u>	<u>Estimated</u> <u>Quantity</u>	<u>Probable</u> <u>Unit Cost</u>	<u>Source of</u> <u>Goods</u>	<u>Probable Origin of</u> <u>Components</u> <u>Goods</u>

(e) Restricted Goods. If the recipient plans to purchase any restricted goods, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, intended use, and probable source and/or origin. Restricted goods are Agricultural Commodities, Motor Vehicles, Pharmaceuticals, Pesticides, Rubber Compounding Chemicals and Plasticizers, Used Equipment, U.S. Government-Owned Excess Property, and Fertilizer.

<u>Type/Description</u> <u>(Generic)</u>	<u>Estimated</u> <u>Quantity</u>	<u>Probable</u> <u>Unit Cost</u>	<u>Probable</u> <u>Intended Use</u>	<u>Source</u>	<u>Origin</u>

(f) Supplier Nationality. If the recipient plans to purchase any goods or services from suppliers of goods and services whose nationality is not in the U.S., please indicate below (using a continuation page, as necessary) the types and quantities of each good or service, estimated costs of each, probable nationality of each non-U.S. supplier of each good or service, and the rationale for purchasing from a non-U.S. supplier. Any supplier whose nationality is a non-Free World country is ineligible for USAID financing.

<u>Type/Description</u> <u>(Generic)</u>	<u>Estimated</u> <u>Quantity</u>	<u>Probable</u> <u>Unit Cost</u>	<u>Supplier Nationality</u> <u>(Non-U.S. Only)</u>	<u>Rationale</u> <u>for Non-U.S.</u>

---

---

---

---

(g) Proposed Disposition. If the recipient plans to purchase any nonexpendable equipment with a unit acquisition cost of \$5,000 or more, please indicate below (using a continuation page, as necessary) the proposed disposition of each such item. Generally, the recipient may either retain the property for other uses and make compensation to USAID (computed by applying the percentage of federal participation in the cost of the original program to the current fair market value of the property), or sell the property and reimburse USAID an amount computed by applying to the sales proceeds the percentage of federal participation in the cost of the original program (except that the recipient may deduct from the federal share \$500 or 10% of the proceeds, whichever is greater, for selling and handling expenses), or donate the property to a host country institution, or otherwise dispose of the property as instructed by USAID.

<u>Type/Description (Generic)</u>	<u>Quantity</u>	<u>Estimated Unit Cost</u>	<u>Proposed Disposition</u>
-----------------------------------	-----------------	----------------------------	-----------------------------

---

---

---

---

**END OF CERTIFICATIONS, ASSURANCES AND OTHER STATEMENTS OF RECIPIENT**

Name and Title: \_\_\_\_\_

Name of Organization: \_\_\_\_\_

Date: \_\_\_\_\_

**ANNEX B**

**1. MANDATORY STANDARD PROVISIONS FOR U.S., NONGOVERNMENTAL RECIPIENTS**

PLEASE REFER TO FOLLOWING URL:

<http://www.usaid.gov/policy/ads/300/303maa.pdf>

**2. REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S., NONGOVERNMENTAL RECIPIENTS**

PLEASE REFER TO FOLLOWING URL:

<http://www.usaid.gov/policy/ads/300/303maa.pdf>

## **ANNEX C**

### **SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS**

Applicability: All RFA's must include the Survey on Ensuring Equal Opportunity for Applicants as an attachment to the RFA package. Applicants under unsolicited applications are also to be provided the survey. (While inclusion of the survey by Agreement Officers in RFA packages is required, the Applicant's completion of the survey is voluntary, and must not be a requirement of the RFA. The absence of a completed survey in an application may not be a basis upon which the application is determined incomplete or non-responsive. Applicants who volunteer to complete and submit the survey under a competitive or non-competitive action are instructed within the text of the survey to submit it as part of the application process.)

**To download the above Survey, please refer to AAPD 04-- "Ensuring Equal Opportunity for Faith-Based and Community Organizations" at the following Website:**

**[http://www.usaid.gov/business/business\\_opportunities/cib/pdf/aapd04\\_08.pdf](http://www.usaid.gov/business/business_opportunities/cib/pdf/aapd04_08.pdf)**

**ANNEX D**

**VAT GUIDANCE**

**Please see attached to the RFA**

**ANNEX E**

**MISSION ORDER NO. 21**

**Please refer to following URL:**

<http://www.usaid.gov/wbg/misc/2006-WBG-13.pdf>