

**INTERNATIONAL RULE OF LAW TECHNICAL ASSISTANCE SERVICES
INDEFINITE QUANTITY CONTRACT
SECTION A –REQUEST FOR TASK ORDER PROPOSAL (RFTOP)**

USAID Rule of Law and Public Accountability Strengthening Program (USAID ROLPAS)

1	RFTOP Number	SOL-278-15-000011
2	Date RFTOP Issued	July 01, 2015
3	Questions Due	July 15, 2015
4	Issuing Office	Acquisition and Assistance Office (AAO) USAID/Jordan
5	Contracting Officer	Luis A. Rivera Office: 962-6-590-6654 E-mail: lrivera@usaid.gov
6	Proposals to be Submitted to	Zeina Al Twal Tel: 962-6-590-6643 Email: zaltwal@usaid.gov
7	Proposals Due	August 5, 2015 at 12 noon Jordan Time
8	Payment Office	See Section G.4 Invoices
9	RFTOP Point of Contact	Zeina Al Twal Phone: 962-6-590-6843 Email: zaltwal@usaid.gov
10	Person Authorized to Sign RFTOP	Luis A. Rivera Contracting Officer
11	Name of Firm	
12	IQC Task Order Number	
13	DUNS number	
14	Tax Identification Number	
15	Address of Firm	
16	Signature	
17	Date	

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SECTION B – SUPPLIES OR SERVICES AND PRICE/COSTS

B.1 PURPOSE

The purpose of the USAID Rule of Law and Public Accountability Strengthening Program (USAID ROLPAS) is to support Jordanian efforts to enhance government accountability to citizens; strengthen the rule of law to better protect human and legal rights; and increase the effectiveness of civil society and private sector organizations to advocate for their interests, provide services to their members, and participate in governing processes. This program will support civil society and private sector efforts to demand greater assurances from their government with regard to those protections and accountability.

The prospective Task Order will be for a period of five years with an estimated amount of \$34 million, and 4 more options valued at \$4 million each for a total amount of \$16 million exercisable any time during the Task Order’s period of performance if and when political openings and opportunities arise.

B.2 TYPE OF CONTRACT

The Government contemplates award of a Cost-Plus-Fixed-Fee Completion Task Order resulting from this solicitation.

B.3 ESTIMATED COST, FIXED FEE, AND OBLIGATED AMOUNT

(a) The total estimated cost and ceiling for the performance of the work required hereunder, exclusive of fixed fee, if any, is \$TBD. The fixed fee, if any, is \$TBD. The estimated cost plus fixed fee, if any, is \$TBD. USAID will not pay the Contractor any sum in excess of the total estimated cost.

(b) Within the estimated cost plus fixed fee (if any) specified in paragraph (a) above, the amount currently obligated and available for reimbursement of allowable costs incurred by the Contractor (and payment of fee, if any) for performance hereunder is \$TBD. The Contractor must not exceed the aforesaid obligated amount and unless authorized by the Contracting Officer in accordance with Federal Acquisition Regulation (FAR) 52.232-22, entitled, “Limitation of Funds.”

(c) Funds obligated hereunder are anticipated to be sufficient through (TBD).

B.4 BUDGET AND CEILING PRICE

<u>Line Item</u>	<u>Base</u>	<u>Option 1</u>	<u>Option 2</u>	<u>Option 3</u>	<u>Option 4</u>	<u>Total</u>
For Direct Labor Costs	TBD	TBD	TBD	TBD	TBD	TBD
For Other Direct Costs	TBD	TBD	TBD	TBD	TBD	TBD
Fixed Fee	TBD	TBD	TBD	TBD	TBD	TBD
Ceiling Price (Cost-Plus-Fixed-Fee)	\$34 M	\$4 M	\$4 M	\$4 M	\$4 M	\$50 M

The contractor will not be paid any sum in excess of the ceiling price.

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B.5 INDIRECT COSTS

The contract clause entitled “Allowable Cost and Payment (June 2013)”, FAR 52.216-7, specifies that the indirect cost rates must be established for each of the Contractor’s accounting periods that apply to this contract. Pending establishment of revised provisional or final indirect cost rates, allowable indirect costs must be reimbursed on the basis of the following negotiated provisional or predetermined rates and the appropriate bases pursuant to the contractor’s current executed negotiated Indirect Cost Rate Agreement:

Description	Rate	Base	Type	Period
TBD	TBD	1/	1/	1/
TBD	TBD	2/	2/	2/

1/ Base of Application: TBD
Type of Rate: TBD
Period: TBD

2/ Base of Application: TBD
Type of Rate: TBD
Period: TBD

Note: The Contractor is allowed to recover applicable indirect costs (i.e., overhead, G&A, etc.) on other direct costs (ODCs), if it is part of the Contractor’s usual accounting procedures, consistent with FAR Part 31, and Negotiated Indirect Cost Rate Agreement (NICRA).

B.6 52.216-8 FIXED FEE SCHEDULE (JUN 2011)

(a) The Government shall pay the Contractor for performing this contract the fixed fee specified in the Schedule.

(b) Payment of the fixed fee shall be made as specified in the Schedule; provided that the Contracting Officer withholds a reserve not to exceed 15 percent of the total fixed fee or \$100,000, whichever is less, to protect the Government’s interest. The Contracting Officer shall release 75 percent of all fee withholds under this contract after receipt of an adequate certified final indirect cost rate proposal covering the year of physical completion of this contract, provided the Contractor has satisfied all other contract terms and conditions, including the submission of the final patent and royalty reports, and is not delinquent in submitting final vouchers on prior years’ settlements. The Contracting Officer may release up to 90 percent of the fee withholds under this contract based on the Contractor’s past performance related to the submission and settlement of final indirect cost rate proposals.

B.7 PAYING OFFICE

The paying office is the Financial Management Office (FMO) at USAID/Jordan.

END OF SECTION B

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SECTION C – DESCRIPTION / SPECIFICATIONS/STATEMENT OF WORK USAID Rule of Law and Public Accountability Strengthening Program (ROLPAS)

Program Purposes and Overview

Jordan's future stability is dependent upon instilling public trust in a system that is fair, open and transparent, and accountable to its citizens. The purpose of the USAID Rule of Law and Public Accountability Strengthening Program (ROLPAS) is to support Jordanian efforts to enhance the effectiveness of its judicial system; government accountability to citizens; strengthen the rule of law to better protect human and legal rights; and increase the effectiveness of civil society and private sector organizations to advocate for their interests, provide services to their members, and participate in governing processes. This program will support civil society and private sector efforts to demand greater assurances from their government with regard to those protections and accountability.

Opportunities to reduce corruption within the political, judicial, and governance systems will be pursued in all program areas where there are openings to make progress. In addition, there is a deficit of women and vulnerable populations in senior leadership and management positions through the Government of Jordan (GOJ). Recognizing the presently marginal position of women and vulnerable populations as decision-makers in governing and judicial systems and processes, activities under this program will directly support initiatives to expand their participation and empowerment as critical participants in government and judicial decision-making.

Accordingly, the overall purpose or objective of this program is to ***Strengthen Democratic Accountability and Effective Rule of Law through Improved Public Accountability and Rule of Law Institutions, Systems and Processes and Increased Civic and Private Sector Participation***. In Jordan, and in other countries around the world, studies have shown that poor governance, corruption, and weak rule of law negatively impact a range of development outcomes including broad-based economic growth and development, improved health and educational systems, sustainable and equitable resource utilization, and gender equality. This program will contribute to USAID/Jordan's overall Mission goal of *Improved Prosperity, Accountability, and Equality for a Stable, Democratic Jordan* primarily through the integration of rule of law and public accountability measures across the government that will enhance the sustainability of program activities in other development sectors in which USAID works.

This will be accomplished by working with government, civic, and private sector institutions to ensure greater accountability in the allocation, implementation, management, and oversight of public funding for socio-economic programs and by improving the effectiveness of the rule of law in ensuring inclusive economic development and gender equality.

Background

The so-called Arab Spring led to public uprisings against autocratic rulers in a number of Arab countries. The results were particularly pronounced in Egypt, Tunisia, Yemen, and Libya where autocratic governments were overthrown. Jordan, unlike many other countries in the region, has not experienced an extensive recent history of political violence and is generally seen as politically stable. Nevertheless, the Arab Spring found some resonance within Jordan. Starting in 2010, a number of public demonstrations were held in Amman and other cities demanding reforms within the government. The protests focused on government corruption, rising prices, rampant poverty, and high unemployment.

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While these demonstrations remained largely peaceful, the message was clear that political changes and reform were needed.

In response, King Abdullah II announced in a nationally televised address his objective of a political reform path leading ultimately to a democratic, constitutional monarchy structure. The King also formed a National Dialogue Commission with a reform mandate. The prime minister was tasked to "take quick, concrete and practical steps to launch a genuine political reform process", "to strengthen democracy," and to provide Jordanians with the "dignified life they deserve." The King further called for an "immediate revision" of laws governing politics and public freedoms. The government arrested the former chief of intelligence service in connection with a graft investigation. The former chief was subsequently sentenced to 13 years and three months in jail for embezzlement, money laundering and abuse of office. While the King and his government maintain that these efforts are part of a sincere effort at reform, many have criticized the Jordanian government for not yet doing enough to combat corruption.

Opportunities for instilling a greater public demand for transparency and accountability may be found in a number of international initiatives. The GOJ is working toward becoming a formal part of the Open Government Partnership (OGP), although it has yet to act upon many of the actions necessary to fully implement the standards set by the OGP. Jordan is a signatory to the United Nations Convention against Corruption (UNCAC). Many businesses within the private sector, such as financial institutions and larger investment companies, have undertaken to establish compliance units designed to meet international and foreign anti-corruption standards, such as the Financial Action Task Force's recommendations on anti-money laundering, the US Foreign Corrupt Practices Act (FCPA) and the UK Anti-Bribery Law. These efforts on the part of the private sector can be used to leverage change in the governmental sector.

A. Rule of Law and Human Rights Opportunities

To increase the effectiveness and respect for the rule of law, Jordan requires stronger checks and balances that promote judicial independence and accountability. The 2011 constitutional amendments included language that for the first time described the judicial power as independent. The Judicial Council prepared a strategic plan that targets judicial independence and has taken some steps to increase its transparency, yet the legal and institutional framework are not in place to make an independent judicial system a reality.

The King demonstrated support for the separation of powers and independence of the judiciary several times over the past few years. In September 2011, he sent a letter to the Chief Justice of the Judicial Council expressing his support for the independence of the Judicial Authority, the appointment of judges by the Judicial Council, as well as for efforts to strengthen the capacity of the judiciary, improve facilities and infrastructure, strengthen judicial inspection, and enhance cooperation among state branches to promote greater rule of law. The King's letter inspired the Judicial Council to build the capacity of its administrative units to undertake the analyses and strategic planning processes needed to prepare the 2012-2014 Judicial Authority Strategic Plan. The process followed participatory good practices and witnessed the rise of many mid-level and senior judges as champions for change. Additionally, the establishment of the Constitutional Court has the potential to provide an additional check on all three branches of government.

During the past four years, USAID programs played an important role in establishing and strengthening the Judicial Council, the Judges Affairs Unit, the Training and Specialization Unit, and the Planning and

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Development Unit. With USAID support, the Judicial Authority Strategy, implementation plan and monitoring systems were developed thereby positioning USAID to build on the assistance provided to further support an effective and independent judiciary. Discussions with various judicial leaders, including the new Minister of Justice, have indicated a commitment from the judiciary to effectively utilize these units toward achieving the intended change.

Citizens and community members have multiple opportunities to complain about human rights abuses, including the National Center for Human Rights, the Ombudsman Bureau, and the courts. However, it is believed that only a small percentage of human rights abuses are reported and a smaller percentage of those resolved. By improving the capacity of the judiciary to address human rights cases, this program can help address issues of human rights violations and lack of access to justice on behalf of women, the poor, and other disadvantaged populations.

The Syrian refugees' crisis, in particular, is posing a direct impact on Jordan. Tension between Syrian refugees and Jordanians are increasing due to sharing of scarce resources. It is expected that the Syrian crisis is seen by experts as a long term crisis. The potential for conflict and consequent need for rule of law to maintain peace among Jordanian and Syrian residents is crucial.

USAID has a long-standing partnership and respect from judicial stakeholders. USAID programs laid the groundwork for an effective and independent judiciary. However, additional work is needed to support and build upon those programs to fully address problems still remaining. In addition, there are a number of issues and constraints that continue to impede the process of establishing a stronger and more effective rule of law system. This program will set priorities by focusing on those issues or areas in which strong political will has been exhibited or in which reform leaders or champions have been identified.

B. Public Accountability Opportunities

Recent statements and actions by the King and the government do, at least overtly, indicate a desire for governance reform. As a signatory to the UNCAC, Jordan formally committed to meeting international standards on fighting corruption. Although Jordan has not completed its obligations in joining the OGP and the Extractive Industries Transparency Initiative (EITI), continued action in this regard may be seen as positive steps for reform. The Jordan Anti-Corruption Commission (ACC) recently completed a National Anti-Corruption Strategy for 2013-2017, setting out seven strategic objectives and an action plan for achieving those objectives.

Another significant opportunity milestone in Jordan's anti-corruption efforts is the establishment of the Royal Commission on Integrity which has already charted a course of action on some needed reforms. Jordan has also embarked on an ambitious e-government program, with input from USAID activities, designed to streamline certain public functions serving the public. This effort can serve as a foundation for many activities to reduce corruption. While the existence of two major entities designed to bring greater integrity and accountability into the public sector can be seen as evidence of greater political will, it remains to be seen whether the Royal Commission on Integrity and the ACC will act in a complementary manner, or as competitors, which could effectively thwart the successful progress of the anti-corruption agenda.

Regional crises, including the influx of refugees from Syria, can help to spur reforms. Intended or not, such a crisis will place further pressures on the limited capacities of public agencies to meet the day-to-

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day needs of Jordanian citizens, as well as those of refugees. This increased strain creates the potential for conflict and destabilization, particularly in host communities where refugee populations are increasing. As the Syria crisis continues and refugee presence endures, vigilance will be required to prevent and redress discrimination and rights violations against refugees. By not addressing rule of law and corruption issues now, the problem will only magnify and worsen. USAID has received requests by the Royal Court, GOJ and the ACC to support GOJ efforts to combat corruption. USAID has succeeded in the implementation of various anti-corruption programs around the world and has the internal capacity to assist Jordan in its reform agendas.

Private Sector interest in Public Integrity and Accountability

In Jordan, a unique opportunity exists to engage the private sector in anti-corruption and public accountability reforms. The private sector can play a pivotal role in bringing about change in governmental policies. Too often the private sector can be complicit in corruption, serving as a facilitator or conduit for bribery and other forms of corruption. However, the private sector can also feel the greatest brunt of corruption through the skewing of prices and an uneven competitive playing field, among other things. In light of the increasingly interdependent global economy, additional pressures are placed upon businesses to conform to certain expectations and standards of integrity, at the risk of sanctions and lost opportunities.

Investors, creditors and owners/shareholders represent unique stakeholder interests in the parts of the private sector that are not so apparent in the public sector. While profitability is a paramount objective of most private enterprises, reputation and sustainability are key considerations. Businesses generally want to succeed and be sustainable. The push for corporate social responsibility has intensified the interest of the private sector in acting in a responsible manner.

Jordanian businesses face additional pressure from investors and business partners, both domestically and foreign, to institute robust compliance and integrity management practices. A number of international standards apply to the private sector, as well as foreign laws with extra-territorial application such as the US Foreign Corrupt Practices Act (FCPA), the USA PATRIOT Act (with respect to financial institutions), the UK Bribery Law, and the emerging movement for tax information sharing agreements (such as the US Foreign Account Tax Compliance Act (FATCA)). Businesses must often move forward with ensuring compliance in their own organizations in order to keep or attract foreign investors and business partners, even if the GOJ is slower to act in this regard. The activities designed to be undertaken through this program will leverage these external pressures as drivers for public reform and accountability.

A common complaint of some Jordanian businesses is the lack of reliable data to assess and explain the impacts (financial and otherwise) of various government actions, laws and regulations. Additionally, many businesses have expressed a desire to implement more cost effective measures in lieu of some of the more traditional practices. This is a need that can be filled by this program. The commissioning of economic, financial and social studies can translate the “costs” and “benefits” of various government initiatives into a more “personalized” form to which businesses (and individuals) can relate. Similarly, in addressing some of the detrimental effects of *wasta*, such studies can highlight the benefits of new approaches to hiring, procurement and service provision in lieu of the old ways dictated merely by tradition.

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Businesses desiring growth in the global community and seeking investment or partnership with foreign businesses are increasingly being called upon to demonstrate sufficient internal controls and practices to prevent fraud, corruption and other illegal business practices. For purposes of this Statement of Work, these can be generally described as a “compliance/integrity management function.”

Compliance/integrity management aims to address:

- the demand for organizations to respond to increasing awareness of ethical and legal misconduct and resulting expectations for accountability and transparency.
- the requirement for organizations to comply with a stricter legal framework and avoid prosecution for unethical or unlawful conduct.
- the desire for executives to make their enterprises leaders in sustainable and responsible development.

Inherent in these pressures to adopt and incorporate international standards of good corporate and business practices, firms in Jordan will require qualified professionals to staff and perform these compliance/integrity management functions. As of now, that cadre does not exist in significant numbers. Initiatives such as the recent conference on enhancing integrity and transparency in the private sector, jointly with other implementing partners in the Economic Development Development Objective, and co-hosted by the Jordan ACC and the American Chamber of Commerce in Jordan, demonstrate interest by the business community in supporting efforts to promote fair competition and integrity within, and between, the private sector and government.

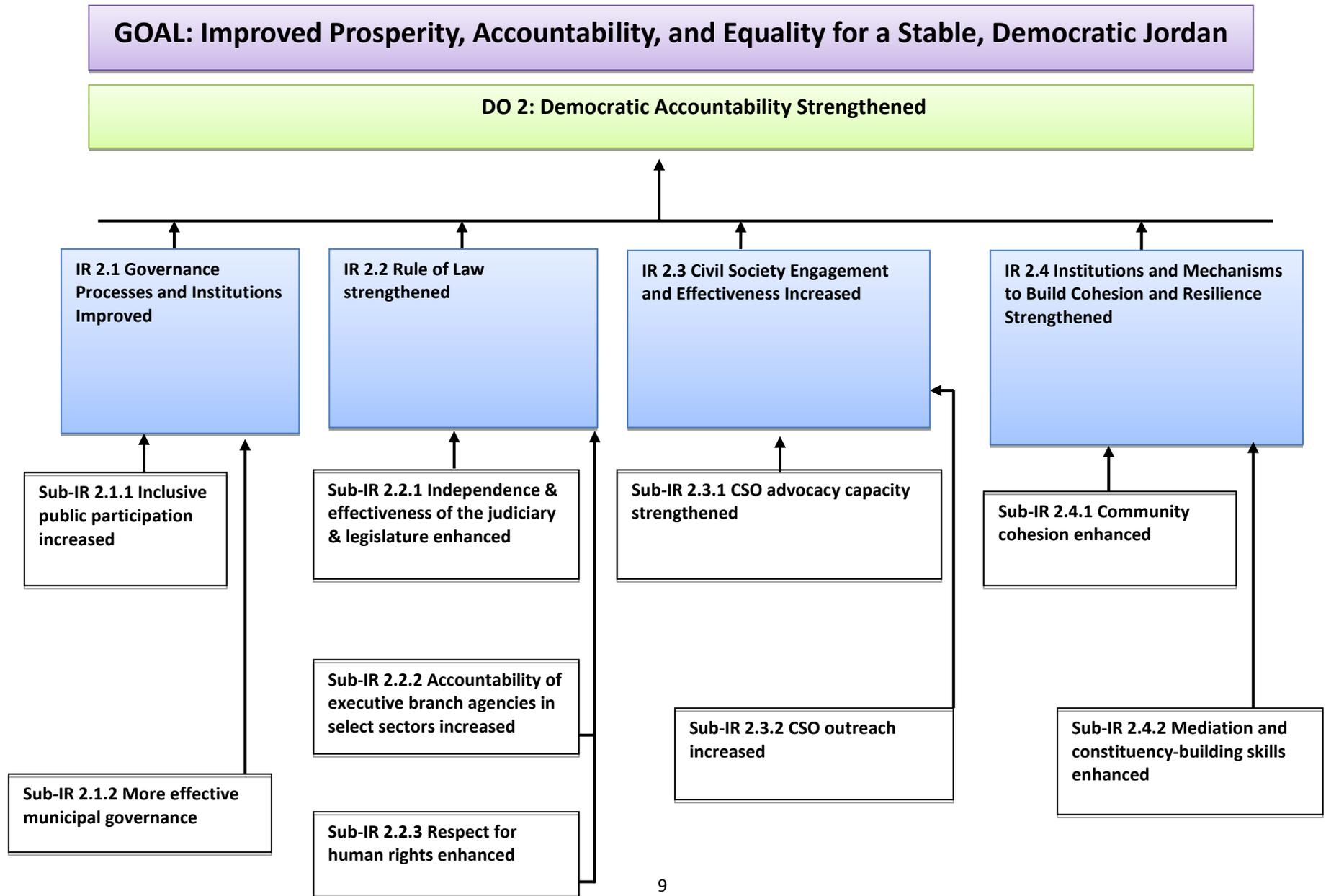
Relationship to U.S. Foreign Policy Interests, USAID/Jordan’s 2013-2017 Country Development Cooperation Strategy, and USAID-Wide Policies and Strategies

Jordan is a valued ally of the US in fighting violent extremism and promoting Middle East peace. The country’s stability is a recognized foreign policy interest. To reinforce Jordanian efforts to maintain stability and deepen democracy, USAID’s Country Development Cooperation Strategy (CDCS) for 2012-2017 has, as its second Development Objective, Democratic Accountability Strengthened. DO2 recognizes that strengthened democratic accountability is critical to Jordan’s long-term stability and future prosperity. If Jordan is to remain on a steady track to transformational development, it must achieve fundamental changes in democratic governance by supporting fully independent branches of the government and providing multiple pathways for citizen engagement in decision-making on priority issues. The program shall link to the GOJ Priorities detailed below.

