Request for Applications

SOCIETIES EMPOWERMENT FUND 2015-2018

Organizational Change towards Sustainability

Issue Date: December 13, 2015

Deadline to submit applications:
January 27, 2016 @ 12pm (noon)

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Acronyms and Definitions Related to the RFA Content

ACRONYMS

USAID CIS – USAID Civic Initiatives Support Program

SEF – Societies Empowerment Fund

CSOs – Civil Society Organizations

CDCS - Country Development Cooperation Strategy

ICAT – Institutional Capacity Assessment Tool

CDP- Capacity Development Plan

IDA – Institutional Development Assessment Tool

RFA - Request for Applications

DEFINITIONS

- *Sustainability* - Refers to the ability of an organization's board members, management, and staff to maintain an organization over the long term.

- *Organizational Change* - Is the process by which an organization moves from their present state to some desired future state to increase effectiveness.

- *Human Rights Based Approach (HRBA)* - An approach that advocates on issues from a rights perspective especially in relation to the State's human rights commitments as well as international human rights conventions. Using this approach in advocating for a specific human right (or several rights) outlines how local and international human rights law can empower and reposition people and communities as rights-holders as well as identifying the duty bearers of those rights. Additionally, it aims to address and rectify any power imbalances between both sides (right holders and bearers).

- *Institutional Capacity Assessment Tool (ICAT)* – This tool is a combination of a facilitated self-assessment, anonymous surveys and a third party verification and is recommended for medium and large CSOs. The ICAT is based on the USAID Organizational Capacity Assessment (OCA) tool, and is composed of seven key capacity areas: governance, administration, human resources management, financial management, organizational management, program management, and project performance management. In addition, the tool has been expanded to include an assessment of the CSO's inclusion of persons with disabilities.

- *Program* - A program is a portfolio comprised of multiple projects that are managed and coordinated as one unit with the objective of achieving outcomes and benefits for the organization that feed into achieving the organizational mission.

- *Project* – A project is a temporary intervention established to deliver specific (often tangible) outputs in line with predefined time, cost and quality constraints. A project should always be defined and executed and evaluated relative to an approved project plan which balances the costs, benefits and risks of the project. To be effective and leave impact on the longer term, projects should be part of a program that has clear objectives and outcomes.

A. Overview of the Societies Empowerment Fund (SEF)

The USAID Civic Initiatives Support Program (USAID CIS) aims at cultivating a strong and vibrant civil society in Jordan through supporting a broad range of civic initiatives. USAID CIS is a five-year program (2013-18) implemented by FHI 360, a nonprofit human development organization dedicated to improving lives in lasting ways by advancing integrated, locally driven solutions. To date, USAID CIS has provided various capacity building interventions to Jordanian civil society organizations (CSOs) which responded to their development priorities with 1,108 unique organizations benefiting from trainings and mentoring on different topics.

However, most CSOs survive on a project-by-project basis and, at times, deviate from their original mission in order to pursue donor funding to sustain their CSO. Few have time to spend on internal strengthening, technical capacity development, impact evaluation or strategizing for the future, and very few donors are providing essential basic support dedicated specifically for organizational capacity building efforts.

This Request for Applications (RFA) provides an intervention that is a mixture of capacity building and financial support allowing civil society organizations to reflect, develop, and strategize for the purpose of enhancing its organizational effectiveness as well as allowing them to grow and sustain their programs. To that end, the SEF RFA is an opportunity for organizational board members, management, and staff to work together to achieve internal change and development that could contribute to the sustainability of their organizations.

A.1. RFA Goals, Objectives & Guiding Principles

The goal of this Request for Applications (RFA) for Societies Empowerment Fund Grants (hereinafter referred to as SEF RFA) is to:

- *Contribute to organizational effectiveness and sustainability of CSOs through a holistic organizational change approach by which participating organizations <u>assess, plan, develop their institutional capacities</u>, and <u>integrate a human rights-based approach</u> for the successful <u>achievement</u> of their missions*.

The objectives of the Societies Empowerment Fund Grants are:

- Enhancing organizational *good governance*, *managerial* and *financial systems*;
- Identifying organization's *distinguishing factor/niche* and enhancing the *quality* of its services and programs;
- Integrating *cross-cutting themes* and approaches such as gender equality, inclusion of persons with disabilities and the rights-based approach into its mission and organizational policies and programs;
- Contribute to *organizational sustainability* through planning and *strategizing* the future of the organization.

This RFA is targeted at building capacities of civil society organizations that have been or currently are partners of USAID implemented programs and/or recipients of other sources of US Government funding in Jordan with the aim of contributing to sustainable sector-specific civil society partners committed to advancing Jordan's development agenda.

A.2. Award Ceiling

FHI 360 anticipates awarding up to five grants each estimated in the range of JOD 120K to be awarded in two phases per the specific evaluation criteria and competition process as

outlined below. *NOTE: All grants must end by June 30, 2018*.

