



YOUTH:WORK *Jordan*

Grants Manual

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Introduction

Youth:Work Jordan (YWJ) is a five year USAID-funded program that seeks to improve the job and livelihood prospects of highly vulnerable Jordanian youth between the ages of 15 and 24. Through a unique alliance, the International Youth Foundation (IYF) is partnering with USAID, the Jordanian Ministry of Social Development, and well respected national and local organizations across Jordan to improve and expand community-based social services, with an overarching focus on promoting the employability and civic engagement of Jordan's youth. Youth:Work Jordan has four key goals:

- To provide greater access to life, employability and entrepreneurship skills through training, internships, and job placement;
- To deliver youth-friendly services that effectively respond to young people's needs and are relevant to their lives;
- To support young people in improving their communities through small scale infrastructure and rehabilitation projects; and
- To generate knowledge and lessons learned around youth employment programming that can be used to improve policy development and promote systemic change, scale up successful models, and be shared with the global community.

YWJ is prioritizing initial program activities in six communities in Jordan: East Amman, Jordan Valley, Zarqa, Irbid, Russeifa, and Ma'an. To develop programs that fully address the challenges of highly vulnerable youth, IYF conducted a Rapid Community Appraisal (RCA) in the target communities. The findings from the RCA are the basis for Community Action Plans (CAPs), which prioritize needs, propose interventions, and identify approaches best suited to each community. IYF will engage Jordanian organizations to serve the role of Coordination NGOs (CNGO) to oversee the implementation of the Community Action Plans and engage community partners and young people in YWJ efforts.

Grantmaking will serve as the main mechanism to implement activities. Through a tiered management approach, IYF will provide grants to the CNGOs who will in turn award and manage sub-grants to community based organizations (CBOs) to implement activities defined in the CAPs. In addition, grants and sub-grants may be provided outside of the CNGO-CBO management framework in consultation with USAID through a Flexible Grant Fund. These grants may be provided to support projects with USAID and other partners that are interested in co-investing resources to implement activities quickly that address time-sensitive community needs, or to expand upon unique ideas that complement the goals of YWJ and present strong potential for success. Finally, IYF may also approve CNGOs to use grant funding to administer projects implemented by informal youth or other groups. Although informal groups may lead such activities, they will be financially administered by the CNGOs in compliance with their standard organizational policies and procedures.

The Youth:Work Jordan Grants Manual (hereafter referred to as the "Grants Manual") provides direct IYF grantees with a consolidated resource for grantmaking in accordance with IYF policies and procedures, USAID rules and regulations, and the terms of the USAID cooperative agreement for the YWJ program. This Grants Manual applies to grants issued by IYF to CNGOs or other partner organizations. A separate grants manual for CNGO sub-grants to CBOs complements this grants manual. This complementary CNGO manual is based on the same principles and rules for grantmaking, but it is customized to the particular circumstances of the CNGO relationship with sub-recipients under the YWJ program.

This document includes the following sections:

- **Step 1: Grant Application, Evaluation, and Selection** – Provides an overview of the process for soliciting and evaluating grant applications and selecting potential grantee organizations.
- **Step 2: Launching the Grants Process** – Provides an overview of the due diligence steps to perform before awarding grants.
- **Step 3: Negotiating Programmatic and Financial Elements** – Provides an overview and general guidelines on the process for developing the final project description and budget for inclusion in a grant agreement.
- **Step 4: Issuing a Grant Agreement** – Provides an explanation of the statutes, clauses, and conditions in the standard IYF grant agreement.
- **Step 5: Administering Grants and Monitoring Progress** - Provides an overview of the process to ensure successful administration of grant agreements.
- **Step 6: Closing-out Grants** – Describes the process to ensure programmatic and administrative requirements are fulfilled and finances are reconciled.

Acronyms

<i>CAP</i>	Community Action Plan
<i>CBO</i>	Community Based Organization
<i>CNGO</i>	Coordination Non-Governmental Organization
<i>IYF</i>	International Youth Foundation
<i>MOSD</i>	Ministry of Social Development
<i>RCA</i>	Rapid Community Appraisal
<i>RFA</i>	Request for Application
<i>USAID</i>	United States Agency for International Development
<i>YWJ</i>	Youth:Work Jordan

Terms and Definitions

<i>Applicant</i>	Any organization or association that submits an application for a YWJ grant or sub-grant
<i>Budget</i>	A detailed breakdown of funds allocated for implementation of grant activities

<i>CAP</i>	Community Action Plans that prioritize community needs, propose interventions, and identify approaches best suited to each community. CAPs serve as the scope of work for each CNGO grant agreement.
<i>CNGO</i>	Coordination NGO – in YWJ, the CNGO works closely with IYF and other key partners and serves a coordinating role within target communities by managing sub-grants to implementing organizations, identifying leverage opportunities, monitoring and evaluating activities, collecting and sharing lessons learned, etc.
<i>Due Diligence</i>	A process utilized before a grant is issued to gauge whether an organization is appropriate and capable to receive a grant.
<i>Financial report</i>	Periodic statement of activity-related expenditures against the approved budget
<i>Grant</i>	A legal instrument used to provide support—financial and technical—to accomplish an approved activity
<i>Grant Agreement</i>	A legally binding document that establishes the legal, programmatic, financial, and administrative terms and conditions of the grant
<i>Grantee</i>	An organization or association that receives a grant from IYF - also referred to in the YWJ Grants Manual as recipient.
<i>Leverage</i>	Resources contributed toward Youth:Work Jordan activities from sources beyond the US government, including cash and in-kind contributions
<i>Programmatic report</i>	Report detailing progress made against programmatic objectives
<i>RFA</i>	Request for Application – also used in grant manual as generic term for any mechanism to request expressions of interest
<i>Scope of Work</i>	The technical and programmatic objectives to be accomplished under the grant and the resources required. Also referred to as: Project Description, Statement of Work. With respect to CNGO grants, the Community Action Plan encompasses the scope of work.