The Results Framework for DO2, Democratic Accountability Strengthened, is set forth below.

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DO 2 Results Framework



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Aligning with Other USAID/Jordan Projects

As described below, component three of this program is designed to integrate program activities and results with other USAID/Jordan sectoral projects. This program will interact with, and provide support to other projects, by providing technical assistance and expertise on a wide range of public accountability systems, processes, and procedures. Communications between the USAID DRG Office, the ROLPAS program and USAID sector offices and programs will facilitate coordination of technical assistance and support to USAID sectoral programs that include or require technical assistance relating to governance and public accountability. It is expected that this program will engage with two or three USAID/Jordan projects. Relevant USAID/Jordan projects are listed below.

Chart of Other Relevant USAID/Jordan Projects

USAID Project	Short Description	Potential Areas of Intervention
Institutional Support and Strengthening Program	This project works with the Ministry of Water and Irrigation and water utilities to reform and restructure the water sector.	Strategic planning, budget planning and development, financial audit and internal control
Water Sector Management and Governance Project	The project aims to improve the fairness and effectiveness of policies and institutions in the water sector. It will concentrate on improving policies to ensure water security, and building the capacity of water sector institutions to better manage and allocate water resources.	Policy-making, strategic planning, public management and leadership, internal training and research
Energy Sector Capacity Building	This project seeks to increase the institutional capacity of Ministry of Energy and Mineral Resources and the Electricity Regulatory Commission	Strategic planning, organizational change management, public management and leadership,
Health Communications, Advocacy and Policy Activity	This project aims to create an enabling policy environment that is more conducive to the updated and use of modern Family Planning methods	Policy-making processes, public information systems, public outreach, public participatory practices
Fiscal Reform II	This project supports key GOJ partners through improving government public financial management including expenditures, revenues, auditing, and fiscal policy	Civil society monitoring and watchdog, public participatory practices
Civil Society and Municipal Government	This project will provide organizational development support and capacity building of civil society organizations to engage on sector-specific advocacy issues	Public information systems, civil society monitoring and watchdog, public outreach and awareness
Jordan Competitiveness	The program aims to increase the	Policies and regulation

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USAID Project	Short Description	Potential Areas of Intervention
Project	competitiveness of key, high-growth sectors, promote sustainable economic growth, and increase employment.	support on the competitiveness business enabling environment. Especially laws and regulations on issues of transparency and investment promotion.
Local Enterprise Support Project	USAID LENS is a \$49.5 million, five-year activity designed to improve the economic resilience of youth, women and other underserved populations by facilitating their participation in, and ability to benefit from, economic growth.	Work with the Municipalities and Governorates Local Development Units (LDU) on issues of Local Economic Development Capacity Building, strategic planning, and PPPs structuring. In addition to collaborating on issues of local funding flow to the Municipalities.
Gender Equality and Women empowerment Project	USAID Takamol project USAID, (\$13.8 million/5 yrs.) aims to expanding social dialogue on Gender Equality, strengthen enforcement and advocacy for female empowerment and improve Women- and Girl-Centered Services	Identifying and reducing gender gaps in legislation, support CSOs working on providing legal services for women and girls, working with women judges and women officials in targeted stakeholders to become models for changes in women leadership.

Relationship to Government of Jordan Priorities

The year 2011 represented a significant landmark in Jordan's efforts to address public corruption as a series of cases were investigated, resulting in the arrest of several public officials. In one corruption case, a prominent businessman received a 3-year prison sentence for bribing public officials to secure for his own company an expansion project for the Jordan Petroleum Refinery Company worth USD 2.1 billion.

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Additional measures taken by the GOJ over the past five years demonstrate a stated commitment to fighting corruption; the creation of the ACC, the drafting of a law to combat corruption, and the creation of a public sector Code of Conduct. Further institutional reforms include the transfer to parliament of some oversight functions, as well as the implementation of a law requiring many public officials to declare their income and assets.

Of special significance, the ACC adopted its National Anti-Corruption Strategy for 2013 through 2017, which identifies specific activities and areas of focus to be undertaken to improve the GOJ efforts against corruption.

The program will directly support the judicial reform strategy developed by the Judicial Council and approved by the King in 2012. Through the program, USAID will work closely with several government institutions to achieve their strategic plan, including the Royal Committee for Integrity Plan. The implementation of the program will be done in careful consultation and coordination with key government, ministries (including the Ministry of Public Sector Development), the judiciary and civil society stakeholders.

Complementarity with Other Donor Efforts

Other Donor Efforts (not an exhaustive list)

- EU - justice sector budget support program with MOJ. This program is a policy- based budget support program with “benchmarked” commitments and targets for the GOJ to meet
- EU - Recently completed a “twinning project” with the Jordan ACC to support the ACC Strategy for 2013-2017. EU work has concentrated primarily on institutional capacity building of the ACC.
- UNDP - support to the ACC in developing ACC Strategy
- DfID - assistance to Civil Society Organizations (CSOs) in identifying potential Transparency International local affiliate
- DfID - technical assistance on Access to Information through its Faith Matters program
- DfID and Thomson Reuters - capacity building for Jordanian investigative journalists
- Netherlands - technical support to the Ombudsman’s office

In addition to working to establish a formalized relationship between USAID and the EU justice sector project, there is significant need among the donor community for a mechanism for the coordinating and measuring of donor activities as they relate to rule of law, justice reform and anti-corruption. This program, under USAID's direction, will be required to take an important leadership role in this coordination by: 1) compiling the list of donors working in those sectors, 2) holding quarterly meetings, 3) preparing agendas and minutes of meetings, and 4) serving as a clearinghouse for the dissemination of information and metrics regarding the progress of activities and reforms in related areas to illuminate any duplication of work.

Statement of Work (SOW)

In contrast with many traditional Rule of Law and Accountability Strengthening programs undertaken by USAID or other donors which focus primarily on institutions and laws, this program will take a broader, multi-faceted strategy by addressing systems, processes and inter-relationships for ensuring effective rule of law and public accountability. This strategy involves three components, which when combined with Diplomatic efforts to encourage rule of law, public accountability, and respect for human rights, will

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create a robust effort for reforms in Jordan. The three components include: “Top-Down” – supporting agencies and systems within the GOJ to meet international standards and promote public integrity, accountability and effective protection of legal and human rights for its citizens; “Bottom-Up” - supporting increased demand by civil society, including the private business sector, for reforms and effective protections of rights; and an “Integrative” approach to incorporating rule of law and accountability elements into other sectoral programming by USAID, with the goal of encouraging the GOJ to adopt a more integrative approach within its own systems.

Note: Illustrative activities are set to guide offerors. Offerors are required to present innovative methods and activities. Targets set are the minimum performance indicators set under this activity.

The Offeror is required to, at a minimum, achieve the following results:

IR 2.2 Rule of Law strengthened

Sub-IR 2.2.1 Independence & effectiveness of the judiciary & legislature enhanced

Sub-IR 2.2.2 Accountability of executive branch agencies in select sectors increased

Sub-IR 2.2.3 Respect for human rights enhanced

The following are additional mission indicators that the successful implementer is expected to achieve- the following as well outlines the minimum performance targets:

- **Number of CSOs receiving USG assistance engaged in advocacy interventions (2 CSO/Year)**
- **Yearly perception survey of judiciary performance (customized survey and Key Performance Indicators (KPI) to be designed by the implementer – an increase of 5 % per year is expected).**
- **World Justice Project Index (Estimated target: Increase score by 10% to reach 0.65 by the end of five years)**

Component 1: Strengthened GOJ accountability, transparency, judicial independence and protection of human rights (“Top-Down Approach”)

The first component of this program focuses on strengthening GOJ efforts to increase public accountability, judicial independence and protection of human rights. The program will utilize a mix of technical assistance, training, capacity development, financial support, and diplomatic efforts to support GOJ efforts to improve its legal frameworks; strengthen its systems, processes, and practices by which state ministries, agencies, and judicial institutions operate in a transparent and accountable manner; and increase its ability to protect and preserve human rights. Activities under this component will also support the GOJ in meeting international and domestic commitments to increase transparency and accountability, rule of law, and human rights by improving government performance, strengthening linkages and cooperation between and among government and non-governmental actors, and reducing undue influences in government decision-making.

Sub-Result 1.1: Improved GOJ abilities to comply with international and domestic commitments to strengthen public accountability, transparency, judicial independence, rule of law, and protection of human rights including women’s access to justice

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The program considers rule of law and public accountability as necessary and essential requirements for effective democratic accountability and protection of human rights. Such rights and interests are recognized not only by the laws of Jordan but by the international agreements and norms that Jordan is subject to as a sovereign nation. This sub-result will assist and support the GOJ to meet these commitments through reforming laws and strengthening government capacity (including the executive, judicial and legislative branches) to increase the rule of law and independence of the judiciary, improve public accountability and transparency, and protect human rights, including those of women, minorities and vulnerable populations. The program will further address the GOJ's obligations to prevent corruption, gender-based violence and trafficking in persons. This sub-result, in conjunction with strong diplomatic efforts, will help Jordan move forward with international and domestic commitments such as the United Nations Convention Against Corruption (UNCAC), the Open Government Partnership (OGP), the Extractive Industries Transparency Initiative (EITI), the Judicial Authority Strategy (2012-2014), the National Anti-Corruption Strategy (2013-2017) and the public sector development reform strategy.

As an example, the new National Anti-Corruption Strategy issued by the ACC has seven strategic objectives and a number of different action items under each of those objectives. This program will support many of the activities set forth in the ACC's action plan including, but not limited to, the following: SO 1.3: *Organize risk assessment-based training on integrity and anti-corruption issues for sectors vulnerable to corruption*; SO 2.3: *Strengthening internal control units in ministries, public institutions*; SO 4.1: *Establish a Higher Committee for the Implementation of the National Anti-Corruption Strategy consisting of high-level representatives of public, private and third sector*; SO 7.4: *Review and amend the Financial Law to guarantee the ACC's access to information*.

Illustrative Activities:

- Technical assistance towards the revision and implementation of reform strategies, including the judicial reform strategy, the public sector reform strategy and the integrity strategy.
- Technical assistance in drafting legislation/regulations to bring GOJ laws and institutions into accord with international standards (supports ACC Strategic Objective 7). Such support should extend to the Ministry of Public Sector Development who should be a major partner in this project.
- Technical assistance on creating a centralized monitoring platform for measuring and assessing compliance with international standards
- Technical assistance and training to justice sector actors such as judges, prosecutors, and lawyers, on legal issues and procedures relating to access to justice for women and disadvantaged populations including, but not limited to, violence against women.
- Provide technical assistance and expertise in the review and amendment of the Financial Law provide the ACC with access to financial and asset disclosure information (supports ACC Action Plan 7.4)

Targets:

- Reforming laws and regulations endorsed and in place that would enhance independence and efficiency of the judiciary, improve public accountability and transparency, and protect human rights, including those of women, minorities and vulnerable populations: Targeted laws and regulations: (3 key laws and regulations under those sectors)
- The capacity and efficiency of the Judiciary, Ministry of Justice, Ministry of Public Sector Development enhanced in order for the GOJ to meet international and domestic commitments to increase transparency and accountability, rule of law, and human rights including

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commitments such as the United Nations Convention Against Corruption (UNCAC), the Open Government Partnership (OGP), the Judicial Authority Strategy, the National Anti-Corruption Strategy (2013-2017) and the Public Sector Development reform strategy. (Target: a 30% increase in the capacity (over five years) of at least three institutions based on an annual tailored KPI) (Typically would assess the administration of the institutions using transparent systems and tools, outreach and effective engagement with the public, better systems in place and capacity of the staff).

- The Capacity of the Judicial Institute enhanced by 50% over five years (Target: 50% increase based on an annual tailed KPI (typically would assess the curricula development, the effectiveness of the trainings, the management and administration of the institution)).

Sub-Result 1.2: Critical judicial and public accountability systems, processes and practices, and the linkages and coordination thereof, between and among government and non-governmental actors, strengthened

This program will work with GOJ ministries, state agencies, and rule of law institutions to implement key reforms designed to establish or strengthen critical governance processes, practices and systems that ensure greater government transparency, accountability, effectiveness, and respect for human rights. Examples of these include strategic planning processes; public financial management systems; policy development and law-making processes; budget planning, development, review and oversight; performance-based audit and accounting systems; and public management and administration systems; among others. .

The program will work to strengthen the capacity of, and the linkages and coordination between and among, various branches of government, including the executive, judiciary, and legislative, and non-governmental actors that implement these systems, processes, and practices. Assistance will focus on improving communication, cooperation, competencies, and working relationships between these various GOJ actors to ensure that rule of law and public accountability systems, processes and practices are effectively implemented across the GOJ. In addition, the program will work closely with civil society, the private sector, and other non-governmental actors to ensure that procedures for allowing public participation in these processes and systems are created and respected.

The program will contribute toward ensuring that laws and regulations are followed and that government and judicial decision-making are made in accordance with standardized processes, procedures and oversight that help reduce the opportunities for corruption by government and judicial officials. The project will help build an independent and accountable judiciary, as well as effective public auditing and investigation practices, in order to better ensure human rights and public accountability. The project will also help to make more effective, efficient, transparent and accessible mechanisms for resolving disputes and addressing the concerns of the public with regard to the protection of human rights. The program will support capacity building efforts through technical assistance and training in organizational change management techniques within governmental and judicial bodies, to enable government officials and staff to better meet citizen needs and rights.

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Illustrative Activities and Minimum Performance Targets:

- Provide technical assistance and material support for improving delivery of justice, court and case management, the judicial institute and the public prosecution office (target: Revised case management systems and processes for court cases and execution department in place).
- Provide technical assistance and material support for improving the communication and relay of information between public institutions involved in accountability and anti-corruption. (Target: efficient communication departments trained and formal communication strategy developed).
- Provide technical assistance in involving Civil Society and the private sector in the decision-making and regulatory processes of the government.
- Provide technical assistance to strengthen the effectiveness of performance audit and control systems in ministries and public institutions (Implementation of ACC Action Plan 2.8 – at least three control systems in place).

Sub-Result 1.3: Reduced Undue Influences and increased transparency and effectiveness both at the Public Decision-Making in the public sector and in the operation of the judicial council, including employment, recruitment, promotion, procurement, decision making and delivery of public services

Under this sub-result, the project will focus on reducing the role of corruption and undue influence in public employment, decision-making, procurement, and service delivery. In particular, this sub-result will look at ways in which undue influences, such as *wasta*, can be minimized or prevented. The program will support public awareness and advocacy campaigns by the government and non-governmental organizations in support of public reform efforts that demonstrate how such reforms are beneficial to the public interest. In conjunction with activities under Component II, this sub-result will incorporate greater involvement by citizens in public service delivery and decision-making processes. This sub-result will also incorporate activities to help streamline and make government and judicial operations and functions more timely, transparent, effective and efficient.

Illustrative Activities and Minimum Performance Targets:

- Technical support to the ministry of Justice and judicial council management units, secretariat and the internal operation of the judicial council. (Target: capacity for the Ministry of Justice departments and the management units at the Judicial council increased by 50% (tailored indicator).
- Technical support to the Ministry of Public Sector Development and/or other ministries and institutions on developing standard processes and procedures for the delivery of public services in targeted ministries and public institutions (including supporting the implementation of the ACC Action Plan 2.7) (Target: 4 standardized procedures and processes are in place in one or two ministries in addition to the Ministry of Public Sector Development).

Component 2: Increased public demand for public accountability, transparency, rule of law, and protection of human rights (“Bottom-Up Approach”)

The GOJ has a mixed record in achieving meaningful and substantive legal, public and judicial reforms arising out of its own high profile anti-corruption, public accountability and rule of law initiatives. Often minimal changes and reforms will take place only if there is substantial public demand and expectations placed on the government. The project will support efforts by non-governmental actors to increase

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public demand and pressure on the government to engage in real change and reform by supporting public advocacy, awareness and oversight activities.

Sub-Result 2.1: Increased public awareness and advocacy for public accountability, transparency, rule of law, and protection of human rights including women's access to justice

Non-governmental actors are not yet strong enough to play their important role as a check on abuse of government power and a guarantor of the integrity and accountability of government ministries, agencies and the judiciary. Through this project, along with other USAID projects and in particular the USAID Civic Initiative Support Program, supporting civil society organizations (CSOs), groundwork will be laid for CSOs and other stakeholders to step up to this challenge by supporting public awareness, civic education, research, and learning activities that educate citizens on the size, scope, dimensions, and negative consequences of corruption and weak rule of law on socio-economic development, economic growth, the environment, and human rights. This program supports these efforts through a mix of technical assistance, training, and financial support, especially targeting women, youth, minorities, and vulnerable populations. Academic studies into the economic and social impacts of legislation, regulations, and corruption can help inform citizens and businesses and strengthen support for necessary reforms.

Illustrative Activities and Minimum Performance Targets:

- Provide grants and technical assistance to local organizations, universities, and think tanks to conduct, for example, public perception surveys on the judiciary and service of justice women access to justice and evaluations and research studies on the economic impacts of corruption. (Target: 2 grants per year awarded that would implement perception surveys, research, oversight and related activities).
- Support training and assessments on integrity and anti-corruption issues as they impact women and disadvantaged populations vulnerable to corruption (supports ACC Action Plan 1.3) (Target: training programs reaching up to 100 official staff each year).
- Technical assistance and training to CSOs to develop advocacy skills on issues of rule of law and public accountability (Target: 1 grant per year awarded to a national CSO to implement a advocacy campaign on rule of law and public accountability).

Sub-Result 2.2: Increased monitoring and oversight by non-governmental actors of GOJ performance in strengthening public accountability, transparency, rule of law, and protection of human rights including women's access to justice

The program will support the efforts of civil society, private sector, and other non-governmental organizations to strengthen the rule of law and promote public accountability through advocacy efforts and by serving as “watchdogs” to monitor the GOJ’s progress toward meeting domestic and international anti-corruption commitments and standards. Support will go to increasing public monitoring and oversight of GOJ actions and performance; developing metrics to measure Jordan’s progress in reducing corruption and strengthening public accountability and the rule of law; and improving advocacy efforts to bring about further reforms. Other activities will include the funding of pilot projects and studies to determine the effectiveness of reform activities and to measure the sustainable impact of various anti-corruption interventions. Assistance will also be offered to non-

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governmental actors, including the private sector, to develop their own systems and processes to comply with the accountability efforts as set through international standards and the GOJ.

Illustrative Activities and Minimum Performance Targets:

- Technical assistance and capacity building among CSOs to monitor and evaluate the impact of government actions, including policy decisions, judicial decisions and regulatory matters on citizens and the private sector (Target: Capacity of at least 2 CSO increased by 30%)

Component 3: Integrating project activities and results into other USAID sector development programs.

The program will support the integration of rule of law, public accountability, and human rights strengthening activities into other development sectors of USAID/Jordan. Technical assistance and supplemental funding opportunities will help to strengthen systems and processes for public accountability, transparency and integrity, rule of law, and human rights, as opportunities arise in such sectors as health, economic development, environment, education and other areas of development. Additionally, the project will assist the GOJ in developing and improving government-wide accountability structures and processes that can incorporate the lessons learned through this program.