A.3. Eligibility

Applicants must be registered non-profit legal entities in Jordan with headquarters based in Jordan and meet all of the eligibility requirements outlined here:

- Are registered for a minimum of three years
- Employ at least 3 full-time staff and no more than 20 full-time staff
- Have an average annual operating budget of a minimum of JOD 25K but less than JOD 300K during the last 3 years
- Are current or past recipients of US Government (USG) funding (direct or through a grant from a USAID implementing partners and/or other USG donors) since 2005
- Implement programs that contribute to the USAID/Jordan Country Development Cooperation Strategy (CDCS)[1] such as democracy, rights and governance; economic development and energy; education and youth; water resources and environment; population and family health; gender equality and female empowerment

In addition to the preceding eligibility factors, this RFA targets civil society organizations with the following profile:

- Have a portfolio of projects that are clearly linked to its mission
- Have a wide base of beneficiaries and stakeholders
- Demonstrate impact of its' current programs
- Are on the "tipping point" of change and/or growth (i.e. intentionally initiated a change process for development internally as an organization, or in terms of their technical impact)

Organizations that have previously undertaken an institutional capacity assessment with FHI 360 (utilizing the IDA, ICAT, or other tools), or that already have a strategic plan, are *eligible* and may be considered for a 'fast-track' model under Phase I (i.e. skipping some parts of the process, if what is available deems adequate and beneficial to the change process).

Note: Government and semi-governmental entities are ineligible to apply for this grant (this includes entities that the Government of Jordan owns at least 50% share).

Organizational Commitment

An essential factor to the success of this program is organizational ownership and commitment to the 'change' process, the time required to do that and the active participation of board members, management, as well as staff at all levels. In line with this, the RFA requires applicants to describe its governance structure, role of its Board, and management structure, and as part of the final selection process, USAID CIS team will be visiting shortlisted applicants at their premises to meet with the applicants' board members and management to ensure this important factor of the project.

Both phases will require a significant amount of time commitment from the organization's board and staff at all levels. Failure to perform within the agreed-upon timeframe may result in a termination of grant. An illustration of roles are responsibilities of the grantee and USAID CIS is presented in the following table.

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[1] USAID/Jordan's Country Development Cooperation Strategy 2013-17 (updated March 2015) (https://www.usaid.gov/jordan/cdcs)

SEF Roles & Responsibilities	
Organization	**USAID CIS**
• Commit and be open to organizational development and change • Invest in staff development, policy making, and compliance • Board members and senior management commit to the assessments, trainings, and mentoring as required • Prepare material for improvement of policies and procedures, development of strategic plan, etc. *NOTE: Grant provides funding for staff time involved in all aspects of the project.*	• Co-lead the process with the grantee • Facilitate the ICAT process and provide a summary report • Assist the organization in developing its policies and procedures • Provide technical expertise to guide organizational development and cross-cutting expertise • Mentor and coach to ensure grantee achieves its <u>change management goals</u> *NOTE: See below for clarification on in-kind support.*

B. GRANT STRUCTURE

FHI 360 anticipates grants to be issued in <u>two phases under one award</u>:

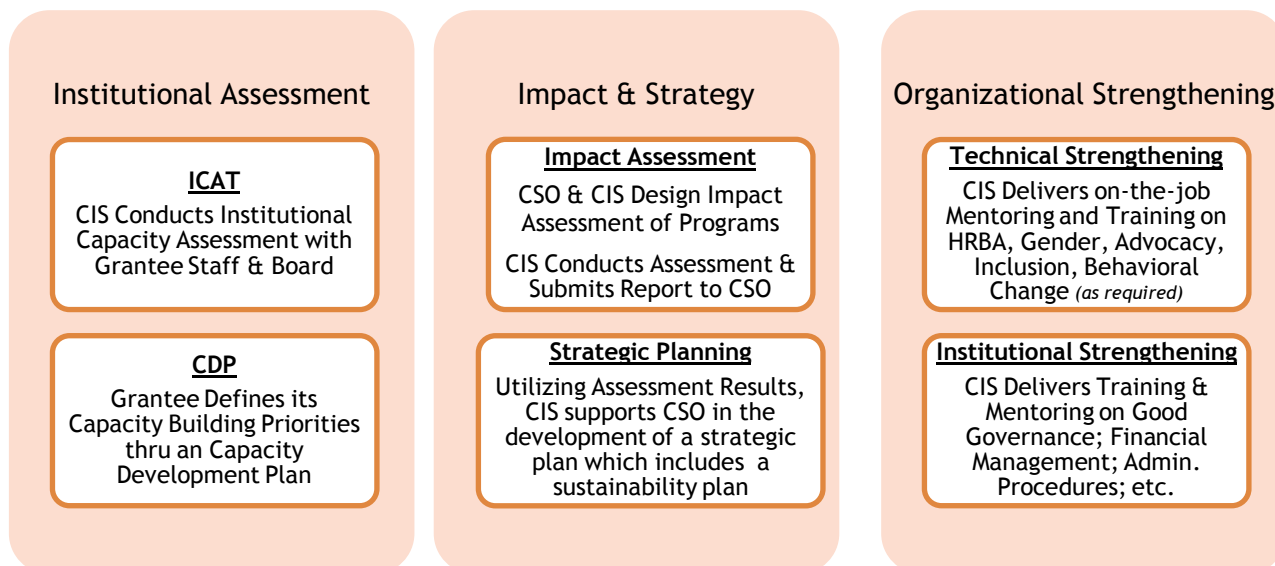| Grant Structure	Activities/Deliverables	Timeframe
Phase I: Foundational Structure	Grantee will: • Undertake an Institutional Assessment • Participate in an Impact Assessment of its programs • Prepare a Strategic Plan • Define an Institutional Capacity Development Plan and initiate the plan • Build capacities and systems to ensure integration of cross-cutting themes into its policies and programs	up to 8 months as per the progress of the grantee
Phase II: Program Implementation & Capacity Development*	Grantee will: • Implement programs according to strategic plan • Continue with Institutional and Technical Capacity Building and Integration of Cross Cutting Themes *(*Contingent upon Successful Implementation of Phase I and Approval of Phase II Proposal)*	All grant activities must end by June 30, 2018