Grants Overview

IYF approaches grant making in a manner that facilitates open competition to the greatest extent possible. In most cases under YWJ, IYF will develop and broadly disseminate a Request for Applications (RFA) and allow the maximum number of organizations possible to compete for the opportunity to receive a grant. However, in certain cases, a more targeted solicitation-by-invitation may be warranted if one of the following is the main purpose of the grant program: (1) to support projects with other donors and partners that are interested in co-investing resources with USAID to implement activities quickly that address time-sensitive community needs; or (2) to expand upon unique ideas that complement the goals of YWJ and present strong potential for success.

Eligibility Criteria

Organizations Eligible to Apply for a Grant

Eligibility criteria may vary based on the objectives to be achieved under the grant, but basic eligibility will always require that applicant organizations:

- Are legally registered in Jordan;
- Are eligible to implement charitable activities in support of YWJ objectives; and
- Pass legal due diligence requirements to ensure they are not excluded from receiving U.S. foreign assistance. IYF vets organizations and their board members against the following lists before they receive funding from IYF¹:
 - U.S. Department of State: <http://www.state.gov/s/ct/rls/other/des/123085.htm>
 - United Nations: www.un.org/Docs/sc/committees/1267/1267ListEng.htm
 - OFAC and Excluded Parties List System (consolidated on one list): www.epls.gov

Organizations Not Eligible to Apply for a Grant

- Local NGOs that are not officially registered.
- International NGOs.
- Governmental organizations (entities in which the Government of Jordan owns at least a 50% share or that receive at least 50% of their financial support from the Government of Jordan)
- Faith-based organizations whose objectives are discriminatory and/or serve religious purposes, and/or whose main objective of the grant is of a religious nature.

Grant Areas

Grants will be issued to support the Youth:Work Jordan program's main objectives:

1. Life, Employability and Entrepreneurship skills for the 21st century;
2. The provision of youth friendly services; and

¹ In the event that an individual's name appears on any of the lists, additional information is collected to further identify the individual. Additional information can include complete name, date of birth, address, etc. If the additional information clears the individual (i.e., if it is proven that the individual in question is not the same person that appears on the list), the methodology to clear the individual is officially documented.

3. Community infrastructure/environment improvements.

Organizations interested in applying for a grant will be expected to demonstrate the ability to:

1. Directly improve the livelihoods of youth;
2. Provide sub-grants to local CBOs and build their capacity;
3. Identify and scale best practices through the overall YWJ structure; and
4. Generate leverage to support expansion and sustainability of program efforts.

Step 1: Grant Application, Evaluation, and Selection

Solicitation

IYF solicits applications from potential partner organizations using an RFA or equivalent solicitation mechanism. This is used to request proposals from organizations that demonstrate their ability to carry out the programmatic and operational role required of the grantee.

Submission of Application Package

The technical application should present a concrete approach toward identifying and addressing the stated objectives of the grant program. Specific instructions are developed based on the objectives to be achieved through the grant, but in general the technical application requires:

- Contact information for the responsible party;
- Demonstration of relevant previous experience and the ability to undertake and support a grant program under YWJ as described in the RFA;
- Evidence of knowledge and understanding of relevant youth development issues currently facing Jordan in relation to YWJ's core program components and focus on youth employability;
- Estimated costs for implementation through a proposed budget;
- Current or proposed staff members that will be assigned to manage grant activities; and
- Annexes to provide supporting information, as required.

See *Attachment 1* for the full RFA used by IYF for Youth:Work Jordan in June 2009.

Evaluation of Applications

Evaluation Committee

The evaluation committee consists of at least three members. Members are comprised of IYF Baltimore, IYF Jordan, and MOSD staff. USAID staff may participate as non voting members.

Evaluation Criteria

Applicants are shortlisted based on Administrative Compliance and Technical Capacity.

Administrative Compliance

In order to be considered eligible for further consideration, the following organizational documents are required for submission:

- Completed contact information form
- List of current Board of Directors and the organizations they represent
- Last 3 years of audited financial reports and current financial statement (unaudited)
- Organizational By-Laws
- Proof of legal registration
- List of existing staff positions and job titles
- Resumes of Key staff positions involved in the program
- Organizational organigram (existing and proposed)

The initial administrative review verifies that application submissions contain the requested information and documentation and ensures that organizations are eligible to receive a grant. NGOs are then shortlisted based on the results of this initial review.

See *Attachment 2* for the Administrative Review checklist used by YWJ.