This program will also consider the impact that refugee flows, such as that from the current Syrian crisis, have on rule of law and accountability reforms, as well as the tensions which may arise by conflicting traditions and cultural mores.

Sub-Result 3.1: Improved development outcomes by strengthening public accountability, rule of law, and human rights systems, processes and practices in other development sectors.

To the extent that other sectoral development projects are already working on developing or strengthening public accountability systems within their sector, this program can supplement those efforts, fill in missing gaps, assist in rolling out specific accountability systems and processes across the government, help to strengthen linkages and coordination mechanisms among and between different governmental entities, develop effective public outreach and participatory practices, and provide technical assistance to a specific ministry, judicial entity, or state agency on implementing a particular system or process.

In as much as the USAID/Jordan Mission is heavily involved in relief efforts due to the Syrian crisis and the influx of refugees into Jordan, Rule of Law and public accountability will be critical in those efforts. The growing refugee situation creates additional pressures on the allocation of scarce resources and services, including but not limited to utilities, health and police, water and employment. Furthermore, differences in culture and tradition of the refugees can have an impact on the delivery of legal services, adjudication of disputes and the protection of human rights.

In conducting specific activities and interventions, the program, in close consultation with USAID DRG and other USAID sectoral offices and projects, will target GOJ ministries, (and in particular the Ministry of Public Sector Development), judicial entities, ministries and public institutions which are integral to meeting GOJ international and domestic rule of law, public accountability and human rights commitments or are strategic to USG foreign policy or development goals and objectives. The implementing partner is expected to demonstrate that it can provide, or has access to, technical

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expertise in the following areas of technical interventions upon the request of GOJ entities and other USAID projects:

Examples of Public Accountability Systems, Processes, Practices, Mechanisms and Tools:

- Organizational Change Management
- Strategic Planning
- Policy-making processes
- Legal Drafting
- Public Management and Leadership
- Public procurement systems
- E-Government
- Public Information Systems
- Information/Communication Technologies
- Performance Monitoring
- Evaluation and Learning
- Internal training and research
- Financial Audit and Internal Control
- Risk Analysis and Management
- Budget planning and development
- Merit-based hiring processes
- Regulatory Impact Assessment
- Civil Society Monitoring and Watchdog
- Parliamentary oversight
- Public Service Delivery processes
- Compliance/Integrity Management
- Administrative Review and Determination
- Enforcement of Judgments
- Public Outreach and Awareness
- Internal Communications
- Human Resource Development
- Project Management
- Systems Analysis/Process reengineering
- Public participatory practices

Another aspect of integration is the coordination of project activities with diplomatic initiatives. This component will also support and interact with activities sponsored by other offices within the Embassy, such as those of the Political and Economic offices.

An opportunity exists for the integration of this program beyond USAID and USG efforts. Several other donors, such as the World Bank, UNDP, the European Commission, and DfID have engaged with the GOJ on anti-corruption efforts. A common observation from these donors has been that the GOJ tends to “shop around” when partnering on anti-corruption programs and that there has at least until lately been a lack of coordination in planning and assessing the success of anti-corruption interventions. At a meeting of donors, a suggestion was raised to provide for at least an informal coordinating effort.

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Illustrative Activities:

- Provide technical assistance on ROL and public accountability issues to other sectoral activities of USAID and USG programs
- Provide technical assistance in ROL and public accountability issues as related to issues concerning the influx of refugees from Syria and other regions
- Serve as a central coordinating entity among donors to measure and assess progress in ROL, public accountability and anti-corruption
- Provide technical assistance where needed in the areas of ROL and public accountability to support diplomatic efforts

Minimum Performance Target:

Integration of ROL and Public Accountability measures in the activities of 2 to 3 of USAID implementing partners that target public institutions- Offerors are encouraged to propose an tailored indicator for this target - this indicator will be finally developed with USAID)

Component 4: Windows of Opportunity

Given the dynamic nature of the current Jordanian judicial sector, the public sector and other Jordanian stakeholder and its strong relation with USAID, new opportunities and opening might arise during the implementation. The Contractor shall be prepared to respond to needs in the above areas or any other windows of opportunity that arise to contribute to making positive changes. The offeror is required to budget an amount of \$500,000 per year for a total of \$2,500,000 for this component under a line item called "Opportunities Module". All activities funded by this line item require prior approval from the Contracting Officer before responding to any windows of opportunity.

Gender, Disability and Youth

Analyses conducted suggest that discriminatory policies and perceptions persist, and traditional attitudes and inequities limit women's access to justice and participation in civil society and political life. Moreover, constraints to gender equity span the sectors of USAID development engagement in Jordan, including health, education, water and energy, economic growth, as well as governance. Constraints to equity affect both women and men, and are both rooted in interpretations of custom and tradition, reflected in accepted norms of social behavior, and embedded in the legal framework.

External reports and studies have found that women continue to face major social and economic barriers to accessing justice. Women are often under pressure not to resort to the formal justice system and often lack financial resources to do so. Legal aid is not widely available, especially in the Sharia Courts where the majority of litigants are women. Women are more likely to be mistreated by police, court staff, prosecutors and judges. This may be due, in part, to the fact that there are just a handful of women prosecutors and although the number of female judges is increasing, they still only represent 16% of judges in 2012. In addition, the access of women to their rights is sometimes blocked by laws that are inconsistent with the nondiscrimination clause of the Constitution and the human rights conventions ratified by the GOJ. Several key legislations require attention including, but not limited to, the Citizenship Law, the Temporary Passport Law, the Crime Prevention Law, and the Penal Code. Women are also disproportionately impacted by corruption. The system of "wasta" relies upon

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traditional familial and tribal connections, friendships, and favors, which disadvantages women, the poor, and minority populations.

This program shall include activities that will address gender related to access to justice, women leadership in judiciary and public sector and gender related issues in justice and accountability systems. Offerors will be expected to demonstrate a strong gender strategy and action plan in their solicitation responses and to include in their staffing structures a full-time gender advisor/coordinator who will ensure that all project activities are conducted with full regard to addressing gender related issues and discrimination. The program will help to increase public demand for increased access to justice, better accountability, and greater human rights protections specifically as they relate to gender and disadvantage populations. The program is expected to work closely with USAID Takamol program.

The Contractor will be required to submit a full gender analysis and its plan for taking gender into consideration during program implementation. Among topics covered in the plan will be: identification of project-relevant gender challenges and opportunities; a description of how gender considerations will be dealt with in the program; identification of any performance indicators relevant to gender considerations as well as identification of performance indicators that will be gender-disaggregated; targets for female and male participation in relevant activities; and strategies for ensuring high levels of meaningful female and youth participation in program activities.

As an integral part of human rights, the program shall help efforts on insuring that fundamental people with disability rights are adhered to. The program will partner with the Civic Initiatives Support Program and support their efforts on achieving the intended goal of the disability portfolio whether in supporting the legal framework, in supporting awareness efforts on those fundamental rights, and in building accountable and transparent systems with Government institutions, non-government organizations and CSOs to ensure that disability rights are integrated and adhered to.

The program shall also work closely with the youth programs within the USAID/Jordan Mission and in specific the youth component (Ana Usharek Project) of the Political Processes Program to leverage their work, utilize the energy of youth and engage them in playing an active role in advocating for a transparent and accountable system at the GOJ national and local level and within the private sector and CSOs.

Outreach and Communication

The Contractor will be required to submit a full outreach and communication plan. The COR, together with the Development Outreach and Communications team, will work with the Contractor to develop a Communications Plan that takes full advantage of the opportunities presented, including use of traditional and social media. The Contractor will appoint a Communication Specialist for the development and implementation of the outreach and communication plan.

Implementation Plan

A key to the overall success of the program, in achieving, or making significant progress towards attaining, its overall goal and objectives in the areas of rule of law, human rights, and public accountability will be the high level of program coordination and cooperation that will be required by different USAID implementing partners, other international donors and organizations, and Jordanian stakeholders. This may include a combination of international consulting firms, local non-government

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organizations, and GOJ institutions themselves (to the extent that there is direct funding to local CSOs and GOJ bodies). Each of these organizations will be an integral member of the program's overall implementation group, which will hold monthly meetings to coordinate project activities and interventions. These monthly meetings will be chaired by the program COR.

In addition, a number of activities and interventions under this program will involve Jordanian governmental and non-governmental bodies that also work closely with, or are the recipients of assistance from, other USAID/Jordan sectoral development programs. To ensure close sectoral consultation and coordination, sectoral advisory groups will be created for each of the development sectors that this program provides significant support to. The program, in conjunction with USAID DRG and sectoral representatives, will convene semi-annual meetings of sectoral advisory groups. A sectoral advisory group will consist of representatives from other USAID's sectoral offices, from implementing partners working in the sector, and from the relevant GOJ institutions and Jordanian non-governmental organizations that this program works with.

The purpose of these two groups, the program implementation group and the sectoral advisory group, will be to review program, activities, coordinate program activities and interventions, solicit stakeholder feedback on program progress and implementation, and develop new ideas and approaches for addressing implementation challenges.

By strengthening the technical capacity and ability of the GOJ to utilize systems, processes, and procedures to improve public accountability, reduce corruption, and improve the rule of law and access to justice, this program will directly contribute to the GOJ's ability to govern itself in a more transparent and accountable manner and to provide access to justice and human rights protections to a broader segment of the population. The program will adopt an approach designed to ensure sustainability of activities and results in which, over the course of the program's timeframe, program activities and interventions will increasingly target those institutions, systems and processes where the greatest receptivity and results are being demonstrated. The program will be structured to cast a broader net in the first two years to include activities and interventions targeted at a broader range of institutions, individuals, organizations and stakeholders. The program will use political economy analysis to target those institutions and counterparts that demonstrate the most will and receptivity to engage in change and reform. A mid-term program assessment may be conducted, designed in part to determine which activities and which counterparts have shown the greatest receptivity and results. The program will utilize the findings to target its assistance to those activities and counterparts that have been more successful in effectively utilizing and institutionalizing changes and reforms to effect improved rule of law, public accountability, human rights, access to justice, and reduced corruption, or replicate successful initiatives with other public or judicial sector institutions.

Environmental Compliance:

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

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The offeror's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFTOP.

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

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

As part of its initial Work Plan, and all Annual Work Plans thereafter, the Contractor, in collaboration with the USAID Cognizant Technical Officer and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this Task Order to determine if they are within the scope of the approved Regulation 216 environmental documentation.

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

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

END OF SECTION C

SECTION D

SECTION D – PACKAGING AND MARKING

D.1 AIDAR 752.7009 MARKING (JAN 1993)

(a) It is USAID policy that USAID-financed commodities and shipping containers, and project construction sites and other project locations be suitably marked with the USAID emblem. Shipping containers are also to be marked with the last five digits of the USAID financing document number. As a general rule, marking is not required for raw materials shipped in bulk (such as coal, grain, etc.), or for semi-finished products which are not packaged.

(b) Specific guidance on marking requirements should be obtained prior to procurement of commodities to be shipped, and as early as possible for project construction sites and other project locations. This guidance will be provided through the cognizant technical office indicated on the cover page of this contract, or by the Mission Director in the Cooperating Country to which commodities are being shipped, or in which the project site is located.

(c) Authority to waive marking requirements is vested with the Regional Assistant Administrators, and with Mission Directors.

(d) A copy of any specific marking instructions or waivers from marking requirements is to be sent to the Contracting Officer; the original should be retained by the Contractor.

D.2 BRANDING POLICY AND STRATEGY

The Contractor must comply with the requirements of the policy directives and required procedures outlined in USAID Automated Directive System (ADS) 320.3.2 “Branding and Marking in USAID Direct Contracting” at <http://www.usaid.gov/ads/policy/300/320>; and USAID "Graphic Standards Manual" available at www.usaid.gov/branding, or any successor branding policy.

In accordance with ADS 320.3.2 Branding and Marking in USAID Direct Contracts, USAID policy is to require exclusive branding and marking in USAID direct acquisitions. “Exclusive Branding” means that the program is positioned as USAID’s, as showcased by the project name (e.g. “The USAID/Jordan-Improved Water Sector Management and Governance Project). “Exclusive Marking” means Contractors may only mark USAID-funded programs, projects, activities, public communications, and commodities with the USAID Standard Graphic Identity and, where applicable, the host-country government or ministry symbol or another U.S. Government logo.

It is USAID’s policy that Contractors’ and subcontractors’ corporate identities or logos must not be used on USAID-funded project materials.

END OF SECTION D

SECTION E

SECTION E - INSPECTION AND ACCEPTANCE

E.1 NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE

NUMBER	TITLE	DATE
	FEDERAL ACQUISITION REGULATION (48 CFR Chapter 1)	
52.246-5	INSPECTION OF SERVICES—COST REIMBURSEMENT	APR 1984

E.2 TASK ORDER PERFORMANCE EVALUATION

Task Order performance evaluation shall be performed in accordance with the International Rule of Law (ROL) Technical Assistance Services IQC.

USAID inspection and acceptance of services, reports and other required deliverables or outputs shall take place at:

Democracy, Rights and Governance Office (DRG)
USAID/Jordan
Amman, Jordan

or at any other location where the services are performed and reports and deliverables or outputs are produced or submitted. The COR listed in Section G.2 has been delegated authority to inspect and accept all services, reports and required deliverables or outputs.

END OF SECTION E

SECTION F

SECTION F – DELIVERIES OR PERFORMANCE

F.1. NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE

The following contract clauses pertinent to this section are hereby incorporated by reference (by Citation Number, Title, and Date) in accordance with the clause at FAR "52.252-2 CLAUSES INCORPORATED BY REFERENCE" in Section I of this contract. See FAR 52.252-2 for an internet address (if specified) for electronic access to the full text of a clause.

NUMBER	TITLE	DATE
	FEDERAL ACQUISITION REGULATION (48 CFR Chapter 1)	
52.242-15	STOP-WORK ORDER ALTERNATE I	APR 1984

F.2 PERIOD OF PERFORMANCE

The estimated period of performance for this Task Order is o/a December 2015 – December 2020.

F.3 PERFORMANCE STANDARDS

Evaluation of the contractor's performance in accordance with the performance requirements set forth in the Task Order will be conducted jointly by the COR and the Contracting Officer, and shall form the basis of the contractor's permanent record with regard to this Task Order.

The Contractor's performance will be evaluated annually and at contract completion, utilizing the following factors:

- (1) Quality of Product or Service
- (2) Cost Control
- (3) Timeliness of Performance
- (4) Business Relations
- (5) Effectiveness of Key Personnel and Subcontractors

F.4 TECHNICAL DIRECTION AND DESIGNATION OF RESPONSIBLE USAID OFFICIALS

Luis A. Rivera
Contracting Officer
U.S. Agency for International Development
Telephone: 962-6-590-6654
Email: lrivera@usaid.gov

The Contracting Officer's Representative (COR) will be designated separately.

F.5 PLACE OF PERFORMANCE

The place of performance under this Task Order is Jordan, as specified in the Statement of Work.

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F.6 AUTHORIZED WORK DAY/WEEK

No overtime or premium pay is authorized under this Task Order. The contractor is authorized up to a 5-day workweek in the field with no premium pay and up to a 6-day workweek for all short-term consultants.

F.7 KEY PERSONNEL

The contractor shall provide the following key personnel for the performance of this Task Order:

- 1) Chief of Party
- 2) Component Leader/Judicial
- 3) Component Leader/Public Accountability

USAID reserves the right to adjust the level of key personnel during the performance of this Task Order.

The personnel specified above are considered to be essential to the work being performed hereunder. Prior to replacing any of the specified individuals, the Contractor must notify both the CO and the COR reasonably in advance and submit written justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the program. No replacement will be made by the Contractor without the written consent of the CO.

F.8 REPORTS AND DELIVERABLES OR OUTPUTS

In addition to the requirements set forth for submission of reports in Sections I and J, and in accordance with AIDAR clause 752.242-70, Periodic Progress Reports, the Contractor shall submit reports, deliverables or outputs to the COR as further described below. All reports and other deliverables shall be in the English language, unless otherwise specified by the COR. The contractor shall promptly notify the COR of any problems, delays or adverse conditions which materially impair the implementer's ability to meet the requirements of the Task Order. All reports will be submitted to the COR in electronic copy.

a. Preliminary Workplan

In consultation with the USAID COR, the Contractor will develop a preliminary workplan that will include a basic plan for the first year of the contract including a preliminary assessment and planned collaboration with the target government and justice institutions; the schedule and process by which the Contractor will consult with key stakeholders; preliminary benchmarks on initial support; as well as a specific institutional training and development plan with a strategy to build the capacity of the targeted institutions' staff, with an emphasis on knowledge transfer. The preliminary work plan shall be submitted to the COR within 30 days of Task Order award date.

b. Annual Work plans

The annual work plans will form the basis for activities and will need to be highly collaborative with the target government and justice institutions. The COR will review and approve all annual work plans. Modifications that respond to changed conditions may be made to the annual work plans. However, the approval of the COR is required for major modifications to the work plan. Given the dynamic situation, a

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mid-year review of the work plan and adjustments are anticipated. The first annual work plan will be approved by the COR before the end date of the preliminary work plan. The second work plan must be submitted to the COR at least 30 days before the end of the first work plan.

The Contractor shall incorporate into its work plan a strategy for ensuring that to the extent possible mechanisms and systems established are sustainable outside the support of the program.

c. Activity Monitoring and Evaluation Plan (AMEP)

As per ADS 203.3.5, the Contractor is required to submit for COR approval an Activity Monitoring & Evaluation Plan (AMEP) for the life of the Activity based on its proposed M&E strategy for collecting, evaluating, and validating data which will be used to measure overall progress towards Mission goals. The draft AMEP is due to the COR within 90 days of the award start date. All aspects of the AMEP should be in line with USAID's ADS 203 on assessing and learning and incorporate the following:

- The Contractor will develop performance indicators and establish baselines. The COR will provide a list of Mission Performance Management Plan (PMP) indicators required for the activity. The AMEP must include the required Mission PMP indicators along with any others being proposed by the Contractor that are deemed necessary or useful in measuring progress against the overall goal and project objective(s). Contractors should be strategic in their selection of additional indicators so as to avoid creating an additional burden in regards to M&E. The AMEP must include quarterly and/or yearly targets, as per the indicator requirements, necessary to reach the life of project targets identified by the Mission for required Mission indicators and identified by the Contractor for all other indicators. USAID criteria for selecting performance indicators is that they be direct, objective, practical, adequate, management useful and reflect progress toward achieving results, and, to the extent possible, be attributable to USAID. The Contractor and USAID will agree upon the final choice of performance indicators useful for timely management decisions and credibly reflecting the actual performance of the activity.
- The Contractor must collect, analyze, and submit to USAID sex-disaggregated data and proposed actions that will address any identified gender related issues. To ensure that USAID assistance makes the maximum optimal contribution to gender equality, performance management systems and evaluations must include gender-sensitive indicators and sex-disaggregated data when applicable and feasible. The contractor should also consider including other relevant disaggregations for indicators – for example, age and type of institution.

The AMEP should also present the activity's theory of change, Results Framework of the activity showing the causal and logical relationships between different levels of results and their associated indicators, and critical assumptions. The AMEP must also include an explanation of how data and information will be collected, analyzed, and used, and the cost effectiveness of such activities – e.g. M&E systems and processes to be used, methodology of establishing baselines and targets, management and resources for M&E functions, etc. AMEP data must meet reasonable quality criteria of validity, reliability, timeliness, precision and integrity.

The AMEP must also include, in consultation with USAID, key evaluation questions that will guide the understanding and interpretation of results in line with the USAID Evaluation Policy. The AMEP should demonstrate how these evaluation questions will: help clarify and focus activity objectives; serve as an

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early warning system, forecasting, and reporting tool; promote on-going discussions pertaining to activity scope and direction; and aid in effective management and decision making.

The AMEP should note the Contractor's plans for providing the required quarterly data for Performance Indicators. The AMEP should also discuss how the Contractor plans to obtain and report Geographic data when applicable. Reporting will be done through the Mission's performance management information system, which is currently DevResults.