For the first phase of the award, USAID CIS will include:

- <u>In-kind support for customized technical assistance</u>: USAID CIS will provide grantees with customized technical assistance either directly or through subcontractors. This will include support for the institutional assessment, impact assessment and strategic planning process.

- <u>Standard grant for operating costs during Phase I</u>: This grant will provide financial support for staff time allocated to manage the internal processes of change during this phase as well as related operating costs that allow the organization to fully participate and implement Phase I of the SEF.

In order to qualify for Phase II support, grantees will be required to submit a proposal toward the end of Phase I that outlines the successful completion of Phase I activities and how they will take forward the results of Phase I going forward in line with the criteria outlined below. USAID CIS anticipates awarding a cost extension in support of Phase II activities estimated up to a total of JOD 120K for both phases (excluding in-kind support).

B.1. PHASE I: Foundational Structure

To achieve *'internal change towards sustainability'* grantees will undertake the activities as outlined below within an anticipated timeframe of <u>up to eight months:</u>

Institutional Assessment	Impact & Strategy	Organizational Strengthening
ICAT CIS Conducts Institutional Capacity Assessment with Grantee Staff & Board	**Impact Assessment** CSO & CIS Design Impact Assessment of Programs CIS Conducts Assessment & Submits Report to CSO	**Technical Strengthening** CIS Delivers on-the-job Mentoring and Training on HRBA, Gender, Advocacy, Inclusion, Behavioral Change *(as required)*
CDP Grantee Defines its Capacity Building Priorities thru an Capacity Development Plan	**Strategic Planning** Utilizing Assessment Results, CIS supports CSO in the development of a strategic plan which includes a sustainability plan	**Institutional Strengthening** CIS Delivers Training & Mentoring on Good Governance; Financial Management; Admin. Procedures; etc.

- **Institutional Capacity Assessment** - Utilizing USAID CIS's Institutional Capacity Assessment Tool (ICAT), this assessment will determine the institutional strengthening priorities of the grantee. Over the last few years, FHI 360 has conducted over 200 assessments in Jordan utilizing two different tools, both of which proved to be very useful for organizations to identify capacity gaps and define plans to address them. During SEF Phase I, FHI 360's team of consultants will implement this assessment in conjunction with the grantee (including board members, staff and volunteers) after which the grantee will develop an improvement plan that will be the basis for capacity development starting in Phase I and continuing in Phase II as part of the Implementation Phase of their project.

  Organizations that have previously undertaken an institutional capacity assessment utilizing the ICAT in the last 10 months with FHI 360 can either skip this phase, update the assessment, or repeat it as seen adequate. This will be determined in conjunction with the shortlisted applicant during the grant negotiations.

  NOTE: The ICAT assessment will be re-conducted with the grantee after the end of the project to measure any changes achieved.

- **Impact Assessment** – Through experts subcontracted by USAID CIS, grantees will conduct an assessment of their programmatic impact that will determine the extent to which their programs and services are contributing to impacting community issues and achieving their mission. This outcome-based evaluation will provide an independent assessment of the grantee's program impact during the last three years (2013-2015). Based on consultations with the grantee, direct data collection, and documentation review, a team of evaluators will design and conduct the assessment using mixed methods. The findings of the assessment will be provided to the grantee and will feed into the strategic planning process, which is planned to start around the end of this assessment.

- **Strategic Planning** – Taking the results of the assessments, grantees will prepare a 3-5 year strategic plan. The strategic planning process will provide a road map for organizations to achieve their mission and strategic objectives; addressing

sustainability largely by looking at programs versus projects as well as funding mechanisms; involves organizational board, management, staff, and stakeholders at all levels in assessing their status, strengths, and weaknesses; and defining the organization's most efficient and effective strategies for the future.

Organizations that have an existing strategic plan will be assisted to review accomplishments against that plan, as well as updating it based on the results of the impact assessment and the institutional capacity assessment processes. In cases, it will be reviewed to ensure sustainability and funding mechanisms.

- **Capacity building** - Grantees will be supported with three levels of technical assistance three levels: (1) institutional capacity building, (2) integration of cross-cutting themes into policies and programs, and (3) technical/ programmatic capacity building. Depending on the results of the ICAT and the impact assessments, grantees will choose from a list of topics for which they will receive training tailored for their own staff, as well as follow-up mentoring for improving systems, and integrating cross-cutting issues.