Technical Capacity

Evaluation criteria utilized by IYF is structured to use information provided in the application to measure the technical capacity of the applicant organization, the quality of the proposed technical approach, and other elements of particular importance to program objectives. Specific evaluation criteria are developed for and articulated in each RFA in order to help applicants be responsive to the technical application, but will likely include the following categories:

- Technical understanding and approach – Criteria under this category relate to evidence of knowledge and understanding of relevant issues facing youth in Jordan and the ability of the applicant to articulate clearly an innovative, feasible, and collaborative programmatic approach.
- Management and Staffing – Criteria under this category relate to evidence that experienced, capable personnel will be put in place to manage and administer grant activities.
- Monitoring, Evaluation, and Sustainability – Criteria under this category relate to the capacity of the organization to effectively monitor, evaluate, and report on progress made toward overall objectives, and the ability to foster long-term impact and sustainability.
- Past Performance – Criteria under this category relate to evidence that the organization has prior experience in technical and operational areas relevant to the needs of the program.

Scoring

The evaluation committee uses a standard evaluation score sheet that facilitates the scoring of eligible applications against the criteria stated in the RFA. Applications are ranked according to score; submissions that attain a passing score are shortlisted. See Attachment 3 for sample evaluation score sheet.

Selection

The final result of the evaluation process is the identification and selection of the most qualified organization (or organizations, if multiple grants are issued under a single RFA) to receive a grant. The selection of grantees is recommended by key members of the evaluation committee, but grants are only awarded after:

1. Organizations complete the full pre-award due diligence process as described below;
2. There has been agreement on the programmatic and financial terms (i.e., budget) for activities to be implemented under the grant; and
3. Necessary USAID approvals are received.

Step 2: Launching the Grants Process

Performing Pre-Award Due Diligence

Following selection of successful applicants, IYF follows a due diligence process to understand the financial and administrative capabilities of an organization prior to granting funds. There are three components of fiduciary review, summarized below:

Governance Review

The following documents are reviewed to determine whether the prospective partner organization is an appropriate match based on their founding documents. The review focuses on the clauses highlighted below; IYF reviews the documents and assesses the organization's internal compliance with these provisions.

- Articles of Incorporation – We are especially interested in seeing a clause identifying the organization as a nonprofit organization or that they are otherwise eligible and suited to implement a program that is solely nonprofit in nature.
- By-laws - These generally set forth the mission and goals of the organization and also provide information regarding their not-for-profit status. At the minimum, four clauses that identify best practices for non-profit organizations will be reviewed:
 - *Mission* –The organizational mission should complement the goals and objectives of Youth:Work Jordan
 - *Dissolution clause* – Upon dissolution, remaining assets must be awarded to another charitable organization
 - *Election of Board members* – Board members should be elected or selected transparently and fairly
 - *Remuneration of Board members* – Board members (other than those serving on staff) should not be paid

Financial Review

The financial review informs the risk analysis of the organization. If the financial review identifies serious organizational financial problems, it might be decided that there is too much risk to issue a grant to the organization. If the risk is tolerable, the financial review is still helpful to inform decisions regarding the reporting and disbursement schedule, special conditions, and additional financial monitoring procedures that will be included in the grant agreement. The review optimally consists of three years of accurate financial information, including the following:

- Independent Auditor's Report (with signature)
- Statement of Financial Position (Balance Sheet)
- Statement of Activities (Income Statement)
- Statement of Cash Flows
- Notes to Financial Statements

Given the diverse capacity of potential grantees in Jordan, it is anticipated that this level of financial review may not always be feasible. Under these circumstances, the risk related to issuing the grant is assessed using other information and documents that the organization is able to provide (e.g., bank statements, balance sheets) and special conditions are likely put in place to minimize risk of improper use of funds.

Organizational Capacity Review

Similar to the financial review, the review of an organization's overall capacity identifies potential risks in partnering with the organization and helps determine the reporting and disbursement schedule, special conditions, and additional financial monitoring procedures as necessary. The Pre-Award Assessment tool employed by IYF (see *Attachment 4*) facilitates greater awareness of the accounting, administrative and financial management capabilities of the organization. The organizational capacity review is not a determining factor of whether an organization will receive a grant, but it does help inform IYF of the organization's existing capacity and helps IYF anticipate capacity building interventions or other support and monitoring mechanisms to activate during the term of the grant agreement. The following list of items helps inform the capacity review:

- Familiarity with USAID rules and regulations
- Organizational chart
- Accounting system
- Personnel time tracking system
- Procurement system
- Travel and expense reimbursement procedures
- Sub-grant mechanisms (if sub-grants are included in their program)

In addition to the Pre-Award Assessment, IYF also utilizes a Capacity Review and Risk Assessment Tool (see *Attachment 5*) to determine the potential risk in granting funds to an organization. This Risk Assessment tool allows IYF to objectively determine the level of monitoring that should be implemented for each grant.