AMEP and other related monitoring and evaluation templates may be available through the USAID/Jordan Program Office.

d. Quarterly Progress and Performance Monitoring Report

Fifteen (15) days after the end of each quarter, the Contractor will provide quarterly performance reports to describe activities undertaken; report on progress made toward achieving results, and make necessary adjustments for activities that will be undertaken in the next quarter. The report should contain an executive summary and the following, at a minimum:

- Summary of the results for the reporting period and key achievements.
- Quarterly data for the required Performance Indicators, as determined in the AMEP. Reporting will be done through the Mission's online performance management information system, which is currently DevResults. The Contractor will work with the COR and the Program Office to obtain access to the DevResults system and ensure proper structure of the system as necessary for their activity.
- Any implementation problems as well as proposed corrective actions and the costs associated with the delay.
- Cross-cutting issues considerations in implementation and performance during the quarter should be specified and included as annexes. At a minimum, cross-cutting issues should include: gender; youth; disabilities; institutional strengthening and local capacity building; policy reforms; science, technology and innovation.
- Documentation of lessons learned and best practices that can be taken to scale.
- Each quarterly report will include confirmation that the Contractor has complied with ADS Chapter 253 and other USAID/Jordan specific policies and procures (i.e., Mission Order 253) and requirements by providing a copy of a report generated by *TraiNet*.
- List of completed assessments and evaluations and plans for utilizing findings and recommendations.
- List of upcoming events (national and sub-national meetings, seminars, training sessions, conferences, and others; international consultant visits; evaluations and assessments; and meetings with key GOJ officials and decision-makers), with dates.
- Environmental Status Report (ESR) section based on the approved Initial Environmental Examination (IEE) and Environmental Monitoring and Mitigation Plan (EMMP); and
- List of staff and consultants with dates in/out of country.
- At a minimum, two new success stories must be included in each quarterly report. A template is available from the USAID/Jordan Mission via your COR.

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

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The Contractor should check with the Program Office through their AOR/COR for applicable templates.

e. Short-term Consultants Reports

Upon completion of the services of all short-term consultants, the Contractor shall submit a report to the COR summarizing the activities, accomplishments, and recommendations of the consultant. This can be either in written or verbal form, which will be determined by the COR.

f. Weekly update

The Contractor shall provide to the COR with a brief email on a weekly basis providing an update on the main activities held that week, if any and the scheduled activities for the coming week in the form of bullet points. The update should not exceed one page.

g. Final Report

At the end of the Task Order, the Contractor shall deliver to the COR a final report that: 1) summarizes accomplishments; 2) contains an overall description of all activities during the period of the Task Order, and the significance of these activities to the attainment of USAID's Strategic Objective; 3) describes the methods of work used; 4) provides comments on recommendations of where follow-up work could reinforce and further consolidate achievements under the Task Order; and 5) contains a financial report that describes in detail how Task Order funds were used.

h. Special and other reports

In addition to the reports specified herein, the Contractor, at the COR's request, will provide reports on specific aspects of contract implementation, including programmatic highlights for public information purposes, brief reports as required for reporting to the U.S. Embassy and recommendations for other USAID inputs. Reports may be oral. Written reports should be succinct and about one to five pages in length.

Additionally, and as needed, other deliverables such as an environmental assessment, may be identified during the course of the Task Order and due dates for these will be agreed to between the Contractor and the COR and incorporated into the workplan.

i. Quarterly Financial Reports

Quarterly Financial Reports shall be submitted to the USAID Contracting Officer and the COR no later than 30 calendar days after completion of the period being reported. At a minimum, the Quarterly Financial Reports shall include accrued expenditures and anticipated expenditures for the next reporting period.

j. Grants Manual:

Within 90 days of the award start date, the Contractor shall submit a Grants Manual to the COR and to the Contracting Officer for approval.

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k. Gender analysis:

Three months after the start date of the Task Order, the Contractor will be required to submit a full gender analysis and its plan for taking gender into consideration during program implementation.

l. Outreach and Communication:

Three months after the start date of the Task Order, the Contractor will be required to submit a full outreach and communication plan.

m. Close-Out Plan and Equipment Disposition:

No later than six months prior to contract completion, the contractor must submit to the COR and to the CO for approval a closeout plan that will include, but will not be limited to, the following:

- Dates for final delivery of all goods and services;
- A property disposition plan for the contractor and subcontractor(s) in accordance with contract requirements;
- A schedule to address office leases, bank accounts, utilities, cell phones, personnel notification, outstanding payments, household shipments, vehicles; phone subscriptions, etc.;
- Dates for the receipt of all final invoices and required reports;
- Report on the estimated amount of funds required for the completion of the contract;
- Report on compliance with all local labor laws, tax clearances, and other appropriate compliance matters.

F.9 AIDAR 752.7005 SUBMISSION REQUIREMENTS FOR DEVELOPMENT EXPERIENCE DOCUMENTS (SEP 2013)

(a) Contract Reports and Information/Intellectual Products.

(1) Within thirty (30) calendar days of obtaining the contracting officer representative's approval, the contractor must submit to USAID's Development Experience Clearinghouse (DEC) one copy each of reports and information products which describe, communicate or organize program/project development assistance activities, methods, technologies, management, research, results and experience. These reports include: Assessments, evaluations, studies, technical and periodic reports, annual and final reports, and development experience documents (defined as documents that:

(i) Describe the planning, design, implementation, evaluation, and results of development assistance; and

(ii) Are generated during the life cycle of development assistance programs or activities.) The contractor must also submit copies of information products including training materials, publications, videos and other intellectual deliverable materials required under the Contract Schedule. The following information is not to be submitted:

(A) Time-sensitive materials such as newsletters, brochures or bulletins.

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(B) The contractor's information that is incidental to award administration, such as financial, administrative, cost or pricing, or management information.

(2) Within thirty (30) calendar days after completion of the contract, the contractor must submit to the DEC any reports that have not been previously submitted and an index of all reports and information/intellectual products referenced in paragraph (a)(1) of this clause.

(b) Submission requirements. The contractor must review the DEC Web site for the most up-to-date submission instructions, including the DEC address for paper submissions, the document formatting and the types of documents to be submitted. The submission instructions can be found at:
<https://dec.usaid.gov>.

(1) *Standards.* (i) Material must not include financially sensitive information or personally identifiable information (PII) such as social security numbers, home addresses and dates of birth. Such information must be removed prior to submission.

(ii) All submissions must conform to current USAID branding requirements.

(iii) Contract reports and information/intellectual products can be submitted in either electronic (preferred) or paper form. Electronic documentation must comply with Section 508 of the Rehabilitation Act of 1973.

(iv) The electronic submissions must consist of only one electronic file, which comprises the complete and final equivalent of the paper copy.

(v) Electronic documents must be in one of the National Archives and Records Administration (NARA)-approved formats as described in NARA guidelines related to the transfer of permanent E-records. (See *<http://www.archives.gov/records-mgmt/initiatives/transfer-to-nara.html>*).

(2) Essential bibliographic information. Descriptive information is required for all contractor products submitted. The title page of all reports and information products must include the contract number(s), contractor name(s), name of the USAID contracting officer's representative, the publication or issuance date of the document, document title, (if non-English, provide an English translation of the title), author name(s), and development objective or activity title (if non-English, provide a translation) and associated number, and language of the document (if non-English). In addition, all hard copy materials submitted in accordance with this clause must have, attached as a separate cover sheet, the name, organization, address, telephone number, fax number, and internet address of the submitting party.

F.10 AIDAR 752.242-70 PERIODIC PROGRESS REPORTS (OCT 2007)

(a) The contractor shall prepare and submit progress reports as specified in the contract schedule. These reports are separate from the interim and final performance evaluation reports prepared by USAID in accordance with FAR 42.15 and internal Agency procedures, but they may be used by USAID personnel or their authorized representatives when evaluating the contractor's performance.

(b) During any delay in furnishing a progress report required under this contract, the contracting officer may withhold from payment an amount not to exceed US\$25,000 (or local currency equivalent) or 5 percent of the amount of this contract, whichever is less, until such time as the contractor submits the

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report or the contracting officer determines that the delay no longer has a detrimental effect on the Government's ability to monitor the contractor's progress.

END OF SECTION F

SECTION G

SECTION G – TASK ORDER ADMINISTRATION DATA

G.1 CONTRACTING OFFICER'S AUTHORITY

The Contracting Officer is the only person authorized to make or approve any changes in the requirements of this Task Order and notwithstanding any provisions contained elsewhere in this Task Order, the said authority remains solely in the Contracting Officer. In the event the Contractor makes any changes at the direction of any person other than the Contracting Officer, the change shall be considered to have been made without authority and no adjustment shall be made in the contract terms and conditions, including price.

G.2 TECHNICAL DIRECTION

The Democracy, Rights and Governance Office shall provide technical oversight to the Contractor through the designated COR. The contracting officer shall issue a letter appointing the COR for the Task Order and provide a copy of the designation letter to the contractor.

G.3 CONTRACOR PRIMARY POINT OF CONTACT

The contractor's representative is:

TBD

G.4 ACCEPTANCE AND APPROVAL

In order to receive payment, all deliverables must be accepted and approved by the COR.

G.5 INVOICES

One (1) original of each invoice shall be submitted on an SF-1034 Public Voucher for Purchases and Services Other Than Personal to the Financial Management Office/USAID/Jordan. One copy of the voucher and the invoice shall also be submitted to the COR.

Electronic submission of invoices is encouraged. Submit invoices to the Office of Chief Financial Officer to this address: AccountsPayablejordan@usaid.gov.

The SF-1034 must be signed, and it must be submitted along with the invoice and any other documentation in Adobe. Paper Invoices shall be sent to the following address:

Financial Management Office
USAID
U.S. Department of State
6050 Amman Place
Washington, DC 20521-6050

If submitting invoices electronically, do not send a paper copy.

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G.6 ACCOUNTING AND APPROPRIATION DATA

Requisition No.: REQ-278-15-000032

END OF SECTION G

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SECTION H – SPECIAL TASK ORDER REQUIREMENTS

H.1 AIDAR 752.225-70 SOURCE AND NATIONALITY REQUIREMENTS (FEBRUARY 2012)

(a) Except as may be specifically approved by the Contracting Officer, the Contractor must procure all commodities (e.g., equipment, materials, vehicles, supplies) and services (including commodity transportation services) in accordance with the requirements at 22 CFR Part 228 “Rules on Procurement of Commodities and Services Financed by USAID Federal Program Funds.” The authorized source for procurement is Geographic Code 937 unless otherwise specified in the schedule of this contract. Guidance on eligibility of specific goods or services may be obtained from the Contracting Officer.

(b) Ineligible goods and services. The Contractor must not procure any of the following goods or services under this contract:

- (1) Military equipment
 - (2) Surveillance equipment
 - (3) Commodities and services for support of police and other law enforcement activities
 - (4) Abortion equipment and services
 - (5) Luxury goods and gambling equipment, or
 - (6) Weather modification equipment.
- (c) Restricted goods. The Contractor must obtain prior written approval of the Contracting

Officer or comply with required procedures under an applicable waiver as provided by the Contracting Officer when procuring any of the following goods or services:

- (1) Agricultural commodities,
- (2) Motor vehicles,
- (3) Pharmaceuticals and contraceptive items
- (4) Pesticides,
- (5) Fertilizer,
- (6) Used equipment, or
- (7) U.S. government-owned excess property.

If USAID determines that the Contractor has procured any of these specific restricted goods under this contract without the prior written authorization of the Contracting Officer or fails to comply with required procedures under an applicable waiver as provided by the Contracting Officer, and has received payment for such purposes, the Contracting Officer may require the contractor to refund the entire amount of the purchase.

H.2 AIDAR 752.7007 PERSONNEL COMPENSATION (JULY 2007)

(a) Direct compensation of the Contractor’s personnel will be in accordance with the Contractor’s established policies, procedures, and practices, and the cost principles applicable to this contract.

(b) Reimbursement of the employee’s base annual salary plus overseas recruitment incentive, if any, which exceed the USAID Contractor Salary Threshold (USAID CST) stated in USAID Automated Directives System (ADS) Chapter 302 USAID Direct Contracting, must be approved in writing by the Contracting Officer, as prescribed in 731.205-6(d) or 731.371(b), as applicable.

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H.3 ADDITIONAL REQUIREMENTS FOR PERSONNEL COMPENSATION

(a) Limitations:

(1) Salaries and wages may not exceed the Contractor's established policy and practice, including the Contractor's established pay scale for equivalent classifications of employees, which shall be certified to by the Contractor.

Nor may any individual salary or wage, without approval of the Cognizant Contracting Officer, exceed the employee's current salary or wage, or the highest rate of annual salary or wage received during any full year of the immediately preceding three (3) years.

(2) In addition, there is a ceiling on the reimbursable base salary or wage paid to personnel under the Contract equivalent to the maximum annual salary rate specified in Section H.2 unless an advance written waiver is granted by the USAID Procurement Executive prior to contract award.

(b) Salaries During Travel

Salaries and wages paid while in travel status will not be reimbursed for a travel period greater than the time required for travel by the most direct and expeditious air route.

(c) Return of Overseas Employees

Salaries and wages paid to an employee serving overseas who is discharged by the Contractor for misconduct, inexcusable nonperformance, or security reasons will in no event be reimbursed for a period which extends beyond the time required to return him promptly to his point of origin by the most direct and expeditious air route.

(d) Annual Salary Increases

One annual salary increase (includes promotional increase) of not more than five (5) percent may be granted after the employee's completion of each twelve month period of satisfactory services under the contract. Annual salary increases of any kind exceeding these limitations or exceeding the maximum salary in Section H.2 may be granted only with the advance written approval of the Contracting Officer.

(e) Definitions

As used herein, the terms "Salaries," "Wages," and "Compensation" mean the periodic remuneration received for professional or technical services rendered, exclusive of any of the differentials or allowances defined in the clause of this contract entitled "Differentials and Allowances" (AIDAR 752.7028), unless otherwise stated. The term "compensation" includes payments for personal services (including fees and honoraria). It excludes earnings from sources other than the individual's professional or technical work, overhead, or other charges.

H.4 LANGUAGE REQUIREMENTS

All deliverables shall be produced in English.

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H.5 CONFIDENTIALITY AND OWNERSHIP OF INTELLECTUAL PROPERTY

All reports generated and data collected during this project shall be considered the property of USAID and shall not be reproduced, disseminated or discussed in open forum, other than for the purposes of completing the tasks described in this document, without the express written approval of a duly-authorized representative of USAID. All findings, conclusions and recommendations shall be considered confidential and proprietary.

H.6 CONTRACTOR'S STAFF SUPPORT, AND ADMINISTRATIVE AND LOGISTICS ARRANGEMENTS

The Contractor shall be responsible for all administrative support and logistics required to fulfill the requirements of this Task Order. These shall include all travel arrangements, appointment scheduling, secretarial services, report preparations services, printing, and duplicating.

H.7 752.228-70 MEDICAL EVACUATION (MEDEVAC) SERVICES (JULY 2007)

(a) The contractor must provide MEDEVAC service coverage to all U.S. citizen, U.S. resident alien, and Third Country National employees and their authorized dependents (hereinafter "individual") while overseas under a USAID-financed direct contract. USAID will reimburse reasonable, allowable, and allocable costs for MEDEVAC service coverage incurred under the contract. The contracting officer will determine the reasonableness, allowability, and allocability of the costs based on the applicable cost principles and in accordance with cost accounting standards.

(b) *Exceptions.* (i) The Contractor is not required to provide MEDEVAC insurance to eligible employees and their dependents with a health program that includes sufficient MEDEVAC coverage as approved by the contracting officer.

(ii) The Mission Director may make a written determination to waive the requirement for such coverage. The determination must be based on findings that the quality of local medical services or other circumstances obviate the need for such coverage for eligible employees and their dependents located at post.

(c) Contractor must insert a clause similar to this clause in all subcontracts that require performance by contractor employees overseas.

H.8 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for the procurement of goods and services under this Task Order is 937, which is the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source; or as specified in Task Orders.

A list of developing countries is available at:

<http://www.usaid.gov/sites/default/files/documents/1876/310maa.pdf>

A list of advanced developing countries is available at:

<http://www.usaid.gov/sites/default/files/documents/1876/310mab.pdf>

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H.9 VALUE ADDED TAX (VAT) AND CUSTOMS DUTIES

VAT and customs duties are excluded from the price of the contract. On request, the COR will provide the contractor with documentation to assist the contractor in obtaining this exemption from the Government of Jordan.

H.10 REPORTING OF FOREIGN TAXES (JULY 2007)

- (a) Final Report. The Contractor must annually submit a final report by April 16 of the next year.
- (b) Contents of Report. The reports must contain: (i) Contractor name. (ii) Contact name with phone, fax and email. (iii) Agreement number(s). (iv) Amount of foreign taxes assessed by a foreign government [each foreign government must be listed separately] 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. NOTE: For fiscal year 2003 only, the reporting period is February 20, 2003 through September 30, 2003. (v) Only foreign taxes assessed by the foreign government in the country receiving U.S. assistance is to be reported. Foreign taxes by a third party foreign government are not to be reported. For example, if an assistance program for Lesotho involves the purchase of commodities in South Africa using foreign assistance funds, any taxes imposed by South Africa would not be reported in the report for Lesotho (or South Africa). (vi) Any reimbursements received by the Contractor during the period in (iv) regardless of when the foreign tax was assessed plus, for the interim report, any reimbursements on the taxes reported in (iv) received by the Contractor through October 31 and for the final report, any reimbursements on the taxes reported in (iv) received through March 31. (vii) The final report is an updated cumulative report of the interim report. (viii) Reports are required even if the contractor/recipient did not pay any taxes during the report period. (ix) Cumulative reports may be provided if the contractor/recipient is implementing more than one program in a foreign country.
- (c) Definitions. For purposes of this clause: (i) "Agreement" include 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 any foreign governmental 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 to:
- Office of Financial Management
USAID
P.O.Box 354
Amman 11118, Jordan
- (e) Subagreements. The Contractor 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>

H.11 ADS 302.3.5.9 NONDISCRIMINATION (JUNE 2012)

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FAR Part 27 and the clauses prescribed in that part prohibit contractors performing in or recruiting from the U.S. from engaging in certain discriminatory practices.

USAID is committed to achieving and maintaining a diverse and representative workforce and a workplace free of discrimination. Based on law, Executive Order, and Agency policy, USAID prohibits discrimination in its own workplace on the basis of race, color, religion, sex (including pregnancy and gender identity), national origin, disability, age, veteran's status, sexual orientation, genetic information, marital status, parental status, political affiliation, and any other conduct that does not adversely affect the performance of the employee. USAID does not tolerate any type of harassment, either sexual or nonsexual, of any employee or applicant for employment. Contractors are required to comply with the nondiscrimination requirements of the FAR.

In addition, the Agency strongly encourages all its contractors (at all tiers) to develop and enforce comprehensive nondiscrimination policies for their workplaces that include protection on these expanded bases, subject to applicable law.

H.12 302.3.5.19 USAID-FINANCED THIRD-PARTY WEB SITES (AUGUST 2013)

(a) Definitions:

“Third-party web sites”

Sites hosted on environments external to USAID boundaries and not directly controlled by USAID policies and staff, except through the terms and conditions of a contract. Third-party Web sites include project sites.

(b) The contractor must adhere to the following requirements when developing, launching, and maintaining a third-party Web site funded by USAID for the purpose of meeting the project implementation goals:

(1) Working through the COR, the contractor must notify the USAID Bureau for Legislative and Public Affairs/Public Information, Production and Online Services (LPA/PIPOS) of the Web site URL as far in advance of the site's launch as possible.

(2) The contractor must comply with Agency branding and marking requirements comprised of the USAID logo and brandmark with the tagline “from the American people,” located on the USAID Web site at www.usaid.gov/branding, and USAID Graphics Standards manual at <http://www.usaid.gov>.

(3) The Web site must be marked on the index page of the site and every major entry point to the Web site with a disclaimer that states:

"The information provided on this Web site is not official U.S. Government information and does not represent the views or positions of the U.S. Agency for International Development or the U.S. Government."

(4) The Web site must provide persons with disabilities access to information that is comparable to the access available to others. As such, all site content must be compliant with the requirements of the Section 508 amendments to the Rehabilitation Act.

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(5) The contractor must identify and provide to the COR, in writing, the contact information for the information security point of contact. The contractor is responsible for updating the contact information whenever there is a change in personnel assigned to this role.

(6) The contractor must provide adequate protection from unauthorized access, alteration, disclosure, or misuse of information processed, stored, or transmitted on the Web sites. To minimize security risks and ensure the integrity and availability of information, the contractor must use sound: system/software management; engineering and development; and secure-coding practices consistent with USAID standards and information security best practices. Rigorous security safeguards, including but not limited to, virus protection; network intrusion detection and prevention programs; and vulnerability management systems must be implemented and critical security issues must be resolved as quickly as possible or within 30 days. Contact the USAID Chief Information Security Officer (CISO) at ISSO@usaid.gov for specific standards and guidance.