INSTITUTIONAL STRENGTHENING "PAYS OFF"

The Justice Center for Legal Aid (JCLA) directly attributes FHI 360's support under the USAID Civil Society Program (CSP) for strengthened systems to receipt of a $2.6M grant from the Japanese Social Development Fund for a three-year project titled "Enhancing Community-Driven Legal Aid Services to the Poor". JCLA executive director Hadeel Abdel Aziz stated: "The support we received to develop a strategic plan, financial policies and regulations through CSP grant funds enabled us to apply and win this funding which is directed only to organizations with strong governance and clear strategies." The new funding allowed JCLA to expand its existing operations to the national-level to ensure pro-bono legal aid to the poor. (Attachment VI provides more details on this success story)

In addition, the grantee can use allocated funds for building their capacities in their specific technical area as needed (for example if the organization works on youth empowerment and the impact assessment indicates they need to improve their approach in youth empowerment specifically). Mentors will be assigned to each organization to guide it through its capacity development process. This mentorship relationship can start as soon as the assessment and planning phase are completed, and will continue throughout *Phase II* of the project to ensure enough time to develop, test, modify and apply.

Illustrative Capacity Building Topics		
Institutional Strengthening	**Technical Strengthening**	
	Cross-Cutting Themes	**Subject-Specific Technical Assistance**
Good governance	Human Rights Based Approach	As defined by the Grantee's area of specialization
Financial Management	Gender Integration	
Human Resources Management	Advocacy	
M&E	Behavior Change	
Strategic Communication	Disability Rights	

Resources and Technical Expertise Provided

Under Phase I, grantees will be provided direct technical assistance in the form of an in-kind grant, in addition to financial support to cover staff time and related operational

expenses, in addition to required technical assistance specific to the grantee's area of operations. USAID CIS will be providing several resources to cover the majority of the technical assistance required for the successful completion of this phase. This will include:

- Trainings and mentoring on priority areas that support the grantee in developing the necessary systems that contribute to good governance, effective and compliant financial and management systems, etc.
- Experts to design and implement the 'Impact Assessments'.
- Experts to implement the 'Institutional Capacity Assessment Tool' and support the grantee in developing its 'Capacity Development Plan'.
- Experts to lead the grantee in developing their strategic plan.
- Trainings and mentoring to mainstream human rights, gender, inclusion, and behavioral change into organizational policies and programs.

B.2. IMPLEMENTATION PHASE

Upon completion of Phase I activities, grantees will submit a proposal including a detailed work plan based on its newly-defined strategy. Grantees will, throughout the process of assessments and strategic planning, determine their proposal and budget for Phase II. USAID CIS anticipates issuing a cost-extension in support of grantees' implementation of an 18-month program(s) that are mission-driven in line with their strategic planning process. This phase of the grant could support pure core funding for operational costs, or a combination of core funding, project direct expenses, and/or capacity building expenses for institutional or technical development (such as enhanced M&E systems and initiatives, etc.).

Capacity development as needed, will continue, on good governance, financial management, HR, etc. through individual mentoring customized for each organization. Mainstreaming of cross-cutting themes including Human Rights Based Approach, Gender, Advocacy, Inclusion of Persons with Disabilities, Behavior Change, etc. will also continue through individual mentoring customized for each organization.

Grantees may also allocate part of their budget for enhancing their technical knowledge in their area of specialty (i.e. health, youth, water, etc.) through recruitment of consultants, trainings, development of new program materials, capacity building of staff, etc.

B.3. ILLUSTRATIVE TIMELINE

The table below outlines the defined elements of the SEF Grants (institutional assessment, impact assessment, strategic planning, capacity building, and programmatic implementation) with an estimated timeline for each phase. Participating organizations may be able to expedite Phase I, especially if an organization has an existing strategic plan, and/or has undertaken an ICAT within the last 12 months.

	ILLUSTRATIVE PROJECT TIMELINE for the SEF GRANTS (All awards must end by June 2018)																			
	Activity	**2016**											**2017**	**2018**					
		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	J-D	Jan	Feb	Mar	Apr	May	Jun
Pre-Award	Due Diligence & Financial Pre-Award Assessment	■																	
	Action Planning Workshop		■																
Phase I Award	Workshop: Orientation & Grant Mgmt. (1 day)		■	■															
	Institutional Capacity Assessment (4-6 weeks)		■	■															
	Impact Assessment			■	■	■	■												
	Strategic Planning						■	■	■										
	Capacity Building (Institutional & Cross Cutting)				■	■	■	■	■										
	Proposal & Presentation for Phase II										■								
Phase II	Programs' Implementation											■	■	■	■	■	■	■	
	Capacity Building (Continued)											■	■	■	■	■	■	■	
	Grant Close Out																		■

C. EVALUATION & SELECTION

USAID CIS anticipates to award up to five grants resulting from this solicitation to applicants whose proposals best conform to the solicitation requirements after evaluation in accordance with the criteria listed below. Upon receipt of proposals, CIS staff will screen all offers for eligibility and completeness. A proposal can be categorized as ineligible if applicants do not meet the eligibility criteria, and/or the application is incomplete, does not respond to the statement of work, does not comply with the application format requirements, or is submitted after the due date and time.