The criteria for measuring risk under the IYF Risk Assessment tool are as follows:

- Prior management of U.S. government funding
- Prior knowledge of USAID rules and regulations
- Satisfactory performance with previous IYF grants
- Sound financial management systems
- Qualified financial and administrative staff
- Annual revenue and expense budget
- Amount of grant as percentage of total annual budget
- Annual audited financial statements with unqualified opinions
- Overall assessment of financial health

Using the scoring criteria defined in the Risk Assessment tool and information gathered through the Pre-Award Questionnaire, Audited Financial Statements and other sources as available, each of these criteria are scored on a low–medium–high scale of risk. The resulting score, along with the size of the grant from IYF, are used to determine the level of monitoring (e.g., frequency of reporting and disbursements) put in place for the grant. Based on the level of risk involved in granting funds, IYF establishes the appropriate and necessary monitoring steps to ensure the adequate and effective use of funds. Based on the risk assessment, the following monitoring decisions are made:

- Frequency and type of reporting
- Frequency of payment (dependent on the frequency of reporting)
- Frequency and type of monitoring visits
- Additional special conditions, which may include:
 - Development or further explanation of essential policies and procedures (e.g., Personnel Timesheet System, Procurement)
 - Development of other policies and procedures as required by grant activity
 - Further explanation of sub-grant monitoring procedures
 - Attendance at workshops of training sessions
 - Project Compliance Audit (required for recipients with over USD \$300,000 of USAID expenditures in any given fiscal year)
 - Other financial or programmatic monitoring procedures

See *Attachment 6* for the Fiduciary Review Template used by IYF during the due diligence process.

Step 3: Negotiating Programmatic and Financial Elements

When IYF has determined through the initial phase of the pre-award due diligence process that an organization is fully eligible to receive a grant, the next step is to engage potential grantees or sub-grantees in a collaborative process of developing the programmatic and financial components that become the main terms of the grant agreement. The project description—also referred to as the scope of work—is designed to ensure successful delivery of activities to accomplish program objectives within a specific term. The budget allocates an appropriate level of financial resources across specific cost categories to accomplish objectives and activities outlined in the project description.

Developing the Project Description

The project description functions as a detailed framework for results-oriented program activities. Development and finalization of the project description requires regular communication between IYF and prospective partner organizations and may entail an iterative draft revision process.

Each project description is unique, but most share common elements that serve a number of functions. A project description:

- describes the situation that is being addressed;
- explains what specific outcomes and impact an organization hopes to achieve;
- establishes a plan for how to reach the desired outcomes and impact; and
- clarifies who will benefit from the project;
- discusses where and when activities will be implemented;
- explains what type and amount of resources are required; and

- describes how the project will be managed.

Furthermore, the project description describes how project effectiveness and impact will be monitored and evaluated throughout the term of the grant. Finally, the project description includes a timeline or workplan that includes intermediate milestones that can be used to measure progress.

All proposed interventions under Youth:Work Jordan should have a focused youth mission, meet the larger goals of the YWJ program, and respond directly to the specific requirements outlined in the RFA. Project descriptions should be organized so they can be reviewed easily and systematically and should contain the following elements:

- Project Purpose
- Organizational Profile
- Background and Justification
- Target Population
- Implementation Strategy
- Outcome Logic Model
- Implementation Timeline
- Sustainability strategy
- Leverage strategy
- Project Management Team and Project Partnerships
- Monitoring & Evaluation
- Communications Strategy

YWJ grantees can use the following questions as guidelines to ensure project descriptions are well conceived.

Project issues, goals and objectives:

1. Is the issue to be addressed by project activities clearly defined? Is the issue relevant to YWJ objectives? What makes this issue important?
2. Does the goal statement provide a vision of how the program will change the condition of youth in the long term? Does it communicate how the initial condition or issue will improve?
3. Are the objectives results oriented? Are the objectives “SMART”?
 - **S** – Specific, clear, and understandable
 - **M** – Measurable and verifiable
 - **A** – Attainable, yet sufficiently challenging
 - **R** – Relevant to the YWJ program
 - **T** – Time-bound with a schedule of specific milestone

Project Soundness:

1. Does the program description provide a clear, logical, and complete picture of how the grantee will work toward the objectives?

2. Are the timelines reasonable? Are the main activities outlined in the project description reflected in the timeline?
3. Assuming other organizations are involved in the implementation of the project, is there evidence that roles and responsibilities among stakeholders are clear and the grantee has a well structured plan for coordinating activities?

Budgeting

During budget development, the following questions can be used as a guide:

1. Are all resource requirements included in the budget?
2. Does the budget demonstrate commitment to the program through contributions by your organization?
3. Does the budget include expected leverage contributions by resource providers?
4. If another organization is expected to cover partial salaries or is contributing to other shared costs, can your organization demonstrate the cost-sharing methodology used to determine the amount budgeted?
5. If your budget includes overhead (i.e., indirect costs), is the rate based on an allocation methodology substantiated by external auditors? (If your overhead rate cannot be substantiated, overhead cannot be included in the budget—all costs must be charged directly.)
6. Does your budget include any of the unallowable costs listed below?

Unallowable costs

The following costs are deemed **unallowable** and will not be approved for inclusion in YWJ grants. This list is illustrative, not exhaustive; budget submissions are reviewed and approved based on the actual resource requirements of the activities included in the project description.