(7) The contractor must conduct periodic vulnerability scans, mitigate all security risks identified during such scans, and report subsequent remediation actions to CISO at ISSO@usaid.gov and COR within 30 workdays from the date vulnerabilities are identified. The report must include disclosure of the tools used to conduct the scans. Alternatively, the contractor may authorize USAID CISO at ISSO@usaid.gov to conduct periodic vulnerability scans via its Web-scanning program. The sole purpose of USAID scanning will be to minimize security risks. The contractor will be responsible for taking the necessary remediation action and reporting to USAID as specified above.

(c) For general information, agency graphics, metadata, privacy policy, and 508 compliance requirements, refer to <http://www.usaid.gov>

H.13 302.3.5.22 SUBMISSION OF DATASETS TO THE DEVELOPMENT DATA LIBRARY (DDL) (OCTOBER 2014)

(a) Definitions. For the purpose of submissions to the DDL:

(1) "Dataset" is an organized collection of structured data, including data contained in spreadsheets, whether presented in tabular or non-tabular form. For example, a Dataset may represent a single spreadsheet, an extensible mark-up language (XML) file, a geospatial data file, or an organized collection of these. This requirement does not apply to aggregated performance reporting data that the contractor submits directly to a USAID portfolio management system or to unstructured data, such as email messages, PDF files, PowerPoint presentations, word processing documents, photos and graphic images, audio files, collaboration software, and instant messages. Neither does the requirement apply to the contractor's information that is incidental to award administration, such as financial, administrative, cost or pricing, or management information. Datasets submitted to the DDL will generally be those generated with USAID resources and created in support of Intellectual Work that is uploaded to the Development Experience Clearinghouse (DEC) (see AIDAR 752.7005 "Submission Requirements for Development Experience Documents").

(2) "Intellectual Work" includes all works that document the implementation, monitoring, evaluation, and results of international development assistance activities developed or acquired under this award, which may include program and communications materials, evaluations and assessments, information products, research and technical reports, progress and performance reports required under this award (excluding administrative financial information), and other reports, articles and papers prepared by the

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contractor under the award, whether published or not. The term does not include the contractor's information that is incidental to award administration, such as financial, administrative, cost or pricing, or management information.

(b) Submissions to the Development Data Library (DDL)

(1) The Contractor must submit to the Development Data Library (DDL), at www.usaid.gov/data, in a machine-readable, non-proprietary format, a copy of any Dataset created or obtained in performance of this award, including Datasets produced by a subcontractor at any tier. The submission must include supporting documentation describing the Dataset, such as code books, data dictionaries, data gathering tools, notes on data quality, and explanations of redactions.

(2) Unless otherwise directed by the Contracting Officer (CO) or the Contracting Officer Representative (COR), the contractor must submit the Dataset and supporting documentation within thirty (30) calendar days after the Dataset is first used to produce an Intellectual Work or is of sufficient quality to produce an Intellectual Work. Within thirty (30) calendar days after award completion, the contractor must submit to the DDL any Datasets and supporting documentation that have not previously been submitted to the DDL, along with an index of all Datasets and Intellectual Work created or obtained under the award. The contractor must also provide to the COR an itemized list of any and all DDL submissions.

The contractor is not required to submit the data to the DDL, when, in accordance with the terms and conditions of this award, Datasets containing results of federally funded scientific research are submitted to a publicly accessible research database. However, the contractor must submit a notice to the DDL by following the instructions at www.usaid.gov/data, with a copy to the COR, providing details on where and how to access the data. The direct results of federally funded scientific research must be reported no later than when the data are ready to be submitted to a peer-reviewed journal for publication, or no later than five calendar days prior to the conclusion of the award, whichever occurs earlier.

(3) The contractor must submit the Datasets following the submission instructions and acceptable formats found at www.usaid.gov/data.

(4) The contractor must ensure that any Dataset submitted to the DDL does not contain any proprietary or personally identifiable information, such as social security numbers, home addresses, and dates of birth. Such information must be removed prior to submission.

(5) The contractor must not submit classified data to the DDL.

H.14 USAID DISABILITY POLICY - ACQUISITION (DECEMBER 2004)

(a) 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:

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http://pdf.dec.org/pdf_docs/PDABQ631.pdf.

(b) USAID therefore requires that the contractor not discriminate against people with disabilities in the implementation of USAID programs and that it make every effort to comply with the objectives of the USAID Disability Policy in performing this contract. To that end and within the scope of the contract, the contractor's actions must demonstrate a comprehensive and consistent approach for including men, women and children with disabilities.

H.15 SOVEREIGN RELATIONSHIPS

Both parties recognize the United State and the Kingdom of Jordan have entered into a relationship governed by treaties and agreements that are, by the nature of bilateral relations between sovereign governments, senior to this contract. Therefore, the contractor will not enter into any agreements, memoranda of understanding or other arrangements, binding or non-binding, directly or indirectly, with the Government of Jordan, without the express written consent of the Contracting Officer.

H.16 AMERICAN EMBASSY COMMUNITY SERVICE ASSOCIATION (AECSA)

Employees of the contractor that meet the requirements set forth in the AECSA bylaws are allowed to join the organization. While family members will be allowed to join the AECSA, only the contractor's employee will be allowed to shop at the co-op.

This is in accordance with the letter from the Ministry of Finance, dated March 4, 2009, which states the following: "Apply a general government sales tax of 0% to purchases made under these USG-funded projects and to foreign experts who work under these projects."

END OF SECTION H

SECTION I

SECTION I – CONTRACT CLAUSES

I.1 Reference Section I of the International Rule of Law Technical Assistance Services IQC and the following clauses incorporated by reference (by Citation Number, Title, and Date) in accordance with the clause at FAR "52.252-2 CLAUSES INCORPORATED BY REFERENCE" in Section I of this contract. See FAR 52.252-2 for an internet address (if specified) for electronic access to the full text of a clause.

NUMBER	TITLE	DATE
	FEDERAL ACQUISITION REGULATION 48 CFR Chapter 1	
52.202-1	DEFINITIONS	NOV 2013
52.203-7	ANTI-KICKBACK PROCEDURES	MAY 2014
52.203-8	CANCELLATION, RESCISSION, AND RECOVERY OF FUNDS FOR ILLEGAL OR IMPROPER ACTIVITY	MAY 2014
52.203-10	PRICE OR FEE ADJUSTMENT FOR ILLEGAL OR IMPROPER ACTIVITY	MAY 2014
52.204-10	REPORTING EXECUTIVE COMPENSATION AND FIRST-TIER SUBCONTRACT AWARDS	JUL 2013
52.209-6	PROTECTING THE GOVERNMENTS INTERENST WHEN SUBCONTRACTING WITH CONTRACTORS DEBARRED, SUSPENDED, OR PROPOSED FOR DEBARMENT	AUG 2013
52.216-7	ALLOWABLE COST AND PAYMENT	JUN 2013
52.219-4	NOTICE OF PRICE EVALUATION PREFERENCE FOR HUBZONE SMALL BUSINESS CONCERNS	OCT 2014
52.219-8	UTILIZATION OF SMALL BUSINESS CONCERNS	OCT 2014
52.219-9	SMALL BUSINESS SUBCONTRACTING PLAN	OCT 2014
52.219-28	POST-AWARD SMALL BUSINESS PROGRAM REPRESENTATION	JUL 2013
52.219-29	NOTICE OF SET-ASIDE FOR ECONOMICALLY DISADVANTAGED WOMEN-OWNED SMALL BUSINESS CONCERNS	JUL 2013
52.219-30	NOTICE OF SET-ASIDE FOR WOMEN-OWNED SMALL BUSINESS CONCERNS ELIGIBLE UNDER THE WOMEN-OWNED SMALL BUSINESS PROGRAM	JUL 2013
52.222-19	CHILD LABOR – COOPERATION WITH AUTHORITIES AND REMEDIES	JAN 2014
52.222-21	PROHIBITION OF SEGREGATED FACILITIES	APR 2015
52.222-26	EQUAL OPPORTUNITY	APR 2015
52.222-29	NOTIFICATION OF VISA DENIAL	APR 2015
52.222-35	EQUAL OPPORTUNITY FOR VETERANS	JUL 2014
52.222-36	EQUAL OPPORTUNITY FOR WORKERS WITH DISABILITIES	JUL 2014
52.222-37	EMPLOYMENT REPORTS ON VETERANS	JUL 2014
52.227-14	RIGHTS IN DATA – GENERAL	MAY 2014
52.228-3	WORKERS' COMPENSATION INSURANCE (DEFENSE BASE ACT)	JUL 2014
52.229-3	FEDERAL, STATE, AND LOCAL TAXES	FEB 2013
52.230-2	COST ACCOUNTING STANDARDS	MAY 2014
52.232-17	INTEREST	MAY 2014
52.232-23	ASSIGNMENT OF CLAIMS	MAY 2014
52.232-15	PROMPT PAYMENT ALTERNATE I (FEB 2002)	JUL 2013

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52.232-33	PAYMENT BY ELECTRONIC FUNDS TRANSFER—SYSTEM FOR AWARD MANAGEMENT	JUL 2013
52.233-1	DISPUTES	MAY 2014
52.237-9	WAIVER OF LIMITATION ON SEVERANCE PAYMENTS TO FOREIGN NATIONALS	MAY 2014
52.242-3	PENALTIES FOR UNALLOWABLE COSTS	MAY 2014
52.244-2	SUBCONTRACTS ALTERNATE I (JUN 2007)	OCT 2010
52.244-6	SUBCONTRACTS FOR COMMERCIAL ITEMS	APR 2015
	AIDAR 48 CFR CHAPTER 7	
752.219-8	UTILIZATION OF SMALL BUSINESS CONCERNS AND SMALL DISADVANTAGED BUSINESS CONCERNS	MAR 2000

I.2 52.222-54 EMPLOYMENT ELIGIBILITY VERIFICATION (AUGUST 2013)

(a) *Definitions.* As used in this clause—

“Commercially available off-the-shelf (COTS) item” —

(1) Means any item of supply that is—

(i) A commercial item (as defined in paragraph (1) of the definition at 2.101);

(ii) Sold in substantial quantities in the commercial marketplace; and

(iii) Offered to the Government, without modification, in the same form in which it is sold in the commercial marketplace; and

(2) Does not include bulk cargo, as defined in 46 U.S.C. 40102(4) such as agricultural products and petroleum products. Per 46 CFR 525.1(c)(2), “bulk cargo” means cargo that is loaded and carried in bulk onboard ship without mark or count, in a loose unpackaged form, having homogenous characteristics. Bulk cargo loaded into intermodal equipment, except LASH or Seabee barges, is subject to mark and count and, therefore, ceases to be bulk cargo.

“Employee assigned to the contract” means an employee who was hired after November 6, 1986 (after November 27, 2009, in the Commonwealth of the Northern Mariana Islands), who is directly performing work, in the United States, under a contract that is required to include the clause prescribed at 22.1803.

An employee is not considered to be directly performing work under a contract if the employee—

(1) Normally performs support work, such as indirect or overhead functions; and

(2) Does not perform any substantial duties applicable to the contract.

“Subcontract” means any contract, as defined in 2.101, entered into by a subcontractor to furnish supplies or services for performance of a prime contract or a subcontract. It includes but is not limited to purchase orders, and changes and modifications to purchase orders.

“Subcontractor” means any supplier, distributor, vendor, or firm that furnishes supplies or services to or for a prime Contractor or another subcontractor.

“United States,” as defined in 8 U.S.C. 1101(a)(38), means the 50 States, the District of Columbia, Puerto Rico, Guam, the Commonwealth of the Northern Mariana Islands, and the U.S. Virgin Islands.

(b) *Enrollment and verification requirements.*

(1) If the Contractor is not enrolled as a Federal Contractor in E-Verify at time of contract award, the Contractor shall—

(i) *Enroll.* Enroll as a Federal Contractor in the E-Verify program within 30 calendar days of contract award;

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- (ii) *Verify all new employees.* Within 90 calendar days of enrollment in the E-Verify program, begin to use E-Verify to initiate verification of employment eligibility of all new hires of the Contractor, who are working in the United States, whether or not assigned to the contract, within 3 business days after the date of hire (but see paragraph (b)(3) of this section); and
- (iii) *Verify employees assigned to the contract.* For each employee assigned to the contract, initiate verification within 90 calendar days after date of enrollment or within 30 calendar days of the employee's assignment to the contract, whichever date is later (but see paragraph (b)(4) of this section).
- (2) If the Contractor is enrolled as a Federal Contractor in E-Verify at time of contract award, the Contractor shall use E-Verify to initiate verification of employment eligibility of—
- (i) *All new employees.*
- (A) *Enrolled 90 calendar days or more.* The Contractor shall initiate verification of all new hires of the Contractor, who are working in the United States, whether or not assigned to the contract within 3 business days after the date of hire (but see paragraph (b)(3) of this section); or
- (B) *Enrolled less than 90 calendar days.* Within 90 calendar days after enrollment as a Federal Contractor in E-Verify, the Contractor shall initiate verification of all new hires of the Contractor, who are working in the United States, whether or not assigned to the contract, within 3 business days after the date of hire (but see paragraph (b)(3) of this section); or
- (ii) *Employees assigned to the contract.* For each employee assigned to the contract, the Contractor shall initiate verification within 90 calendar days after date of contract award or within 30 days after assignment to the contract, whichever date is later (but see paragraph (b)(4) of this section).
- (3) If the Contractor is an institution of higher education (as defined at 20 U.S.C. 1001(a)); a State or local government or the government of a Federally recognized Indian tribe; or a surety performing under a takeover agreement entered into with a Federal agency pursuant to a performance bond, the Contractor may choose to verify only employees assigned to the contract, whether existing employees or new hires. The Contractor shall follow the applicable verification requirements at (b)(1) or (b)(2), respectively, except that any requirement for verification of new employees applies only to new employees assigned to the contract.
- (4) *Option to verify employment eligibility of all employees.* The Contractor may elect to verify all existing employees hired after November 6, 1986 (after November 27, 2009, in the Commonwealth of the Northern Mariana Islands), rather than just those employees assigned to the contract. The Contractor shall initiate verification for each existing employee working in the United States who was hired after November 6, 1986 (after November 27, 2009, in the Commonwealth of the Northern Mariana Islands), within 180 calendar days of—
- (i) Enrollment in the E-Verify program; or
- (ii) Notification to E-Verify Operations of the Contractor's decision to exercise this option, using the contact information provided in the E-Verify program Memorandum of Understanding (MOU).
- (5) The Contractor shall comply, for the period of performance of this contract, with the requirement of the E-Verify program MOU.
- (i) The Department of Homeland Security (DHS) or the Social Security Administration (SSA) may terminate the Contractor's MOU and deny access to the E-Verify system in accordance with the terms of the MOU. In such case, the Contractor will be referred to a suspension or debarment official.
- (ii) During the period between termination of the MOU and a decision by the suspension or debarment official whether to suspend or debar, the Contractor is excused from its obligations under paragraph (b) of this clause. If the suspension or debarment official determines not to suspend or debar the Contractor, then the Contractor must reenroll in E-Verify.
- (c) *Web site.* Information on registration for and use of the E-Verify program can be obtained via the Internet at the Department of Homeland Security Web site: <http://www.dhs.gov/E-Verify> .

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(d) *Individuals previously verified.* The Contractor is not required by this clause to perform additional employment verification using E-Verify for any employee—

- (1) Whose employment eligibility was previously verified by the Contractor through the E-Verify program;
- (2) Who has been granted and holds an active U.S. Government security clearance for access to confidential, secret, or top secret information in accordance with the National Industrial Security Program Operating Manual; or
- (3) Who has undergone a completed background investigation and been issued credentials pursuant to Homeland Security Presidential Directive (HSPD) -12, Policy for a Common Identification Standard for Federal Employees and Contractors.

(e) *Subcontracts.* The contractor shall include the requirements of this clause, including this paragraph (e) (appropriately modified for identification of the parties), in each subcontract that—

- (1) *Is for—*
 - (i) Commercial or noncommercial services (except for commercial services that are part of the purchase of a COTS item (or an item that would be a COTS item, but for minor modifications), performed by the COTS provider, and are normally provided for that COTS item); or
 - (ii) Construction;
- (2) Has a value of more than \$3,000; and
- (3) Includes work performed in the United States.

I.3 52.217-8 OPTION TO EXTEND SERVICES (NOVEMBER 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer will provide the Contractor with a three-month notice of intention to exercise the options.

I.4 52.222-50 COMBATING TRAFFICKING IN PERSONS (MARCH 2015)

(a) *Definitions. As used in this clause—*

“Agent” means any individual, including a director, an officer, an employee, or an independent contractor, authorized to act on behalf of the organization.

“Coercion” means—

- (1) Threats of serious harm to or physical restraint against any person;
- (2) Any scheme, plan, or pattern intended to cause a person to believe that failure to perform an act would result in serious harm to or physical restraint against any person; or
- (3) The abuse or threatened abuse of the legal process.

“Commercially available off-the-shelf (COTS) item” means—

- (1) Any item of supply (including construction material) that is—
 - (i) A commercial item (as defined in paragraph (1) of the definition at FAR [2.101](#));
 - (ii) Sold in substantial quantities in the commercial marketplace; and
 - (iii) Offered to the Government, under a contract or subcontract at any tier, without modification, in the same form in which it is sold in the commercial marketplace; and
- (2) Does not include bulk cargo, as defined in 46 U.S.C. 40102(4), such as agricultural products and petroleum products.

“Commercial sex act” means any sex act on account of which anything of value is given to or received by any person.

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“Debt bondage” means the status or condition of a debtor arising from a pledge by the debtor of his or her personal services or of those of a person under his or her control as a security for debt, if the value of those services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of those services are not respectively limited and defined.

“Employee” means an employee of the Contractor directly engaged in the performance of work under the contract who has other than a minimal impact or involvement in contract performance.

“Forced Labor” means knowingly providing or obtaining the labor or services of a person—

- (1) By threats of serious harm to, or physical restraint against, that person or another person;
- (2) By means of any scheme, plan, or pattern intended to cause the person to believe that, if the person did not perform such labor or services, that person or another person would suffer serious harm or physical restraint; or
- (3) By means of the abuse or threatened abuse of law or the legal process.

“Involuntary servitude” includes a condition of servitude induced by means of—

- (1) Any scheme, plan, or pattern intended to cause a person to believe that, if the person did not enter into or continue in such conditions, that person or another person would suffer serious harm or physical restraint; or
- (2) The abuse or threatened abuse of the legal process.

“Severe forms of trafficking in persons” means—

- (1) Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or
- (2) The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

“Sex trafficking” means the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act.

“Subcontract” means any contract entered into by a subcontractor to furnish supplies or services for performance of a prime contract or a subcontract.

“Subcontractor” means any supplier, distributor, vendor, or firm that furnishes supplies or services to or for a prime contractor or another subcontractor.

“United States” means the 50 States, the District of Columbia, and outlying areas.

(b) *Policy.* The United States Government has adopted a policy prohibiting trafficking in persons including the trafficking-related activities of this clause. Contractors, contractor employees, and their agents shall not—

- (1) Engage in severe forms of trafficking in persons during the period of performance of the contract;
- (2) Procure commercial sex acts during the period of performance of the contract;
- (3) Use forced labor in the performance of the contract;
- (4) Destroy, conceal, confiscate, or otherwise deny access by an employee to the employee’s identity or immigration documents, such as passports or drivers’ licenses, regardless of issuing authority;
- (5)(i) Use misleading or fraudulent practices during the recruitment of employees or offering of employment, such as failing to disclose, in a format and language accessible to the worker, basic information or making material misrepresentations during the recruitment of employees regarding the key terms and conditions of employment, including wages and fringe benefits, the location of work, the living conditions, housing and associated costs (if employer or agent provided or arranged), any significant cost to be charged to the employee, and, if applicable, the hazardous nature of the work;
- (ii) Use recruiters that do not comply with local labor laws of the country in which the recruiting takes place;
- (6) Charge employees recruitment fees;

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(7)(i) Fail to provide return transportation or pay for the cost of return transportation upon the end of employment—

(A) For an employee who is not a national of the country in which the work is taking place and who was brought into that country for the purpose of working on a U.S. Government contract or subcontract (for portions of contracts performed outside the United States); or

(B) For an employee who is not a United States national and who was brought into the United States for the purpose of working on a U.S. Government contract or subcontract, if the payment of such costs is required under existing temporary worker programs or pursuant to a written agreement with the employee (for portions of contracts performed inside the United States); except that—

(ii) The requirements of paragraphs (b)(7)(i) of this clause shall not apply to an employee who is—

(A) Legally permitted to remain in the country of employment and who chooses to do so; or

(B) Exempted by an authorized official of the contracting agency from the requirement to provide return transportation or pay for the cost of return transportation;

(iii) The requirements of paragraph (b)(7)(i) of this clause are modified for a victim of trafficking in persons who is seeking victim services or legal redress in the country of employment, or for a witness in an enforcement action related to trafficking in persons. The contractor shall provide the return transportation or pay the cost of return transportation in a way that does not obstruct the victim services, legal redress, or witness activity. For example, the contractor shall not only offer return transportation to a witness at a time when the witness is still needed to testify. This paragraph does not apply when the exemptions at paragraph (b)(7)(ii) of this clause apply.