Eligible applications will be reviewed and scored by the USAID CIS Grant Evaluation Committee (GEC). GEC members will meet to discuss and finalize their scores and shortlist applicants to be considered for grants. Possible outcomes include:

- Fully fund the project
- Partially fund the project
- Fully fund the project, with conditions
- Partially fund the project, with conditions
- Not to fund the project

The evaluation criteria below are presented by major category.

C.1. EVALUATION CRITERIA (Totaling 100 Points)

The following table outlines the selection process and criteria by which proposals will be evaluated.

Stage 1: Grant Evaluation Committee Review

The Grant Evaluation Committee (GEC) will review and score all eligible applications using the following criteria:

Criteria	Points
The statement of interest in specific; and the proposal in general respond to the objectives of the SEF RFA	30
Proven track record of technical interventions in line with their mission and CDCS priorities as well as demonstrated programmatic effectiveness and outreach	50
Ability to manage the SEF grant requirements, i.e. commitment to change management, ability to implement projects and manage grants	20
TOTAL	**100**

Stage 2: Oral Presentations

In order to determine the final shortlist, those applicants who receive the highest ratings will be invited to deliver an oral presentation to USAID CIS' technical team, at their own organization's premises, where they will describe their organization and their approach to organizational change. As part of this selection process, USAID CIS will conduct an in-depth interview with the applicant's board members, senior management, and selected staff in order to verify the applicant's ability to successfully implement the SEF grant. The results of the technical review will be shared with the GEC and USAID for confirmation of the final shortlist after which due diligence/negotiations will begin.

C.2. TECHNICAL EVALUATION

USAID CIS will evaluate each proposal based upon the evaluation criteria set forth above.

A proposal can be categorized as unacceptable when it has many deficiencies or gross omissions or both and thereby: (1) demonstrates a failure to understand much of the scope of work necessary to perform the required tasks; (2) fails to provide a reasonable, logical approach to fulfilling much of the requirements; or (3) fails to meet the personnel requirements.

The evaluation criteria above are presented by major category, in relative order of importance, in order for applicants to know which areas require emphasis in the preparation of applications. The above criteria reflect the requirements of this particular solicitation. Applicants should note that these criteria: (1) serve as the standard against which all applications will be evaluated, and (2) serve to identify the significant matters that applicants should address in their applications.

D. TECHNICAL GUIDELINES FOR APPLICANTS

D.1. GENDER EQUALITY AND INCLUSION OF PERSONS WITH DISABILITY
Across all of its initiatives, USAID CIS is committed to supporting the inclusion of marginalized populations, including persons with disabilities, women and youth. Under SEF, and throughout Phase I and II, gender and inclusion are largely addressed as part of organizational change and development; in Phase I, grantees will be trained and mentored on both of these subjects and properly reflect them on the strategic planning process (revision of mission, vision, and strategic objectives). This means ensuring that men and women, including youth, are fully included, can actively participate in all project processes and activities, and equally benefit from the proposed project/program that will be implemented in Phase II, and generally across the organizations' programs, regardless of age, sex, disability, state of health, ethnic origin or any other characteristic.

Inclusion of persons with disabilities is fundamental to ensuring that they are part of the development agenda. At a minimum, grantees will ensure accessibility and provision of reasonable accommodation for persons with disability to facilitate their meaningful involvement and participation in the organization's programs, i.e. Braille, sign language interpretation, etc.

D.2. MONITORING & EVALUATION
As a result of the SEF intervention, it is expected that a core group of organizations will emerge *as role models in their specific sectors and have:*

  – Established systems that apply good governance and allow for transparency and accountability to stakeholders
  – Clear mission and strategic objectives that feed into the CDCS and Jordanian development goals
  – Systems and capable staff that allow for implementing human-rights based programs and mainstream gender and the rights of people with disability
  – A system that allows for continuous assessment and reflection of the extent to which programs are leaving impact on their communities

Monitoring and Evaluation Plan – FHI 360 will work with grantees to develop a results framework and monitoring and evaluation plan for activities under the implementation phase. *NOTE: USAID CIS will provide the needed technical assistance to support the grantee in integrating monitoring and evaluation and qualitative research into their programming at the design, implementation and evaluation stages.*

Grantees must report at a number of indicators that will contribute to measuring the project impact and success. During Phase I, FHI 360 will support grantees to develop a Monitoring and Evaluation (M&E) Plan for the Phase II of their project. The purpose of the M&E Plan is to indicate how the project's outputs, outcomes and overall impacts will be determined, and to assist the Grantee to manage the collection of project performance

data. In addition, FHI 360 will share relevant indicators from its own performance monitoring plan against which grantees are required to report (i.e. USAID mandatory indicators related to gender, capacity building, etc.) during the preparatory and implementation phases.