- Alcoholic beverages
- Entertainment costs
- Goods for personal use
- Political advocacy and lobbying
- Bad debts
- Fines and penalties
- Contingency provisions
- Organization and incorporation fees
- Investment management costs
- Management fees
- Construction²

² Construction is defined as capital expenditures for improvements to land, buildings, or equipment which materially increase their value or useful life. Costs related to construction require prior approval by USAID.

Reasonable Costs

Budgeted costs must also be considered reasonable. Reasonable costs are those deemed ordinary and necessary to carry out the activities budgeted in the project and practical for the circumstances of the funded activity. Furthermore, reasonable costs comply with generally accepted sound business practices, governing law, and the grant agreement terms and conditions.

Step 4: Issuing a Grant Agreement

Following successful completion of the due diligence review and once the project description and budget are finalized and approved, IYF issues a grant agreement. The grant agreement is a legal document that serves as the official record of the terms of the work agreed upon by both parties; the grant agreement includes terms and conditions that ensure grant implementation and management are in full compliance with USAID policy and regulations. Grant agreements may be amended during implementation when there is agreement on modification to the terms of work.

IYF's full grant agreement template is included as *Attachment 7* and consists of the following sections.

Article I. Description of the Grant Agreement: This article describes the terms of the agreement, identifying the purpose of the grant, the duration of the grant, and the grant amount. It also provides contact information for primary programmatic and finance personnel at IYF and the grantee.

Article II General Conditions: The clauses in this article reflect USAID requirements that legally protect the grantee and IYF. These clauses are standard and non-negotiable in all IYF agreements. The clauses include financial and programmatic requirements, intellectual property guidelines, and payment conditions, among others. The following clauses are especially important:

- **Funding Source:** USAID is the primary funding source for YWJ, and all expenditures made with USAID funds are subject to the terms and conditions established by the U.S. Government.
- **Accounting Requirements:** Supporting documentation for grant-related expenditures must be retained for three years after close-out of the grant agreement and may be examined on reasonable notice. In addition, grantees are required to submit organizational audited financial statements (or equivalent documents as agreed upon with IYF) annually for the duration of the grant. Additional information related to project expenditures may be requested to fulfill reporting requirements.
- **Intellectual Property:** IYF owns all rights, title, ownership, and interest of any kind for all works prepared and delivered by either IYF or grantees under this Agreement. In addition, USAID reserves the right to use for its purposes all works prepared and delivered under this Agreement.
- **Branding and Marking** Grantee will follow the USAID Branding Strategy and Marking Plan included in the grant agreement. Grantee shall report on compliance with this requirement in programmatic reports. (See *Attachment 8* for the YWJ Branding Strategy and Marking Plan).

However, costs incurred for necessary maintenance, repair, upkeep, and ordinary rearrangement and alteration of facilities are not considered construction and can generally be included in project budgets.

- **US Law:** Grantee is reminded that US law prohibits transactions with and the provision of resources and support to, individuals and organizations associated with terrorism and/or drug trafficking. It is the legal responsibility of the Grantee to ensure compliance with these laws.

Article III Special Conditions: This section is used to state any special conditions identified during the due diligence review as described above in *Step 2: Performing Pre-Award Due Diligence*. It may reflect programmatic, administrative, or financial requirements.

Appendix A—Project Description: This section is the final approved description of the scope of work. Grantees will be held accountable for all deliverables defined in the project description, including beneficiary target numbers and leverage targets.

Appendix B—Budget: This is the final approved budget. IYF approved budgets are in USD, but grantees will manage against a local currency equivalent budget.

Appendix C—Reports: This appendix outlines the reporting requirements and provides reporting instructions. Grantees must use all templates included in this section.

Appendix D—Administrative and Financial Guidelines: This appendix summarizes the USAID rules and regulations that are most pertinent to IYF grants. This section also incorporates by reference the full set of USAID rules and regulations that apply to activities under the grant, including the OMB Circular A-122 – Cost Principles for Non-Profit Organizations, and 22CFR226 – Rules regarding administration of assistance awards.

Appendix E—Mandatory Standard Provisions: This appendix includes all USAID mandatory standard provisions applicable to the grant. Grantees are required to implement programs within the parameters set forth in the mandatory standard provisions.

Appendix F—Certifications, Disclosures and Assurances: Grantee recipients are required to complete and return to IYF the documents included in this section of the grant agreement, including:

- Certification Regarding Lobbying
- Certification Regarding Prohibition on Assistance to Terrorist Organizations

An organization is considered an IYF grantee only when it has countersigned and returned the signature page, accepting all terms and conditions set forth in the grant agreement, and has completed and returned all certifications, disclosures, and assurances included in the agreement.

Step 5: Administering Grants and Monitoring Progress

Monitoring Structure

The YWJ Program Management Unit (PMU) composed of IYF and MOSD staff oversees the grants process. Feedback from the YWJ Technical Working Group is also requested for broader buy-in, increased sustainability, and scaling-up opportunities for successful programs.

Submission of Progress Reports

Programmatic Reports

Programmatic reports are prepared and submitted to IYF on a quarterly basis using a standard format provided in the grant agreement. The programmatic report provides an opportunity for the recipient to provide a formal progress update on accomplishments for the quarter, including updated monitoring and evaluation data, progress against leverage targets, as well as significant challenges and issues that require further discussion. More frequent reports or updates may be required based on the needs of the program.