(8) Provide or arrange housing that fails to meet the host country housing and safety standards; or

(9) If required by law or contract, fail to provide an employment contract, recruitment agreement, or other required work document in writing. Such written work document shall be in a language the employee understands. If the employee must relocate to perform the work, the work document shall be provided to the employee at least five days prior to the employee relocating. The employee's work document shall include, but is not limited to, details about work description, wages, prohibition on charging recruitment fees, work location(s), living accommodations and associated costs, time off, roundtrip transportation arrangements, grievance process, and the content of applicable laws and regulations that prohibit trafficking in persons.

(c) *Contractor requirements.* The Contractor shall—

(1) Notify its employees and agents of—

(i) The United States Government's policy prohibiting trafficking in persons, described in paragraph (b) of this clause; and

(ii) The actions that will be taken against employees or agents for violations of this policy. Such actions for employees may include, but are not limited to, removal from the contract, reduction in benefits, or termination of employment; and

(2) Take appropriate action, up to and including termination, against employees, agents, or subcontractors that violate the policy in paragraph (b) of this clause.

(d) *Notification.*

(1) The Contractor shall inform the Contracting Officer and the agency Inspector General immediately of—

(i) Any credible information it receives from any source (including host country law enforcement) that alleges a Contractor employee, subcontractor, subcontractor employee, or their agent has engaged in conduct that violates the policy in paragraph (b) of this clause (see also [18 U.S.C. 1351](#), Fraud in Foreign Labor Contracting, and [52.203-13\(b\)\(3\)\(i\)\(A\)](#), if that clause is included in the solicitation or contract, which requires disclosure to the agency Office of the Inspector General when the Contractor has credible evidence of fraud); and

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(ii) Any actions taken against a Contractor employee, subcontractor, subcontractor employee, or their agent pursuant to this clause.

(2) If the allegation may be associated with more than one contract, the Contractor shall inform the contracting officer for the contract with the highest dollar value.

(e) *Remedies.* In addition to other remedies available to the Government, the Contractor's failure to comply with the requirements of paragraphs (c), (d), (g), (h), or (i) of this clause may result in—

- (1) Requiring the Contractor to remove a Contractor employee or employees from the performance of the contract;
- (2) Requiring the Contractor to terminate a subcontract;
- (3) Suspension of contract payments until the Contractor has taken appropriate remedial action;
- (4) Loss of award fee, consistent with the award fee plan, for the performance period in which the Government determined Contractor non-compliance;
- (5) Declining to exercise available options under the contract;
- (6) Termination of the contract for default or cause, in accordance with the termination clause of this contract; or
- (7) Suspension or debarment.

(f) *Mitigating and aggravating factors.* When determining remedies, the Contracting Officer may consider the following:

(1) *Mitigating factors.* The Contractor had a Trafficking in Persons compliance plan or an awareness program at the time of the violation, was in compliance with the plan, and has taken appropriate remedial actions for the violation, that may include reparation to victims for such violations.

(2) *Aggravating factors.* The Contractor failed to abate an alleged violation or enforce the requirements of a compliance plan, when directed by the Contracting Officer to do so.

(g) *Full cooperation.*

(1) The Contractor shall, at a minimum—

(i) Disclose to the agency Inspector General information sufficient to identify the nature and extent of an offense and the individuals responsible for the conduct;

(ii) Provide timely and complete responses to Government auditors' and investigators' requests for documents;

(iii) Cooperate fully in providing reasonable access to its facilities and staff (both inside and outside the U.S.) to allow contracting agencies and other responsible Federal agencies to conduct audits, investigations, or other actions to ascertain compliance with the Trafficking Victims Protection Act of 2000 ([22 U.S.C. chapter 78](#)), E.O. 13627, or any other applicable law or regulation establishing restrictions on trafficking in persons, the procurement of commercial sex acts, or the use of forced labor; and

(iv) Protect all employees suspected of being victims of or witnesses to prohibited activities, prior to returning to the country from which the employee was recruited, and shall not prevent or hinder the ability of these employees from cooperating fully with Government authorities.

(2) The requirement for full cooperation does not foreclose any Contractor rights arising in law, the FAR, or the terms of the contract. It does not—

(i) Require the Contractor to waive its attorney-client privilege or the protections afforded by the attorney work product doctrine;

(ii) Require any officer, director, owner, employee, or agent of the Contractor, including a sole proprietor, to waive his or her attorney client privilege or Fifth Amendment rights; or

(iii) Restrict the Contractor from—

(A) Conducting an internal investigation; or

(B) Defending a proceeding or dispute arising under the contract or related to a potential or disclosed violation.

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(h) *Compliance plan.*

(1) This paragraph (h) applies to any portion of the contract that—

(i) Is for supplies, other than commercially available off-the-shelf items, acquired outside the United States, or services to be performed outside the United States; and

(ii) Has an estimated value that exceeds \$500,000.

(2) The Contractor shall maintain a compliance plan during the performance of the contract that is appropriate—

(i) To the size and complexity of the contract; and

(ii) To the nature and scope of the activities to be performed for the Government, including the number of non-United States citizens expected to be employed and the risk that the contract or subcontract will involve services or supplies susceptible to trafficking in persons.

(3) *Minimum requirements.* The compliance plan must include, at a minimum, the following:

(i) An awareness program to inform contractor employees about the Government's policy prohibiting trafficking-related activities described in paragraph (b) of this clause, the activities prohibited, and the actions that will be taken against the employee for violations. Additional information about Trafficking in Persons and examples of awareness programs can be found at the website for the Department of State's Office to Monitor and Combat Trafficking in Persons at <http://www.state.gov/j/tip/>.

(ii) A process for employees to report, without fear of retaliation, activity inconsistent with the policy prohibiting trafficking in persons, including a means to make available to all employees the hotline phone number of the Global Human Trafficking Hotline at 1-844-888-FREE and its email address at help@befree.org.

(iii) A recruitment and wage plan that only permits the use of recruitment companies with trained employees, prohibits charging recruitment fees to the employee, and ensures that wages meet applicable host-country legal requirements or explains any variance.

(iv) A housing plan, if the Contractor or subcontractor intends to provide or arrange housing, that ensures that the housing meets host-country housing and safety standards.

(v) Procedures to prevent agents and subcontractors at any tier and at any dollar value from engaging in trafficking in persons (including activities in paragraph (b) of this clause) and to monitor, detect, and terminate any agents, subcontracts, or subcontractor employees that have engaged in such activities.

(4) *Posting.*

(i) The Contractor shall post the relevant contents of the compliance plan, no later than the initiation of contract performance, at the workplace (unless the work is to be performed in the field or not in a fixed location) and on the Contractor's Web site (if one is maintained). If posting at the workplace or on the Web site is impracticable, the Contractor shall provide the relevant contents of the compliance plan to each worker in writing.

(ii) The Contractor shall provide the compliance plan to the Contracting Officer upon request.

(5) *Certification.* Annually after receiving an award, the Contractor shall submit a certification to the Contracting Officer that—

(i) It has implemented a compliance plan to prevent any prohibited activities identified at paragraph (b) of this clause and to monitor, detect, and terminate any agent, subcontract or subcontractor employee engaging in prohibited activities; and

(ii) After having conducted due diligence, either—

(A) To the best of the Contractor's knowledge and belief, neither it nor any of its agents, subcontractors, or their agents is engaged in any such activities; or

SECTION I

(B) If abuses relating to any of the prohibited activities identified in paragraph (b) of this clause have been found, the Contractor or subcontractor has taken the appropriate remedial and referral actions.

(i) *Subcontracts.*

(1) The Contractor shall include the substance of this clause, including this paragraph (i), in all subcontracts and in all contracts with agents. The requirements in paragraph (h) of this clause apply only to any portion of the subcontract that—

(A) Is for supplies, other than commercially available off-the-shelf items, acquired outside the United States, or services to be performed outside the United States; and

(B) Has an estimated value that exceeds \$500,000.

(2) If any subcontractor is required by this clause to submit a certification, the Contractor shall require submission prior to the award of the subcontract and annually thereafter. The certification shall cover the items in paragraph (h)(5) of this clause.

END OF SECTION I

SECTION J

SECTION J – LIST OF DOCUMENTS, EXHIBITS, AND OTHER ATTACHEMENTS

Number	Title
1	Judicial Council Strategy: (www.jc.jo)
2	Ministry of Justice Strategy (www.Moj.gov.jo)
3	National Integrity Strategy and Executive plan http://www.csb.gov.jo/csb/Images/ArabicSite/NAZAHA-DOC-WEB.aspx
4	Jordanian legislation : (www.lob.gov.jo)
5	Open Government Partnership (www.pm.gov.jo)
6	Branding Strategy and Marking Plan Template (Attachment J1)
7	Ministry of Public Sector Reform strategy (Attachment J2)

END OF SECTION J

SECTION K

SECTION K – REPRESENTATIONS, CERTIFICATIONS, AND OTHER STATEMENTS

K.1 52.203-98, Prohibition on Contracting with Entities that Require Certain Internal Confidentiality Agreements-Representation (DEVIATION 2015-02) (APRIL 2015)

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

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

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

K.2 52.203-99, Prohibition on Contracting with Entities that Require Certain Internal Confidentiality Agreements (DEVIATION 2015-02) (APRIL 2015)

(a) The Contractor shall not require employees or subcontractors seeking to report fraud, waste, or abuse to sign or comply with internal confidentiality agreements or statements prohibiting or otherwise restricting such employees or subcontractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(b) The contractor shall notify employees that the prohibitions and restrictions of any internal confidentiality agreements covered by this clause are no longer in effect.

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

(d)(1) In accordance with section 743 of Division E, Title VI I, of the Consolidated and Further Continuing Resolution Appropriations Act, 2015 (Pub. L. 113-235), use of funds appropriated (or otherwise made available) under that or any other Act may be prohibited, if the Government determines that the Contractor is not in compliance with the provisions of this clause.

(2) The Government may seek any available remedies in the event the contractor fails to comply with the provisions of this clause.

SECTION K

K.3 FAR 52.209-XX REPRESENTATION BY CORPORATIONS REGARDING DELINQUENT TAX LIABILITY OR A FELONY CRIMINAL CONVICTION REPRESENTATION BY CORPORATION REGARDING A DELINQUENT TAX LIABILITY OR A FELONY CRIMINAL CONVICTION (DEVIATION OAA-DEV-14-02C) (AUGUST 2014)

(a) In accordance with section 7073 of the Consolidated Appropriations Act, 2014 (Pub. L.113-76) none of the funds made available by that Act may be used to enter into a contract with any corporation that –

(1) "Was convicted of a felony criminal violation under any Federal law within the preceding 24 months, where the awarding agency has direct knowledge of the conviction, unless the agency has considered, in accordance with its procedures, that this further action is not necessary to protect the interests of the Government"; or

2) Has any "unpaid Federal tax liability that has been assessed for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, where the awarding agency has direct knowledge of the unpaid tax liability, unless the Federal agency has considered, in accordance with its procedures, that this further action is not necessary to protect the interests of the Government".

For the purposes of section 7073, it is USAID's policy that no award may be made to any corporation\ covered by (1) or (2) above, unless the M/OAA Compliance Division has made a determination that suspension or debarment is not necessary to protect the interests of the Government.

(b) Offeror Representation:

(1) The Offeror represents that it is [] is not [] a corporation that was convicted of a felony criminal violation under a Federal law within the preceding 24 months.

(2) The Offeror represents that it is [] is not [] a corporation that has any unpaid Federal tax liability that has been assessed for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability.

K.4 52.222-56 CERTIFICATION REGARDING TRAFFICKING IN PERSONS COMPLIANCE PLAN (MARCH 2015)

(a) The term "commercially available off-the-shelf (COTS) item," is defined in the clause of this solicitation entitled "Combating Trafficking in Persons" (FAR clause [52.222-50](#)).

(b) The apparent successful Offeror shall submit, prior to award, a certification, as specified in paragraph

(c) of this provision, for the portion (if any) of the contract that—

(1) Is for supplies, other than commercially available off-the-shelf items, to be acquired outside the United States, or services to be performed outside the United States; and

(2) Has an estimated value that exceeds \$500,000.

SECTION K

(c) The certification shall state that—

(1) It has implemented a compliance plan to prevent any prohibited activities identified in paragraph (b) of the clause at [52.222-50](#), Combating Trafficking in Persons, and to monitor, detect, and terminate the contract with a subcontractor engaging in prohibited activities identified at paragraph (b) of the clause at [52.222-50](#), Combating Trafficking in Persons; and

(2) After having conducted due diligence, either—

(i) To the best of the Offeror’s knowledge and belief, neither it nor any of its proposed agents, subcontractors, or their agents is engaged in any such activities; or

(ii) If abuses relating to any of the prohibited activities identified in [52.222-50\(b\)](#) have been found, the Offeror or proposed subcontractor has taken the appropriate remedial and referral actions.

END OF SECTION K

SECTION L

SECTION L - INSTRUCTIONS, CONDITIONS, AND NOTICES TO OFFERORS

L.1 The following clauses incorporated by reference (by Citation Number, Title, and Date) in accordance with the clause at FAR "52.252-2 CLAUSES INCORPORATED BY REFERENCE" in Section I of this contract. See FAR 52.252-2 for an internet address (if specified) for electronic access to the full text of a clause.

NUMBER	TITLE	DATE
	FEDERAL ACQUISITION REGULATION 48 CFR Chapter 1	
52.204-7	SYSTEM FOR AWARD MANAGEMENT	JUL 2013

L.2 52.216-1 TYPE OF CONTRACT (APR 1984)

The Government contemplates award of a Cost Plus Fixed Fee Completion Task Order resulting from this solicitation.

L.3 52.214-35 SUBMISSION OF OFFERS IN U.S. CURRENCY (APR 1991)

Offerors submitted in response to this solicitation shall be in terms of U.S. dollars. Offers received in other than U.S. dollars shall be rejected.

L.4 52.233-2 SERVICE OF PROTEST (SEPT 2006)

(a) Protests, as defined in section 33.101 of the Federal Acquisition Regulation, that are filed directly with an agency, and copies of any protests that are filed with the Government Accountability Office (GAO), shall be served on the Contracting Officer (addressed as follows) by obtaining written and dated acknowledgment of receipt from:

Hand-Carried Address:

Luis A. Rivera
Contracting Office/USAID
American Embassy/Amman
Al-Umawiyeen St., Abdoun
Amman, Jordan
Fax: 00962-6-590-7300

Mailing Address:

Luis A. Rivera
Contracting Office/USAID
US Department of State
6050 Amman Place
Washington, DC 20521-6050

And

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William Buckhold
USAID/GC/LE
Fax: 202-712-3058

(b) The copy of any protest shall be received in the office designated within one day of the filing a protest with the GAO.

L.5 GENERAL

To facilitate the competitive review of proposals, USAID will consider only proposals complying with instructions set forth in Section L of this RFTOP.

All questions relating to this RFTOP must be submitted to Ms. Zeina Al Twal at zaltwal@usaid.gov via email not later than the date shown in Section A – Block 3. Unless otherwise notified by an amendment to the RFTOP, no questions will be accepted after this date. Offerors must not submit questions to any other USAID staff, including the DRG office for either the Task Order or the basic IQC.

L.6 GENERAL INSTRUCTIONS TO OFFERORS

- (a) Award. The Agency reserves the right to make no awards. The prospective Task Order will be for a period of five years.
- (b) RFTOP Instructions. If an offeror does not follow the instructions set forth herein, the offeror's proposal may be eliminated from further consideration or the proposal may be down-graded and not receive full or partial credit under the applicable evaluation criteria.

If an offeror does not understand the instructions in Section L, then s/he should write to Ms. Zeina Al Twal for clarification. Please refer to block 9 of Section A of the RFTOP.

- (c) Accurate and Complete Information. Offerors must set forth full, accurate and complete information as required by this RFTOP. The penalty for making false statements to the Government is prescribed in 18 U.S.C. 1001.
- (d) Pre-award Survey. USAID reserves the right to perform a pre-award survey which may include, but is not limited to: (1) interviews with individuals to establish their ability to perform contract duties under the program conditions; (2) a review of the prime contractor's financial condition, business and personnel procedures, etc.; and (3) site visits to the prime contractor's institution.
- (e) Offer Acceptability. The Government may determine an offer to be unacceptable if the offer does not comply with all of the terms and conditions of the RFTOP and prospective Task Order:
 - (1) Completion of Section A, Blocks 11-17 of the RFTOP;
 - (2) Submission of proposed costs/prices as required by Section L of the RFTOP;
 - (3) Submission of information required by this RFTOP. The submission of these items in accordance with these instructions will, if the Government accepts the offer, contractually bind the Government and the successful offeror to the terms and conditions of the prospective Task

SECTION L

Order. Offerors shall follow the instructions contained in this RFTOP and supply all information and signature/ certifications, as required.

- (f) Proposal Preparation Costs. The U.S. Government will not pay for any proposal preparation costs.

L.7 RECEIPT OF PROPOSALS AND DELIVERY INSTRUCTIONS:

- (a) Proposals submitted in response to this RFTOP will be received in the following manner:

(1) Technical and cost proposals shall be submitted separately;

(2) Format for the technical proposal must be in MS Word, Times New Roman font size 12, text accessible. There is no specified font for graphics and charts. Technical proposals must not make reference to pricing data in order that the technical evaluation may be made strictly on the basis of technical merit.

(3) Format for the cost proposal must be compatible with Excel in unlocked formulae. The narrative for the cost proposal must be in Word format, Times New Roman font size 12, text accessible. There is no specified font size for graphics and charts. Contractor Biographical Data Sheets must be submitted in adobe acrobat format, duly signed by the employee and the Contractor and must be put in alphabetical order.

(4) Offerors are instructed to submit via email all sections of your technical proposal in MS Word readable format and the budget in MS Excel readable format to zaltwal@usaid.gov by the due date shown in Section A, block 7. When sending proposals by multiple emails, please indicate in the subject line whether the email relates to the technical or cost proposal, and the desired sequence of multiple emails, if more than one is sent (e.g. "Technical Proposal, Part 1 of 3"). Please note that it is preferred that you consolidate the various parts of the technical proposal into a single document, if possible. Each email has a limit of up to 10 attachments (5 MB limit).

(5) Proposals must be single-spaced, with 1-inch margins, page numbered and contain a table of contents. The sections and annexes in the technical and cost proposals must be listed in the table of contents.

- (b) Closing Date and Time. All proposals in response to this RFTOP must be received by the closing date and time indicated in Section A, Block 7. Proposals must state that they remain valid for 120 days from proposal submission date.

L.8 INSTRUCTIONS FOR THE PREPARATION OF THE TECHNICAL PROPOSAL

Interested entities will respond to this RFTOP with a Technical Proposal that elaborates their approach for the most effective and efficient way to identify, develop, and realize the objectives of this activity.

- (a) Offerors must organize the Technical Proposal to follow the technical evaluation factors listed in Section M.

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- (b) Offerors are to present detailed information only when required by specific RFTOP instructions. The written Technical Proposal is limited to 25 pages (including tables and figures) with one inch margins and shall be written in English. Pages that exceed the page limitations shall not be evaluated.

Note: A page in the technical proposal, which contains a table, chart, graph, etc., not otherwise excluded below, is subject to the “page” limitation.

The following items are not included in the page limitation:

- Cover Page
- Table of Contents
- Dividers
- Resumes, letters of commitments and references
- Past Performance Reports
- Organizational Chart

All critical information from appendices must be summarized in the technical proposal.

- (c) The Technical Proposal in response to this RFTOP must address how the Offeror intends to carry out the SOW contained in Section C by responding to specific factors that are representative of the work to be performed under individual task orders. The responses of offerors must also reflect a clear understanding of the work to be undertaken and the responsibilities of all parties involved. Technical proposals shall be specific, complete and presented concisely. Offerors must take into account the technical evaluation factors and sub-factors found in Section M.