D.3. GRANT ADMINISTRATION
As outlined in the USAID CIS grants manual, during grant administration, these provisions and requirements will apply:

- Standard Provisions for Non-U.S. Non-governmental Organizations
  https://www.usaid.gov/sites/default/files/documents/1864/303mab.pdf

- All activities and products shall adhere to USAID and USAID CIS branding and communications requirements.

D.4. ENVIRONMENTAL COMPLIANCE (FOR PHASE II AS APPLICABLE)
The Foreign Assistance Act of 1961 requires that the impact of USAID-financed activities on the environment is considered. The regulation in 22 CFR 216 requires that the potential environmental impact of USAID-financed activities are identified and that appropriate environmental safeguards are adopted. USAID CIS will conduct an Environmental Review (ER) checklist to screen grant proposals to ensure the funded proposals will result in no adverse environmental impact, work with selected grantees to develop mitigation measures, as necessary, and to specify grantees' environmental monitoring and reporting requirements. Use of the ER checklist is called for when the nature of the grant proposals to be funded is not well enough known to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated.

Implementation of grant activities cannot go forward until the ER checklist is completed and approved by USAID. FHI 360 will support grantees in developing and implementing appropriate mitigation measures, when called for by the ERF or ER checklist process. Further details about USAID's environmental compliance can be found at: http://www.usaid.gov/sites/default/files/documents/1865/204.pdf

E. OVERVIEW OF BUDGET AND COSTS

E.1. FUNDING STRUCTURE
Applicants should submit a budget for costs related to Phase I only. Allowable costs include: human resources (staff, consultants, etc.); operational costs (rent, transportation, etc.); and other direct costs (if any) associated with Phase I activities, including reasonable accommodation. Successful applicants will initially be issued a grant for Phase I activities only. Upon successful completion of the Phase I, grantees will be provided a cost-extension for implementation of Phase II for an estimated award total of JOD 120,000 for both phases. For example, if a grantee received JOD 15,000 for the Phase I, they can submit a proposal for JOD 105,000 for their implementation phase (pending successful completion of Phase I and approval on the proposed implementation plan and accompanying budget).

E.2. COST PROPOSAL FOR PHASE I
The Applicant's Cost Proposal shall include a detailed budget and budget narrative for the Phase I only. The detailed budget should include a complete breakdown of the cost/price elements associated with each line item. The budget shall include cost or prices of labor, travel or transportation, and other direct costs related to various implemented strategies. Refer to Budget Instructions (Attachment IV) for detailed budget guidance and supporting documentation requirements.

E.3. COST EVALUATION

For those who are shortlisted, costs/prices will then be analyzed as part of the due diligence process. Applicants should note that applications must be sufficiently detailed to demonstrate cost/price reasonableness and completeness, and that applications including cost/price information determined to be unreasonable, incomplete, or based on a methodology that is not adequately supported may be deemed unacceptable.

- Cost Reasonableness. USAID CIS will make a determination of cost/price reasonableness based on its cost experience for similar items or services, what is available in the marketplace, and/or other competitive offers.

- Cost Completeness. A detailed line item budget, budget notes, assumptions, and schedules that clearly explain how the estimated amounts were derived must adequately support the applicant's cost proposal. USAID CIS may request additional supporting information to the extent necessary to determine whether the price is fair and reasonable.

- Rate Clarification. Please note that full-time staff must be budgeted based on the proposed individual's salaried rate, not a consultancy rate. USAID CIS will not accept daily rates in excess of JOD 182 per day and any variance should be covered as cost share from the grantee. Each proposed position should be commensurate with experience and previous salary history.

E.4 COST SHARE REQUIREMENT
Grant recipients are required to include a cost share contribution of at least fifteen (15) percent of the total budget cost from the applicant or other sources. The cost share should be calculated based on the total amount requested from USAID CIS (for example if the budget requested from USAID CIS is 70,000 JOD, a cost share of 10,500 JOD is required bringing the total project budget to 80,500 JOD). Applicants are encouraged to allocate part of their cost share contribution during the Phase I of the grant.

Cost share can refer to funds or resources from other donors or the private sector to pay for program related activities, or payments from the Grantees' own funds or the fair value of contributions in-kind, such as space, equipment, the value of volunteers or staff time, etc. Grantees are encouraged to leverage private sector partnerships and/or other support, as appropriate. Cost-share contribution may <u>not</u> be paid by the U.S. Government under another grant, cooperative agreement, or contract.

Grantees must explain the source of organizational funds that will constitute the organization's cost share contribution. Grantees are contractually obligated to contribute cost share from sources stated in the Application and Budget as described in the Grant Agreement. If cost share is not met, FHI 360 will apply the difference in actual cost share contributed from the agreed upon amount to reduce the amount of FHI 360 funding. If the award expires or is terminated, FHI 360 may request the recipient to refund the difference.

E.5. UNALLOWABLE COSTS
Following are examples of the costs that are unallowable under this grant. For the full list of the unallowable costs, please refer to the 'Cost Principals A-122' on the following link https://www.whitehouse.gov/omb/circulars_a122_2004/, which provides a comprehensive list off all kinds of expenses.