Financial reports

Financial reports are submitted on a monthly basis using the template provided in the grant agreement. The monthly financial reports provide information on the use of funds during the prior period and may include a projection of expenses expected for the following period; financial reports must be signed by an authorized representative of the grantee organization. Fund disbursements are determined based on an analysis of funds previously disbursed, reported expenditures, and expected funding needs for the following month. A sample financial reporting template is provided in *Attachment 9*.

Administrative reporting

Administrative reporting is required based on additional information required by IYF and USAID. Inventory reporting and reporting on Value Added Tax (VAT) is required on an annual basis, and other reporting requirements may be incorporated into the grant agreement, such as annual submissions of an updated board list. Specific instructions, reporting templates, and reporting schedules are provided in the grant agreement.

Conducting Site Visits

IYF conducts site visits and remote monitoring at various points throughout the project to observe and assess progress. Site visits and other monitoring procedures are scheduled based on the needs of the recipient and the program and may be unannounced. IYF may also request additional financial or programmatic information to further reinforce its understanding of compliance and performance.

Auditing

IYF requires grantees to submit a copy of their annual organizational audit or equivalent documents as agreed upon with IYF to allow for ongoing monitoring of the financial health of the organization. Also, any grantee that expends more than \$300,000 in USAID funding during a fiscal year is required to conduct a compliance audit on the activities under the grant. IYF reviews these documents and if necessary adjusts reporting requirements or monitoring procedures.

Visibility and Disclaimers

All production of materials funded by USAID and Youth:Work Jordan, both published and recorded, should have the appropriate markings of both of them. Moreover, IYF and USAID reserve the right to fund any or none of the applications submitted.

Providing Capacity Building Support

During the pre-award assessment and throughout project implementation, IYF identifies areas of organizational and technical capacity among grantees that can be strengthened. Most capacity building efforts fall into one of two categories:

1. Meeting the terms specific to the grant agreement
2. Improving organizational effectiveness

Terms specific to the grant agreement that may require capacity building or targeted technical assistance include programmatic, financial, and administrative elements of implementation:

- Programmatic capacity building will ensure effective youth programming is designed and delivered. Areas may include cross-cutting themes such as youth-friendly services or life skills or more specific components of program delivery, such as curriculum design for a specific trade.
- Financial capacity building will ensure effective budget and resource management. Financial capacity building should start during the development of the terms of work, including the budget.
- Administrative capacity building focuses mostly on accurate and timely submission of reporting requirements included in the grant agreement.

Program partners may also require capacity building to address organizational effectiveness. Most likely, this will include the development or revision of policies and procedures to ensure compliance with USAID regulations that are incorporated in IYF's grant agreement. The most common policies and procedures that small organizations need to address are:

- Personnel time tracking (i.e., timesheets)
- Procurement policies and procedures
- Travel and expense reimbursement policies and procedures
- Conflict of Interest policy
- Sub-granting procedures

Step 6: Closing-out grants

Close-out is the final step of the grants process. This process ensures programmatic and administrative grant requirements are fulfilled and grant-related finances are reconciled. IYF withholds final grant payments to recipients until all close-out requirements are fulfilled. In this respect, grant agreements will provide a full schedule of reporting requirements, including final reports that are required to complete the grant close-out process. Standard close-out requirements include submission of the following documents:

- Final programmatic report
- Final financial report
- VAT report
- Inventory report
- Technical reports and documents (e.g., curricula, tool kits) developed under the grant to be submitted by IYF to USAID's Development Experience Clearinghouse

Final programmatic reports provide updates regarding accomplishments not reported previously as well as overall lessons learned for the term of the project. Specific guidance for final programmatic reports will be provided according to the needs and nature of the program.

The final financial report will utilize the template prescribed in the grant agreement. The final report contains the total cumulative expenditures incurred and indicates any remaining unspent funds. Upon submission of the final financial report, IYF analyzes the recipient's financial position in order to reconcile accounts accordingly. Unspent funds held by the recipient will be remitted to IYF.

The final VAT report will be submitted by recipients using the template included in the grant agreement. VAT reports are submitted annually, and accordingly the final VAT report will cover only the period from the most recent October 1 to the end date of the grant.

According to USAID regulations, title to all property is vested in the recipient. Recipients are required to submit an inventory report containing a list of supplies, materials, and equipment purchased during the grant agreement term in whole or in part with USAID funds. For each item or groups of items listed, recipients will note in the column entitled "intended disposition" how the item will be used after termination of the grant. Disposition plans require USAID approval.

Technical reports and documents paid for wholly or in part with YWJ funds that describe the planning, design, implementation, evaluation, and results of grant activities are submitted to IYF as a requirement of close-out. Electronic submissions are preferred, and only the final version should be submitted. Documents and materials to be submitted include but are not limited to those pertaining to monitoring & evaluation, research methods and results, technology development and application, technical assistance, and training methods, tools, and manuals. Time sensitive materials, such as newsletters or bulletins, are not to be submitted. IYF collects all reports and documents for submission to USAID's Development Experience Clearinghouse.