The Technical Proposal should include the following sections (which are included in the page limit, except for the Cover Page and Executive Summary):

1. Cover Page

2. Executive Summary: Although this section will not be evaluated, it should allow technical reviewers to quickly understand the critical elements of the proposal including the most salient features of the offeror’s approach, planned methodologies, and implementation plan. The first page should summarize how the proposed approach meets the requirements of this activity. (Maximum: 2 pages).

3. Technical Approach

The Technical Approach should not be a simple identification of problems restating the priority areas identified in this solicitation.

- A. The Offeror must use best practices in the field of rule of law and public accountability to propose cutting edge approaches to increase rule of law and public accountability in Jordan and achieving or exceeding all results, targets and deliverables outlined in Section C.
- B. The Offeror shall clearly identify the main stakeholders they intend to work with and a milestone of engagement and shall provide a description of the proposed approaches to ensure buy in of stakeholders and intended measures to eliminate barriers.

SECTION L

- C. The technical approach must clearly demonstrate a comprehensive understanding of the Jordanian political, social, and economic environment with emphasis on the status of rule of law and public accountability.
- D. The approach to addressing Gender and youth should include discussion of strategies and approaches that will increase, gender equality, women's participation, women rights and the promotion of youth participation.
- E. The technical approach must clearly present a path towards achieving long- term sustainability of programmatic impacts and integration of rule of law, public accountability and transparency in other USAID sectors.
- F. The offeror shall provide a high quality results framework and Activity M&E Plan with targets disaggregated by gender that are both realistic and ambitious and clear benchmarks that will clearly lead to the achievement of activity goals and objectives.

4. Personnel

USAID considers the following personnel, at a minimum, to be key for implementation of this program:

A. COP Qualifications:

Chief of Party (COP)-Key Personnel:

The COP will be responsible for the overall technical and managerial leadership of the ROLPAS program. S/he should be a person with considerable successful experience in the management and implementation of rule of law or accountability strengthening programs, with particular expertise in managing justice sector strengthening and/or national government integrity programs. Knowledge of Jordan and/or the Middle East Region in general and experience in managing programs of similar scope is desirable.

Qualifications:

- A minimum of fifteen years of experience supervising complex, fast-paced, politically-oriented field operations in emerging democracies, at least three years of which have been spent in COP or Deputy COP (DCOP) positions, or their equivalents.
- Experience managing or implementing a similar rule of law and transparency project that involves building relationships with government and stakeholders, grants-making, and training.
- Advanced degree (minimum: Master is required; Doctorate is preferred)) in a related field.
- Fluency in English is required.
- Proficiency in Arabic is desirable but not required.

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B. Other Key Personnel Qualifications

Component Leader/Judicial and Component Leader/Public Accountability

The two Component Leaders for the first two components—strengthening rule of law and respect for human rights and improving government integrity system—must have considerable experience in providing technical leadership in their respective fields and knowledge of operations in the GOJ as well as familiarity with the key civil society organizations willing or able to partner to achieve program results. They also must demonstrate an ability to provide the technical direction and ability to work with cooperating partners in implementing the multi-dimensional and complex program in the field. The Component Leaders will be an important bridge between the short-term experts brought in to provide specialized assistance and the GOJ and civil society partners; thus, they should have proven ability to deftly and diplomatically manage sometimes difficult technical issues while sustaining good interpersonal relationships with counterparts.

Qualifications for Component Leader/Judicial:

- A minimum of ten years of relevant experience in Judicial reform and/or public accountability and/or relevant democracy and governance development programs
- Demonstrated experience in building constructive relationships with government and civil society
- Understanding of the Jordanian political system
- A Bachelor's Degree in a relevant field
- Fluency in English and Arabic

Qualifications for Component Leader/Public Accountability:

- A minimum of ten years of relevant experience Judicial reform and/or public accountability and/or democracy and governance development programs
- Demonstrated experience in building constructive relationships with government and civil society
- Understanding of public accountability mechanisms and the Jordanian political system
- Demonstrated experience and knowledge in establishing procedures and systems relevant to the start-up of projects
- A Bachelor's Degree in a relevant field
- Fluency in English and Arabic

Since the contract proposed by this solicitation includes a key personnel clause, and the quality of key personnel proposed will be an evaluation factor, the offeror must include as part of its proposal a statement signed by all individuals proposed as key personnel, confirming their present intention to serve in the stated position and their present availability to serve for the term of the proposed contract.

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Resumes, not to exceed two double-sided or four single-sided pages, for each of the key personnel must be included in the appendices. Qualifications, experience, and skills will be listed in reverse chronological order starting with the most recent information. Each resume must be accompanied by a signed letter of commitment from each candidate indicating his/her: (a) availability to serve in the stated position, (b) intention to serve for a stated term, (c) agreement to the compensation level which corresponds to the levels set forth in the cost proposal, and (d) prior work experience with the Offeror, if applicable. Letters must be included as an annex to the technical proposal and will not exceed one (1) page in length each. For the key personnel, three (3) references with valid telephone and email contact information must also be included in the appendices.

C. Non-key staff:

Long-term and short-term technical advisors: The offeror should identify and propose a mixed group of candidates, including expatriate and local staff, who have demonstrated experience in public administration, legal reform, gender equality, training and cross-cultural communication in order to promote dialogue and cooperation across the targeted institutions and the government. To the extent possible, without sacrificing technical expertise and knowledge, the offeror should seek to utilize Arabic speakers as much as possible to facilitate direct communication and knowledge to Jordanian institutions.

Submit a biography for each proposed **long-term and short-term technical advisor** including name, position title, and level of effort, not to exceed one page.

5. Management Approach

- A. The Offeror must provide a comprehensive Management Plan that demonstrates its ability to effectively organize, manage, and administer the components set forth in Section C.
- B. The Offeror must provide an organizational structure that clearly identifies lines of authority and staff roles and responsibilities that would demonstrate the ability to achieve the project's results set forth in Section C.

6. Institutional Capability

The offeror's expertise and that of any major subcontractors will be evaluated. The offeror should demonstrate its capability in:

- A. Implementing similar activities in terms of scope, magnitude, and complexity and briefly describe lessons learned under these past activities and how these lessons-learned would be applied to this activity.
- B. Provision of critical professional home office management and administrative support—both technical and logistical
- C. Addressing gender equality issues and conducting gender analyses.

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7. Past Performance

- a. The offeror must provide performance information for itself and each major subcontractor (defined as receiving at least 20% of the award from the prime contractor) in accordance with the following:
 - i. List in an annex to the technical proposal up to four of the most recent and relevant contracts for efforts similar to the work in the subject proposal. The most relevant indicators of performance are contracts of similar scope and complexity and how recently they were performed.
 - ii. Provide for each of the contacts listed above a list of contact names, job titles, mailing addresses, phone numbers, email addresses, and a description of the performance to include:
 - Scope of work or complexity/diversity of tasks
 - Primary locations of work
 - Term of performance
 - Skills/expertise required
 - Dollar value, and
 - Contract type, i.e. fixed-price, cost-reimbursement, etc.

USAID recommends that you alert the contacts that their names have been submitted and that they are authorized to provide performance information concerning the listed contacts if and when USAID requests it.

- b. If extraordinary problems impacted any of the referenced contracts, provide a short explanation and the corrective action taken (FAR 15.305(a)(2)).
- c. Describe any quality awards or certifications that indicate exceptional capacity to provide the service or product described in the SOW. This information is not included in the page limitation.

L.9 COST PROPOSALS

The cost proposal is to be submitted under separate cover from the technical proposal. There is no page limit on the cost proposal. The cost proposal must be submitted in Excel format and the budget notes must be submitted in MS Word text accessible with unlocked formulas. It should consist of the following:

(a) Summary budget, in US dollars, that provides a breakdown by cost element, by year for the anticipated costs under this Task Order.

(b) Detailed budget, in US dollars, which provides in detail the total costs for implementation of the program your organization is proposing. It must include:

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- The name, position title, annual salary, and expected level of effort (in days) of persons charged to the activity. Furthermore, 260 days equals one year of labor. Proposed personnel not yet identified may be shown as "TBD".
- A breakdown of allowances by specific type and by person, and they must be in accordance with the offeror's policies, AIDAR, FAM, and DSSR regulations ;
- The breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;
- Travel, per diem and other transportation expenses detailed to include number of trips, expected itineraries, number of per diem days and per diem rates;
- Separate cost line items for other direct costs such as supplies, communication costs, visas, passports, and other general costs;
- The breakdown of all costs according to each subcontractor/subgrantee involved in the program;
- The costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
- The cost of marking and branding;
- If not included in an indirect cost rate agreement negotiated with the U.S. Government, the applicable fringe benefit rates for each category of employees, and an explanation of the benefits included in the rate;
- Include in the budget a plug-figure of \$2,500,000 under a line item called Opportunities Module at \$500,000 per year. All activities funded by this line item shall comply with all applicable U.S. laws and regulations and the contractor will be required to obtain prior approval from the Contracting Officer before responding to any windows of opportunity.

(c) Budget narrative that explains the basis for the estimates made for each cost element. The narrative must provide sufficient detail and rationale to enable USAID make a determination that costs proposed are fair and reasonable.

(d) Biographical data sheets (Form 1420-17) for all proposed personnel detailing education levels achieved, previous work experience that validates the experience level proposed for the specified position titles, and salary history for at least the previous three years. They must be signed by both the employee and the contractor, be submitted in adobe acrobat format and must be put in alphabetical order.

(e) A current Negotiated Indirect Cost Rate Agreement is required for the prime and major sub-contractor. A major sub-contractor is an organization that anticipates receiving 20% of the award from the prime.

(f) Offerors or major sub-contractors who do not currently have a Negotiated Indirect Cost Rate Agreement (NICRA) from their cognizant agency shall also submit the following information:

- The offeror's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID.
- Budget, cash flow and organizational chart.
- A copy of the organization's accounting manual.

(g) A certification that no USAID employee has recommended an individual for use under the proposed Task Order who was not initially located and identified by your organization.

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(h) Proof of active registration in the System for Award Management www.sam.gov.

L.10 INSTRUCTIONS FOR PREPARATION OF THE BRANDING IMPLEMENTATION PLAN AND MARKING PLAN

As a part of the cost proposal, offerors must submit a Branding Implementation Plan (BIP) and Marking Plan to address the Branding Policy and Strategy described in Section D.2 per the template in Attachment J1.

The BIP and Marking Plan must meet the requirements for direct contracts per ADS 320.

END OF SECTION L

SECTION M

SECTION M – EVALUATION FACTORS FOR AWARD

M.1 52.217-3 EVALUATION EXCLUSIVE OF OPTIONS (APRIL 1984)

The Government will evaluate offers for award purposes by including only the price for the basic requirement; i.e., options will not be included in the evaluation for award purposes.

M.2 GENERAL INFORMATION

(a) The Government may award a Task Order without discussions with offerors.

(b) The Government intends to evaluate proposals in accordance with Section M of this RFTOP and award to the responsible contractor whose proposal represents the best value to the U.S. Government. “Best value” is defined as the proposal that results in the most advantageous solution for the Government, in consideration of technical, cost, and other factors.

(c) The submitted technical information will be evaluated by a technical evaluation committee using the technical criteria shown below. The evaluation committee may include industry experts who are not employees of the Federal Government. When evaluating the competing offerors, the Government will consider the written qualifications and capability information provided by the offerors, and any other information obtained by the Government through its own research.

(d) Technical and cost will be evaluated relative to each other, as described herein. Technical is more important than cost. The technical proposal will be evaluated using the criteria shown in this section. The cost proposal will be evaluated by the method described in this section.

The evaluation criteria listed below are presented by major category and are listed in descending order of importance so that offerors will know which areas require emphasis in the preparation of proposals.

Technical approach is the most important factor. Personnel and Management Approach are of equal importance and when combined are of equal importance to Technical Approach. Past Performance and Institutional Capability are the least important factors and are of equal importance.

Based on the assessment of the technical qualities of the proposals, a competitive range may be established. Cost proposals will be evaluated for cost realism, and will be used in combination with the assessment of technical quality to determine best value. The criteria below reflect the requirements of this particular RFTOP.

(e) These criteria serve as the standard against which all proposals will be evaluated, and to identify the significant matters which offerors should address in their proposals.

M.3 TECHNICAL PROPOSAL EVALUATION CRITERIA

The following five criteria, which are listed in descending order of importance, will be the basis of evaluation for all technical proposals:

SECTION M

1. Technical Approach. See L.3

- A. Demonstrated best practices and cutting edge approaches to increase rule of law and public accountability in Jordan that convincingly achieve or exceed all results, targets, and deliverables outlined in Section C.
- B. Demonstrated understanding of the main stakeholders and approaches to ensuring their buy-in.
- C. The extent to which the proposed approach reflects a comprehensive understanding of the Jordanian political, social, and economic environment with emphasis on the status of rule of law and public accountability.
- D. Gender and youth consideration and integration and the potential of the Offeror's approach to advance Agency gender goals.
- E. Demonstrated sound technical approach towards achieving long-term sustainability of programmatic impacts and integration of rule of law, public accountability, and transparency in other USAID sectors.
- F. The extent to which the offeror provides a high quality results framework and Activity M&E Plan with targets disaggregated by gender that are both realistic and ambitious and clear benchmarks that will clearly lead to the achievement of activity goals and objectives.

2. Personnel. See L.4

- A. Qualifications, experience, and demonstrated ability of the proposed Chief of Party (COP) to lead the rule of law and public accountability activity.
- B. Qualifications, experience, and demonstrated ability of the other proposed key personnel.
- C. Composition, number and skill mix for proposed non-key staff is appropriate for achieving the results outlined in section C.

Note: Reference checks for proposed key personnel are considered under this subsection.

3. Management Approach. See L.5

- A. The clarity and quality of the proposed management plan to achieve the objectives of the project as outlined in Section C.
- B. The quality of the proposed organizational structure to achieve the objectives identified in Section C.

4. Institutional Capability. See L.6

- A. Technical qualifications and capabilities of the offeror to execute high-level technical assistance similar to this SOW.
- B. Demonstrated ability to provide critical professional home office management and administrative support – technical and logistical.
- C. Evidence of a successful track record of addressing gender concerns in other activities.

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5. Past Performance. See L.7

- A. Performance information will be used for both the responsibility determination and best value decision. USAID may use performance information obtained from other than the sources identified by the offeror/subcontractor. USAID will utilize existing databases of contractor performance information and solicit additional information from the references provided in Section L of this RFTOP and from other sources if and when the Contracting Officer finds the existing databases to be insufficient for evaluating an offeror's performance.
- B. Adverse past performance information to which the offeror previously has not had an opportunity to respond, will be addressed in accordance with the policies and procedures set forth in FAR 15.3.
- C. USAID will initially determine the relevance of similar performance information as a predictor of probable performance under the subject requirement. USAID may give more weight to performance information that is considered more relevant and/or more current.
- D. The contractor performance information determined to be relevant will be evaluated in accordance with the elements below:
 - Quality of product or service, including consistency in meeting goals and targets
 - Cost control, including forecasting costs as well as accuracy in financial reporting
 - Schedule, including the timeliness against the completion of the contract, task orders, milestones, delivery schedules, and administrative requirements (e.g., efforts that contribute to or affect the schedule variance)
 - Business relations, addressing the history of professional behavior and overall business-like concern for the interests of the customer, including the contractor's history of reasonable and cooperative behavior (to include timely identification of issues in controversy), customer satisfaction, timely award and management of subcontracts, cooperative attitude in remedying problems, and timely completion of all administrative requirements
 - Management of key personnel, including appropriateness of personnel for the job and prompt and satisfactory changes in personnel when problems with clients were identified
- E. An offeror's performance will not be evaluated favorable or unfavorably when:
 - The offeror lacks relevant performance history
 - Information on performance is not available, or
 - The offeror is a member of a class of offerors where there is provision not to rate the class against a sub factor.

Prior to assigning a "neutral" past performance rating, the Contracting Officer may take into account a broad range of information related to an offeror's performance.

M.4 COST PROPOSAL EVALUATION

The technical evaluation criteria are significantly more important than cost. Cost remains important. The evaluation of cost will include a determination of cost realism, completeness and reasonableness. Cost realism is defined as the offeror's ability to project costs which are realistic for the work to be performed; reflect a clear understanding of the requirements; and are consistent with the offeror's technical capacity. The Government will also evaluate the proposed costs to determine if they are

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realistic using proposal analysis techniques consistent with FAR 15.404. Where proposals are considered essentially equal, cost may be the determining factor. A cost analysis will not be performed on offerors whose technical proposal is not deemed technically acceptable.

The results of the cost realism and cost analysis will be used as part of the Agency's best value/tradeoff analysis. Although technical evaluation criteria are significantly more important than cost, the closer the technical evaluation ratings of the various proposals are to one another, the more important cost considerations become. Therefore, the evaluation of cost proposed may become a determining factor in making the award as technical ratings converge.

M.5 DETERMINATION OF THE COMPETITIVE RANGE AND CONTRACT AWARD

If the Contracting Officer determines that discussions are necessary, a competitive range will be established and will be composed of the most highly rated proposals. In certain circumstances, the Contracting Officer may determine that the number of most highly rated proposals that might otherwise be included in the competitive range exceeds the number at which an efficient competition can be conducted. Should that be the case, the Contracting Officer may then limit offers in the competitive range to the greatest number that will permit an efficient competition among the most highly rated offers.

The Government may exclude an offer if it is so deficient as to essentially require extensive discussions, a complete rewrite, or major revisions such as to allow an offeror unfair advantage over those more competitive offers. The Government may exclude an offer so unreasonably priced, in relation to more competitive offers, as to appear that there will be little or no chance of becoming competitive.

END OF SECTION M

**Attachment J1
Marking and Branding Template**

**Branding Strategy for
USAID Rule of Law and Public Accountability Strengthening Program (USAID ROLPAS)
From Requesting Office (USAID/Jordan)**

With reference to Section 320.3.2.1 of ADS 320, below is the required Branding Strategy:

- **Project Name: USAID Rule of Law and Public Accountability Strengthening Program (USAID ROLPAS)**
- **How the materials and communications will be positioned: TBD** will use full branding and the USAID tagline “From the American People” on materials and communications, which may be translated into local languages as appropriate. Co-branding and no branding will only be considered on a case-by-case basis as considered appropriate by the COR and Contracting Officer (CO).
- **Desired level of visibility: USAID ROLPAS** has a desired medium level of visibility within USAID since the purpose of the project is to implement the Government of Jordan and the Judicial Council reform strategy for the judicial sector and to build on new opportunities to bolster public confidence in the justice system, by improving the performance of the justice sector while enhancing its independence and accountability.
- **Any other organizations to be acknowledged:** Project documents will not use the contractor’s logo, but will acknowledge that the document was prepared for USAID/Jordan by the USAID Rule of Law and Public Accountability Strengthening Program, TBD (Prime Contractor).
- There are no controls on the contractor’s release or use of data that the contractor, or any subcontractor, produces in performing the contract. The IQC contract for this Task Order states that copyrights and rights to data shall be in accordance with the clause of the IQC Contract, entitled, “Rights in Data – General” (FAR 52.227-14).

THIS PORTION IS CREATED BY THE CONTRACTOR
Branding Implementation Plan (BIP) for the
USAID Rule of Law and Public Accountability Strengthening Program (USAID ROLPAS)

(TO # TBD)
From Requesting Office (USAID/Jordan)

With reference to Section 320.3.2.2 of ADS 320, below is the required Branding Implementation Plan:

1.0 HOW TO INCORPORATE THE MESSAGE

[REDACTED] will use full branding and the USAID tagline “From the American People” on materials and communications. Co-branding and no branding will only be considered on a case-by-case basis as considered appropriate by the COR and Contracting Officer (CO).

2.0 HOW TO PUBLICIZE THE PROGRAM

This section discusses how to publicize the program and also includes a description of the communications tools to be used.

2.1 AUDIENCES

Subject to approval by USAID, the USAID ROLPAS has the following target audiences with whom it will promote and publicize USAID sponsorship:

2.1.1 Primary audience:

The primary audience for all materials and documents produced under this Task Order is USAID/Jordan, the Jordanian Ministry of Justice, the Judicial Council, Ministry of Public Sector Development and other identified institutions.

2.1.2 Secondary audience:

The secondary audience for materials and documents produced by the USAID ROLPAS includes USAID stakeholders and non-governmental organizations, contractors, and researchers working on issues of judicial and accountability reform.