- Pre-agreement costs
- Charitable donations
- Any expenses related to ceremonies, iftars, parties, and celebrations
- Payments made to Government employees
- Gifts

- Fines and penalties
- Fundraising and investment
- Goods or services for personal use

E.6. MANDATORY DOCUMENTATION (FOR THOSE WHO BECOME SHORTLISTED)

Shortlisted applicants can download and sign from the www.cisjordan.org website the following mandatory certification documentation required for USAID CIS grantees:

- Certification Regarding Restrictions on Lobbying
- Certification Regarding Terrorist Financing
- Transparency Act
- Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals
- Organizations that receive a grant of more than $25,000 (17,700 JOD) must obtain a DUNS number and register their organizations on sam.gov.
- Complete the Financial Pre-Award Assessment Tool. A USAID CIS staff member will schedule a time to conduct the assessment tool with shortlisted applicants.
- Debarment and Terrorist Financing Searches (to be conducted by USAID CIS).

E.7. MULTIPLE AWARDS

Current grantees of USAID CIS grants are eligible to apply for multiple awards if the grantee can demonstrate capacity to implement simultaneously.

E.8. GRANT MANAGEMENT & GRANTEE NETWORKING

All Grantees will be required to participate in quarterly meetings aimed at improving communication and cooperation between grantees, and to assist in fostering a dialogue and consensus on different civil society initiatives. In addition, USAID CIS will provide capacity building in the area of grants management to ensure compliance with all USAID regulations.

F. APPLICATION PROCESS

F.1. FULL APPLICATION PACKAGE

Only Applicants that submit a **complete** application package by 12:00PM on January 27, 2016 deadline in the specified format will be considered. The following comprises the complete grant application package:

☐ SEF Narrative Application Form (Attachment I).
☐ SEF Phase I Budget and Budget Narrative (Attachment II).
☐ Certificate of Registration or Incorporation Papers (Arabic originals or scanned Arabic photocopies and English translation).
☐ List of board members with short biographies for each.
☐ *'Statement of interest'* signed by the Chair of the Board explaining why 'change' is important for your CSO and what they expect from this program.
☐ A nomination letter from USAID or USAID implementing partner or other USG donor which has funded your CSO explaining why your organization would benefit from the SEF. (Attachment VII)
☐ Copy of organizational bylaws

F.2. PROCESS

These steps comprise the application process:

1. Applicant submits full application package by the deadline of January 27, 2016 (noon).

2. USAID CIS staff conducts preliminary review of applications and conducts mandatory searches to ensure eligibility of the applicant. Applications that are incomplete, that do not respond to the RFA, or do not comply with the application format requirements, will be categorized as ineligible.

3. USAID and CIS staff convene the Grant Evaluation Committee (GEC) to review eligible applications per the evaluation criteria (Section C.1) after which all applicants will be informed of their application status via email.

4. Applicants who receive the highest ratings will be invited to deliver an oral presentation to USAID CIS' technical team. The results of this technical review will be shared with the GEC and USAID for confirmation of the final shortlist after which due diligence/negotiations will begin.

5. Due Diligence for the final shortlist then begins. Shortlisted applicants will be invited to an action planning workshop after which they will submit a final action plan and budget. In addition, this requires submission of full supporting documentation to illustrate that the organization has the technical capacity to implement the grant, as well as the financial and administrative systems in place to adequately account for the grant funds as detailed in the USAID CIS Grants Manual.

> *Supporting documentation consists of the following*:
> - FINANCIAL PRE-AWARD ASSESSMENT TOOL. A USAID CIS staff member will schedule a time to conduct the assessment tool with shortlisted organizations to assess financial and organizational capacities to manage the grant.
> - MANDATORY CERTIFICATIONS
> - AUDITED FINANCIAL STATEMENTS, if available. (English translation desirable, but not required). If no recent audit has been conducted, a revenue and expense statement and balance sheet for previous financial year must be attached)
> - SUPPORTING COST DATA, including payroll records, USAID 1420 forms, quotes, etc. as described in Attachment III Budget Instructions.

G. GENERAL INSTRUCTIONS

These Instructions to Applicants will not form part of the application or of the grant agreement. They are intended solely to aid applicants in the preparation of their applications.

- Applicants will not be reimbursed for the cost incurred in preparation and submission of an application. All preparation and submission costs are at the Applicant's expense.
- Issuance of this RFA does not constitute an award commitment on the part of USAID CIS.
- USAID CIS reserves the right to independently negotiate with any Applicant, or to make an award without conducting discussions based solely on the written applications if it decides it is in its best interest to do so.
- USAID CIS reserves the right to fund any or none of the applications received.
- USAID CIS reserves the right to check Applicant's donor references.

G.1. RFA Contact Information
USAID Civic Initiative Support Program, P. O. Box 1252 Amman, 11821 Jordan
Tel.: +962 6 5933116; Fax: +962 6 5934554; Email: jordanusaidcis@fhi360.org

G.2. Solicitation Workshop
Solicitation workshops will be held for interested applicants (in Arabic) as outlined below. An e-mail confirming attendance must be sent to: jordanusaidcis@fhi360.org by 12:00PM

Thursday, December 17, 2015.