Attachment 1: Youth:Work Jordan RFA

YOUTH:WORK

Jordan

REQUEST FOR APPLICATIONS FOR THE ROLE OF “COORDINATION NGO”

June 2009



Youth Work Jordan Program Overview

With funding from the United States Agency for International Development (USAID), the International Youth Foundation (IYF) is working in partnership with the Jordanian Ministry of Social Development (MOSD) to design and implement a five-year holistic youth development program to improve social services and protection for vulnerable populations, with an overarching focus on youth employability and civic engagement. Through a collaborative process, IYF, USAID, and MOSD together with selected Jordanian partners, have identified the need for new and improved youth services in three broad areas:

1. Life, Employability and Entrepreneurship skills for the 21st century;
2. The provision of youth friendly services; and
3. Community infrastructure/environment improvements.

Through work in these areas, the program will seek to equip youth between 15-24 with the necessary skills to find employment, become active and positive agents of change within their communities, lead healthier lifestyles, and access public services that are both youth friendly and responsive to youth needs.

To inform the program's implementation in phase one, a demand-driven Rapid Community Appraisal is being conducted in 6 disadvantaged localities¹ across Jordan. These rapid appraisals will inform Community Action Plans for each of these communities that prioritize needs and propose interventions, activities and approaches that will best address youth needs in the target areas.

The core project partners of IYF, MOSD and USAID will then work with Jordanian Non Governmental Organizations (NGOs) – called “Coordination NGOs” under the project framework – to manage the implementation of these Community Action Plans in each of these communities in partnership with a wide array of community partners from the public and private sectors and civil society.

The Coordination NGOs, in developing and executing upon Community Action Plans, will work closely with the Project Management Unit for the program, composed of IYF and MOSD as well as advisory and technical committees that help to guide overall program activities. See Annex B for a more detailed description of the overall management structure and the role of each of the management component of the project.

This Request for Applications serves as a guide to prospective Jordanian Non-Governmental Organizations that wish to apply to serve in the role of Coordination NGO.. IYF anticipates that at least three but no more than six NGOs will be awarded initial 2-year grants subject to renewal based on their performance during the first two years. Applicants whose performance has been satisfactory will be considered for grant agreement extensions and additional funding support for Years 3-5.

Each Coordination NGO will manage up to approximately 10 sub-grants and the level of funding provided to each Coordination NGO will be commensurate with the number of communities served and the number and size of sub-grants to be managed as determined through the solicitation and organizational evaluation process. The Coordination NGO allocated budget for the initial two year period is expected to range from \$800,000 to \$2,000,000. The deadline for application submissions is July 30, 2009.

¹ See Annex A for a list of communities.

Eligibility Criteria

NGOs who wish to apply for the Coordination NGO role must meet the following minimum criteria:

- Be a legally registered Jordanian Non Governmental Organization.
- At least 3 years experience implementing local community driven programs with a focus on youth.
- Functional capacity, verified through a thorough review of accounting, administrative, grants management, IT, and financial management capabilities.

Application Process

YWJ seeks wide participation by Jordanian Non Governmental Organizations in the application process. The process is rigorous and competitive because the role of Coordination NGO will be demanding, but the process is not intended to be exclusive, and all eligible Jordanian organizations are encouraged to consider making an application.

Submitting an application based on the guidelines provided below is the initial step in the solicitation process for the Coordination NGOs that will be responsible for managing the design and implementation of YWJ activities in the six targeted disadvantaged communities. Only organizations that submit applications including technical and cost applications together with requested organizational documents by the deadline will be evaluated against the stated criteria.

Following submission and initial evaluation (i.e., desk review) of applications, the YWJ review panel will conduct reference checks and visit organizations that meet first tier criteria in order to verify application submissions and further ascertain the ability of organizations to successfully fulfill the role of Coordination NGO.

The three to six selected organizations identified through the interview process as candidates will be invited to serve as a Coordination NGO. These organizations will work closely with the YWJ Project Management Unit (PMU) led by IYF and MOSD in all aspects of their work as they finalize technical and cost applications specifically identify effective ways to fulfill community action plans that are designed to (1) directly improve the livelihoods of youth; (2) provide sub-grants to local CBOs and build their capacity; (3) identify and scale best practices through the overall YWJ structure; and (4) generate leverage to support expansion and sustainability of program efforts.

More specifically, the role of the Coordination NGO is to:

- Work closely with the PMU in implementing the Coordination NGOs' grant awards within YWJ's main component areas;
- Play a significant role in developing and overseeing the implementation of community action plans by providing technical input based on experience, knowledge, and awareness of youth priorities, challenges, and opportunities;
- Manage the YWJ sub-grants process – soliciting, reviewing, and short listing project proposals submitted by CBOs and managing the subgrant;

- Provide proposal development assistance to proponent organizations by assisting them in strengthening the design of their proposals; and further work with shortlisted implementers to revise the proposals based on feedback from the Program Management Unit and Technical Working Group;
- Identify and secure leverage support to improve, sustain, and expand project activities;
- Award approximately ten sub grants under agreements to selected implementers;
- Supervise the implementation of activities to ensure they are executed with the highest technical quality, and follow strict financial protocols and all relevant USAID regulations;
- Identify CBO capacity needs and provide managerial , technical and financial capacity building to sub-grantee organizations;
- Troubleshoot and address issues as they arise in the implementation of programs by subgrantees or other project partners in targeted communities;
- Orient, train, monitor compliance and ensure accurate data collection by sub-grantees under the YWJ M&E system, working closely with the PMU's M&E team
- Collect and share lessons learned to contribute to Youth:Work's learning and policy agenda;
- Review programmatic and financial reports from subgrantees and submit regular programmatic and financial reporting to IYF under Coordination NGO grant arrangements; and
- Design and organize events to promote the spreading of learnings and networking among community partners and sub grantees.