2.2 MESSAGES

In all materials and events the project will be branded as from USAID and prepared by **[REDACTED]** as part of the USAID ROLPAS. As such, all materials will acknowledge that they were produced with support “from the American people.” In cases where a local language predominates above English, the appropriate translation into the local language will be used in branding the program.

The USAID ROLPAS will follow specific procedures for including the Branding Implementation Plan requirements as stated in the mandatory internal reference Branding and Marking in USAID Direct Contracting in the Automated Directives System, Chapter 320.

3.0 TOOLS

The following communication tools will be used:

Press releases	
Press conferences	
Media interviews	
Site visits	
Success stories	
Beneficiary testimonials	
Professional photography	
PSAs	
Videos	
Webcasts, e-invitations, blast e-mails, or other internet activities	

4.0 KEY MILESTONES AND OPPORTUNITIES

The following key milestones or opportunities are anticipated to generate awareness that the program is from the American people. Such milestones may be linked to specific points in time, such as the beginning or end of a program, or to an opportunity to showcase publications or other materials, research, findings, or program success. These include, but are not limited to, the following:

- Launching the program
- Announcing research findings
- Publishing reports or studies
- Spotighting trends,
- Highlighting success stories,
- Featuring beneficiaries as spokespeople,
- Showcasing before-and-after photographs,
- Marketing agricultural products or locally-produced crafts or goods,
- Securing endorsements from ministry or local organizations,
- Promoting final or interim reports, and
- Communicating program impact/overall results.

5.0 ACKNOWLEDGEMENTS

5.1 ACKNOWLEDGING USAID AND THE USAID ROLPAS FUNDING MECHANISM

The following acknowledgment will be included on external USAID ROLPAS publications and internal publications, such as quarterly reports, as appropriate:

This document was produced for review by the United States Agency for International Development. It was prepared by [redacted] for the USAID Rule of Law and Public Accountability Strengthening Program (USAID ROLPAS), Task Order number TBD.

5.2 ACKNOWLEDGING HOST-COUNTRY GOVERNMENTS

All [REDACTED] documents will follow USAID Branding Guidelines. If during the course of this program other major sponsors are involved, we will advise the COR of their involvement and request permission to include them as necessary.

5.3 ACKNOWLEDGING OTHER HOST-COUNTRY PARTNERS

Co-branding will occur when organizations have contributed funds to the activity. Co-branding with in-country partners may also be desirable when trying to promote local ownership and capacity building. However, when products are fully funded by USAID, CO approval is required for any exceptions to full branding requirements.

5.4 CO-BRANDING WITH OTHER INTERNATIONAL ORGANIZATIONS

In such cases, the guidelines for co-branding will be followed, assuming the funding contributed is more than a token amount.

THIS PORTION IS CREATED BY THE CONTRACTOR

**Marking Plan for the
USAID Rule of Law and Public Accountability Strengthening Program (USAID ROLPAS)
From Requesting Office (USAID/Jordan)**

With reference to Section 320.3.2.3 of ADS 320, below is the required Marking Plan:

1.0 MARKING

1.1 MARKING PLAN FOR MATERIALS TO BE PRODUCED

Table 1 outlines the types of materials that may be produced under the USAID Rule of Law and Public Accountability Strengthening Program (USAID ROLPAS). Any materials that are not anticipated below, but are produced under the initiative, will also be subject to branding guidelines and CO approval, as appropriate. Please note that marking is not required on items used as part of the administration of the contract, such as stationery products, equipment, and offices. The goal is to mark programs and projects, and not implementing partners. Thus, letterhead, name tags, business cards, office space, equipment, and supplies are not subject to branding.

Every contract deliverable that is marked with the USAID identity for the USAID ROLPAS will follow design guidance for color, type, and layout in the *Graphic Standards Manual* as related to equipment, reports, studies, events, and public communication (including printed products, audio, visual, and electronic materials). The USAID logo will be used for programmatic correspondence. [REDACTED] letterhead will be used for administrative matters and will not have the USAID logo. Business cards will not show the USAID logo.

**Marking Requirements for the
USAID Rule of Law and Public Accountability Strengthening Program (USAID ROLPAS)
From Requesting Office (USAID/Jordan)**

With reference to Section 320.3.2.2 of ADS 320, below is the required Branding Implementation Plan:

TABLE 1. MARKING PLAN FOR MATERIALS TO BE PRODUCED - CHANGE AS NEEDED

Category	Type of Marking	Remarks
Administrative		
Stationery products (administrative Business)	USAID standard graphic identity will not be used.	Pertains to letterhead, envelopes, and mailing labels
Stationery products (program related)	USAID standard graphic identity will be used.	Pertains to letters that accompany program materials
Business cards	USAID standard graphic identity will not be used on business cards. The contractor should use its own business cards but include the line "ROLPAS project" on the business card.	
Office signs	USAID standard graphic identity will not be used to mark project offices.	
Project deliverables	Follows guidelines for full branding	
Website		
Technical		
Technical reports and studies	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	
Briefing papers, memoranda, and policy recommendations	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	
Government policies, strategies, plans, and guidelines (regional, national, and sub-national levels) or other materials positioned as being from the host-country government	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	

TABLE 1. MARKING PLAN FOR MATERIALS TO BE PRODUCED - CHANGE AS NEEDED

Category	Type of Marking	Remarks
Organizations' policies, strategies, plans, and guidelines (e.g., an NGO's procedures manual for malaria logistics, a workplace antidiscrimination policy) or other materials positioned as being from the host-country partner	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	
Training materials and manuals	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	
CDs-ROM	The USAID identity will be printed on the CD label, splash screen/menu, and packaging; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	
PowerPoint presentations	The USAID identity is required on title breaker slides; design follows guidelines for the full branding unless co-branding is acceptable or an exemption is provided for no branding.	
Conference posters and presentations	The USAID identity will be printed on the poster or presentation; design follows guidelines for professional meetings or full branding unless co-branding acceptable or an exemption is provided for no branding.	
Videos	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	
Program materials	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	

TABLE 1. MARKING PLAN FOR MATERIALS TO BE PRODUCED - CHANGE AS NEEDED

Category	Type of Marking	Remarks
Technical web portal	Follows guidelines for co-branding; the USAID identity will be included on the homepage and sub-pages as appropriate	Individual documents included on the portal will be branded as appropriate.
Promotional		
Event signs, banners, and exhibition booths materials	The USAID identity will be printed on the materials; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	
Project promotional materials (e.g., success stories, beneficiary announcement of research, testimonials, findings, or project results)	The USAID identity printed on the materials; design follows guidelines for full branding.	
Materials for policy launch	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	
Materials for site visits	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	
Commodities	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	



ATTACHMENT J2

Ministry Of Public Sector Development

Implementation Plan for (2015)

First Pillar: Developing governmental services and simplifying procedures

❖ Projects:

1. Ensuring commitment to the governmental services development by-law.
2. Institutional capacity-building in the field of the services development.
3. Listing ,sorting governmental services, setting standards for services delivery and publishing them.
4. Supporting governmental services delivery in key sectors.
5. Re-engineering and simplifying the procedures of services delivery to be automated by Ministry of Communications and Information Technology (MOCIT).
6. Identifying priorities of electronic connectivity between governmental institutions systems.
7. Undeclared field assessments of government service delivery operations
8. Managing the central government complaints system.
9. Development of interactive observatory for assessing governmental services and measuring the customer satisfaction.
- 10.Customer service Charter

First Pillar: Developing governmental services and simplifying procedures

Project	Project Description	Project Performance Indicators	2015				Responsibility	Pillar No. in Integrity Executive Plan
			Q1	Q2	Q3	Q4		
1. Ensuring commitment to the governmental services development by-law.	Conducting periodic surveys on the adoption governmental services development by-law and setting development plans to address deviations.	• Prepare, distribute, and collect the survey.	✓				- Ministry of Public Sector Development. - Governmental institutions	Pillar six
		• Analyze the results.		✓				
		• Annual assessment survey report.			✓			
2. Institutional capacity-building in the field of the services development.	Preparing comprehensive training courses specialized in service development, and conducting training programs for personnel in the related institutions.	• Issuance of training kit.	✓				- Ministry of public Sector development.	Pillar six
		• Number of training programs.		2	2	2		
3. Listing ,sorting governmental services, setting standards for services delivery and publishing them.	Adopting unified form for services guide, consists of terms, requirements and standards for services delivery. Preparing and publishing the services guides of the governmental institutions.	<ul style="list-style-type: none"> • Prepare service guides for the following institutions: 1. Agricultural Credit Corporation. 2. Greater Amman Municipality. 3. Social Security Corporation. 4. Development and Employment Fund. 5. Income and Sales Tax Department. 6. Civil Service Consumer Corporation. 7. Ministry of Public Works and housing. 8. Jordan Customs Department. 	5	6	6	8	- Ministry of Public Sector Development. - Governmental institutions	Pillar six

		<ul style="list-style-type: none"> 9. Ministry of Municipal Affairs. 10. Ministry of Energy and Mineral Resources. 11. Ministry of Foreign Affairs. 12. Department General Ifta 13. Criminal information management. 14. Jordan Enterprise Development Corporation. 15. Department of Palestinian Affairs. 16. Postal savings fund. 17. The Higher Council of Youth. 18. Jordan cooperative enterprise. 19. Ministry of Culture. 20. Zakat Fund. 21. Royal Court Clinics. 22. Department of Statistics. 23. Civil Aviation Regulatory Commission. 24. Scientific Research Support Fund. 25. Ministry of Political and Parliamentary Affairs. 						
4. Supporting governmental services delivery in key sectors.	Listing services delivered by selected sectors, developing services guides, and implementing process reengineering where required.	<ul style="list-style-type: none"> • Number of improved services in the targeted sectors. 	2	2	2	2	<ul style="list-style-type: none"> - Ministry of Public Sector Development. - Governmental institutions. 	Pillar six
5. Re-engineering and simplifying the procedures of services	Identifying governmental services that are eligible to be automated. Re-engineering services and	<ul style="list-style-type: none"> • Number of re-engineered services. 	1	2	3	3	<ul style="list-style-type: none"> - Ministry of Public Sector Development. - Governmental 	Pillar six

delivery to be automated by MOCIT	simplifying their procedures to be ready for the electronic transformation by MOCIT /e-government program.						institutions.	
6. Identifying priorities of electronic connectivity between governmental institutions systems.	conduct studies on the priorities and the needs for governmental institutions for interconnection with different government institution to enable the exchange of data and facilitate service providing, and submit recommendation reports to the prime minister to direct the targeted departments to implement the connection process through MOCIT.	<ul style="list-style-type: none"> Number of submitted reports. 	1	1	1	1	<ul style="list-style-type: none"> Ministry of Public Sector Development. Governmental institutions. 	Pillar six
7. Undeclared field assessments of government service delivery operations	Conducting Undeclared site visits to services centers in the Capital and governorates. Preparing assessment report about performance and behavior of the service providers.	<ul style="list-style-type: none"> Number of undeclared site visits reports that are prepared and submitted to Prime Minister. 	12	12	12	12	<ul style="list-style-type: none"> Ministry of Public Sector Development. Governmental institutions. 	Pillar six
8. Managing the central government complaints system.	Receiving and handling citizens' complaints about governmental services.	<ul style="list-style-type: none"> Number of reports generated by the system. 	1	1	1	1	<ul style="list-style-type: none"> Ministry of Public Sector Development. Governmental institutions. 	-----
		<ul style="list-style-type: none"> follow-up report on the pending complaints. 	✓ 15/2					
9. Development of interactive observatory for assessing governmental services and measuring the customer satisfaction	Providing channel for customers to evaluate, provide suggestions, and comment on governmental services.	<ul style="list-style-type: none"> Preparation of implementation requirements 	✓				<ul style="list-style-type: none"> Ministry of Public Sector Development 	Pillar six
		<ul style="list-style-type: none"> Launching the Observatory 		✓				
		<ul style="list-style-type: none"> Follow- Up reports 			✓	✓		
10. Customer service Charter	Develop a charter template explaining the main elements and requirements of the Customer	<ul style="list-style-type: none"> Adopt the charter template. 		✓			<ul style="list-style-type: none"> Ministry of Public Sector Development 	Pillar six

	<p>Service Charter and how to develop it. Helping government institution develop their own Customer Service Charter through conducting specialized awareness workshops.</p>	<ul style="list-style-type: none">• Number of awareness workshops.			1	1		
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Second Pillar: Human Resources Development

❖ Projects:

1. Alignment of Human Resources with institutional roles and functions
2. Capacity building of HR units in ministries, governmental institutions and departments.
3. Women empowerment in civil service sector .

Second Pillar: Human Resources Development

Project	Project Description	Project Performance Indicators	2015				Responsibility	Pillar No. in Integrity Executive Plan
			Q1	Q2	Q3	Q4		
1. Alignment of Human Resources and institutional roles and functions.	Analyzing the roles and functions of governmental institutions and determining actual HR needs, comparing them with the current situation; identifying and addressing the surplus and shortage of human resources using manning tables to re-allocate resources.	<ul style="list-style-type: none"> Number of submitted reports to the prime minister. 	3	3	3	3	<ul style="list-style-type: none"> Ministry of Public Sector Development Civil Service Bureau General Budget Department Ministries and Governmental Institution 	-----
2. Capacity building of HR units in ministries, governmental institutions and departments.	Capacity-building and technical support in the usage and application of HR manuals (evaluation and organizational). execute site visits to provide technical support in manuals applications whenever requested by governmental institutions.	<ul style="list-style-type: none"> Number of governmental institutions that receive technical support. 	4	4	4	4	<ul style="list-style-type: none"> Ministry of Public Sector Development Ministries and Governmental Institution 	Pillar Eighth
3. Women empowerment in civil service sector	analyze the as-is situation of women's in civil service sector. building their leadership capacity to increase their opportunities in reaching leadership positions. Review legislative & organizational frameworks and provide recommendations to fill (if any) gaps exist.	<ul style="list-style-type: none"> As-is situation analysis study. 	✓				- Ministry of Public Sector Development	-----
		<ul style="list-style-type: none"> Number of leadership capacity-building programs. 		1 (20)	1 (20)	1 (20)		
		<ul style="list-style-type: none"> Legislative & organizational framework analysis reports. 		✓	✓	✓		

Third pillar: Government Streamlining

❖ Projects:

1. Review the structure of governmental sectors.
2. Review / develop organizational structures and administrative bylaws for the governmental institutions.
3. Conduct a feasibility study to restructure the institutions and companies included in the Government Units Budget Law.
4. Institutionalizing the restructuring processes.
5. Building the capacity of institutional development units.

Third pillar: Government Streamlining

Project	Project Description	Project Performance Indicators	2015				Responsibility	Pillar No. in Integrity Executive Plan
			Q1	Q2	Q3	Q4		
1. Review the structure of governmental sectors.	Analyzing the current role and functions implemented by the targeted sector and prepare proposals and recommendations to restructure its institutions (merging, dissolving, establishing,.....). Review, develop, and adopt organizational structures and administrative bylaws of the ministries, institutions within the targeted sector .	<ul style="list-style-type: none"> Complete the restructuring of the transport, financial and business sector. 	✓				- Ministry of Public Sector Development - Ministries and Governmental Institution	Pillar Eighth
		<ul style="list-style-type: none"> Review / develop organizational structures and administrative bylaws for the institutions within transport, financial and business sector 		✓	✓			
		<ul style="list-style-type: none"> Select new sector to be studied. 	✓					
		<ul style="list-style-type: none"> Submit the restructuring study to the cabinet. 			✓			
		<ul style="list-style-type: none"> Review / develop organizational structures and administrative bylaws for the new sector. 				✓		
2. Review / develop organizational structures and administrative bylaws for the governmental institutions.	Review / develop organizational structures and administrative bylaws for numbers of ministries, governmental institutions upon request.	<ul style="list-style-type: none"> continuous upon request. 	✓	✓	✓	✓	- Ministry of Public Sector Development.	Pillar Eighth
3. Conduct a feasibility study to restructure the institutions and companies included in the Government Units Budget	Review the as-is situation of the companies and institutions included in the Government Units Budget Law in terms of their legislation, roles, independence, governance, and organizational structure, in order to come up with proposals to	<ul style="list-style-type: none"> implementation of the cabinets decisions according to the study recommendations. 	✓	✓	✓	✓	- Ministry of Public Sector Development.	Pillar Eighth

Law	reduce them. Study the possibility and feasibility of merging all regulatory commissions within each sector or establishing a multi- sectoral regulatory commission for government.							
4. Institutionalizing the restructuring processes	Preparing a restructuring manual and transfer knowledge to governmental institutions through specialized awareness workshops.	• Issuance of the restructuring manual.	✓				- Ministry of Public Sector Development.	-----
		• Number of awareness workshops.		1	1			
5. Building the capacity of institutional development units.	Conducting awareness workshops to transfer knowledge and strengthen the capacity of employees in the institutional development unit. Conducting site visits to provide technical support in applying organizational and operational manual for institutional development unit.	• Number of awareness workshops.	1	1	1	1	- Ministry of Public Sector Development.	-----

Fourth pillar: Support Policy and Decision-Making process

❖ Projects:

1. Providing technical support for governmental institution in the field of strategic planning and follow-up Institutional performance
2. Strengthening of governance practices in public sector.
3. Government Leaders Forum

Fourth pillar: Support Policy and Decision-Making process

Project	Project Description	Project Performance Indicators	2015				Responsibility	Pillar No. in Integrity Executive Plan
			Q1	Q2	Q3	Q4		
1. Providing technical support for governmental institution in the field of strategic planning and follow-up Institutional performance	Support decision-making and policy-making in the governmental institutions, through capacity-building in the field of strategic planning and follow-up institutional performance.	<ul style="list-style-type: none"> • Continuous upon request 	✓	✓	✓	✓	- Ministry of Public Sector Development	-----
2. Strengthening of governance practices in public sector	conducting awareness workshops in governance practices in the public sector. Prepare, publish, an assessment reports in targeted sector and submit them to the prime minister.	<ul style="list-style-type: none"> • Number of awareness workshops. 	1	1	1	1	- Ministry of Public Sector Development	Pillar Ninth
		<ul style="list-style-type: none"> • Number assessment report. 	1	1	1	1		
3. Government Leaders Forum	Holding regular meetings for the upper level management (secretary generals and director generals) to share experiences, knowledge and best practices in the public sector.	<ul style="list-style-type: none"> • Number of meetings. 	1	1	1	1	- Ministry of Public Sector Development	-----

Fifth Pillar: Reinforcing a Culture of Excellence

❖ Projects:

1. Institutional capacity Building in the areas of excellence and innovation.
2. Innovation Incubator.
3. Institutional capacity-building in the area of knowledge management.

Fifth Pillar: Reinforcing a Culture of Excellence

Project	Project Description	Project Performance Indicators	2015				Responsibility	Pillar No. in Integrity Executive Plan
			Q1	Q2	Q3	Q4		
1. Institutional capacity Building in the areas of excellence and innovation.	Conducting workshops and training programs in the fields of excellence and innovation.	<ul style="list-style-type: none"> Number of workshops and training programs. 	1	1	1	1	- Ministry of Public Sector Development	-----
2. Innovation Incubator	Providing channel for governmental employees to submit their creative ideas and evaluate them. then submit the feasible ideas to the prime minister, to be forwarded to the concerned governmental institutions for implementation.	<ul style="list-style-type: none"> Launch, promote, the innovation incubator. 	✓				- Ministry of Public Sector Development	-----
		<ul style="list-style-type: none"> Assessment report. 				✓		
3. Institutional capacity-building in the area of knowledge management.	Preparation and adoption of knowledge management manual, and conducting awareness workshops.	<ul style="list-style-type: none"> Issuance of knowledge management manual. 		✓			- Ministry of Public Sector Development	-----
		<ul style="list-style-type: none"> Number of awareness workshops. 			2	2		

Sixth Pillar: Communication and Media

❖ Projects:

1. Enhance communication and outreach with stakeholders who are interested in public sector development Programs.

Sixth Pillar: Communication and Media

Project	Project Description	Project Performance Indicators	2015				Responsibility	Pillar No. in Integrity Executive Plan
			Q1	Q2	Q3	Q4		
1. Enhance communication and outreach with stakeholders who are interested in public sector development Programs.	Conducting meetings and workshops with stakeholders who are interested in public sector development programs (parties, unions, civil society organizations, private sector, media, related committees in senate and council of Representatives), to discuss different topics related to the reform and development of the public sector, and take comments and suggestions to be considered when developing the ministry programs and plans. In addition to present the up to date achievements.	<ul style="list-style-type: none"> Number of meetings and workshops 	2	2	2	2	- Ministry of Public Sector Development	-----