Location	Date/Time	Venue
Ma'an	Monday December 21: 11:00-14:30	Ma'an Cultural Center
Amman	Tuesday December 22: 10:30-14:00	Century Park Hotel
Irbid	Wednesday December 23: 10:30-14:00	Hayat Irbid Hall

G.3. Clarifications
- Only written requests for clarification(s) will receive a response. Requests should be submitted via email to: jordanusaidcis@fhi360.org.
- All requests for clarification must be received by 12:00PM on December 30, 2015 to the email address noted above. Only questions received by this date will be considered.
- USAID CIS will consolidate responses to the requests for clarifications and post on its website at www.cisjordan.org by January 3, 2016.

G.4. Application Deadline & Delivery
The complete application packages (electronic copies only) are due to USAID CIS by 12:00PM on January 27, 2016 to be submitted via e-mail only to jordanusaidcis@fhi360.org. *Please specify "SEF Application" AND the name of your organization as the subject of your email message*.

G.5. Project Proposal Requirements
- Applications may be submitted in English or Arabic.

- The budgeted costs must be represented in Jordanian Dinars.

- Applicants must submit proposals in the format specified in this RFA.

- Authorized Signer (signatory): The Application Form (Attachment I) must be signed by a person duly authorized to submit an application on behalf of the Applicant and to bind the Applicant to the application. By signing the Application Form, the applicant verifies that it has reviewed the USAID CIS Grants Manual (available on website: http://cisjordan.org) and the Applicant's management understands its contents.

- Certification of Independent Price Determination

(a) The offeror certifies that--

1) The prices in this offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror, including but not limited to subsidiaries or other entities in which offeror has any ownership or other interests, or any competitor relating to (i) those prices, (ii) the intention to submit an offer, or (iii) the methods or factors used to calculate the prices offered;
2) The prices in this offer have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror, including but not limited to subsidiaries or other entities in which offeror has any ownership or other interests, or any competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a negotiated or competitive solicitation) unless otherwise required by law; and
3) No attempt has been made or will be made by the offeror to induce any other concern or individual to submit or not to submit an offer for the purpose of restricting competition or influencing the competitive environment.

(b) Each signature on the offer is considered to be a certification by the signatory that the signatory--

1) Is the person in the offeror's organization responsible for determining the prices being offered in this bid or proposal, and that the signatory has not participated and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; or

2) (i) Has been authorized, in writing, to act as agent for the principals of the offeror in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above;
(ii) As an authorized agent, does certify that the principals of the offeror have not participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above; and
(iii) As an agent, has not personally participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above.

(c) Offeror understands and agrees that --
1) violation of this certification will result in immediate disqualification from this solicitation without recourse and may result in disqualification from future solicitations; and

2) Discovery of any violation after award to the offeror will result in the termination of the award for default.

G.6. Timeline (dates subject to change)
The following is an illustrative timeline of the RFA process:

Activity:	Illustrative Timeline:
• Request for Applications Issued	December 13, 2015
• Solicitation Workshops (North, Middle & South)	December 21, 22, 23, 2015
• Requests for Clarification due date	December 30, 2015 @ 12:00pm (noon)
• Responses to Clarification Requests on CIS website	January 3, 2016
• Deadline for Proposals submission	January 27, 2016 @ 12:00pm (noon)
• Project Proposals Evaluated for Eligibility	By February 2, 2016
• Grant Evaluation Committee members review and score eligible applications	By February 11, 2016
• Oral presentations/interviews are held with highest scoring applicants	Week of February 21, 2016
• GEC and USAID approves final shortlist	By March 1, 2016
• Request supporting documentation from shortlisted applicants and conduct site visits or meetings	Upon final shortlisting
• Action Planning Workshop	March 6-7, 2016
• Final action plan and budget due	March 14, 2016
• Award date	Upon completion of due diligence process
• Anticipated Phase I Period of Performance	Approx. March 2015-October 31, 2016
• Finalization of Cost Extension for Phase II (action plan, budget, M&E plan, etc.)	Rolling submission for grantees upon completion of Phase I deliverables
• Anticipated Phase II Period of Performance	All grant activities must end by June 30, 2018

H. USAID CIS GRANTS MANUAL

The USAID CIS Grants Manual, which must be read and acknowledged by the Applicant, is available on the project website (www.cisjordan.org).

I. DISCLAIMERS

• FHI 360 may cancel solicitation and not award;

- FHI 360 may reject any or all responses received;
- Issuance of solicitation does not constitute award commitment by FHI 360;
- FHI 360 reserves the right to disqualify any offer based on Applicant failure to follow solicitation instructions;
- FHI 360 will not compensate Applicants for response to solicitation;
- FHI 360 reserves the right to issue award based on initial evaluation of offers without further discussion;
- FHI 360 may choose to award only part of the activities in the solicitation, or issue multiple awards based on the solicitation activities;
- FHI 360 reserves the right to waive minor proposal deficiencies that can be corrected prior to award determination to promote competition;
- FHI 360 will be contacting all Applicants to confirm contact person, address and that bid was submitted for this solicitation.

- End -