Technical Application

Applicants must submit both technical and cost application following the guidelines outlined below. The technical application should concisely describe a concrete strategy and approach to identifying, developing, and achieving YWJ program objectives. The technical application must be signed (please sign cover page or final page of the technical application) and provide the following information without exceeding 10 15 - pages:

1. Cover page (Not included in the page limit)

Application cover page should include the following information:

- Organizational information, including:
 - Name of organization
 - Address
 - Telephone Number
 - Fax Number
- Information for the responsible party for the Application, including:
 - Name of contact person
 - Title or position with the organization
 - Contact person's email address
 - Name & title of authorized signatory (if different than contact person)

2. Technical Capacity, Understanding and Approach

The application must provide evidence of knowledge and understanding of relevant youth development issues currently facing Jordan in relation to YWJ's core program components and overarching focus on youth employability. It must also demonstrate relevant previous experience and the ability to undertake and support sustainable programs that address cross cutting needs of youth through partnerships with local communities. Under this section, please provide the following:

- A. Number and amount of grants you have received from donors and number and amount of sub-grants issued by your organization to NGOs/CBOs over the past three years.
- B. Provide a synopsis of programs implemented by your organization during the past three years that target youth; elements for each program synopsis should include:
 - Programmatic theme(s)
 - Start and end date
 - Geographical area
 - Budget
 - Funding agency
 - Implementation approach
 - Number of youth reached and indicators used to monitor and evaluate results
 - Summary of outcomes and results achieved.
 - Capacity building programs provided to partners and targeted groups.
 - Public-private partnerships and leverage contributions (cash or in-kind contributions)
- C. Demonstrate how your organization would help deliver the programmatic objectives of *Youth:Work Jordan* by addressing the following:
 1. Describe a major challenge facing youth in becoming productive members of the community;
 2. Propose four initiatives or activities to address this challenge
- D. Select the highest priority initiative for your organization from C. above that would be implemented in one governorate and answer the following questions:
 1. How would you engage government actors to better mobilize their resources and expertise to address this challenge?
 2. How would you generate additional resources to support your activities and develop partnerships at the local and national level?
 3. How will you engage local and national partners to implement this initiative?
 4. How would you evaluate this program and provide examples of indicators you would use to evaluate the success of the program?
 5. What would be your approach to supporting the long term sustainability and expansion of this program?

6. Please develop a basic Implementation Plan with timeline by listing tasks in order of priority and sequence to illustrate how you would execute this activity over an 18-month period
- E. Prepare an illustrative budget to support the Implementation Plan described above, to include management and operational costs along with sub-grants. (Please see Annex C for an illustrative budget.) Budgets should be presented in US dollars, reflect direct expenditures only,² and should be broken down into the following categories:
- Personnel
 - Travel/transportation
 - Admin and supplies
 - Program activities
 - Other Direct Costs
 - Sub-grants

3. Management

Provide the following to describe your current management structure:

- Board of Directors
- Executive management team, highlighting the key strengths of the directors or managers that will play an oversight role for the team implementing this project
 - Provide a list of all existing staff positions and job titles in your organization
 - Resumes for key staff members (2 pages maximum) must be attached as annexes
- Propose an illustrative management plan for the team implementing this project and describe how this will fit into the current management structure
- Identify any additional technical support anticipated
- An organizational organigram for the organization, including any new managerial scenarios for the proposed program, should be included as an annex.
- Describe your financial management capacity that proves your ability to receive and manage a grant as Coordination NGO.

Annexes Requested

In support of your application, please also submit the following organizational documents at the same time that you submit your technical and cost applications:

- Completed contact information form (attached annex D)
- List of current Board of Directors and the organizations they represent.
- Last three years of audited financial reports and current financial statement (unaudited)
- Organizational By-Laws
- Proof of legal registration

² YWJ cannot pay indirect costs unless your organization has established an official Negotiated Indirect Cost Recovery Agreement (NICRA)

- List of existing staff positions and job titles
- Resumes of key staff positions involved in the program
- Organizational organigram (existing and proposed)

Evaluation Criteria

The following criteria will serve as the basis of evaluation for all technical applications:

1) Technical Understanding and Approach (35 points)

The application must provide evidence of knowledge and understanding of relevant youth education and employment issues currently facing Jordan. Evaluation criteria include:

- a) Extent to which the technical application is clear, logical, well-conceived, and reflects an understanding of the issues to be encountered and the context in which the program will be implemented.
- b) Extent to which the applicant shows the ability to be innovative, capable of effective implementation of program objectives and has presented a feasible approach to achieving all objectives of the program.
- c) Extent to which the applicant identifies, takes into consideration, and provides plans to address important social and community factors/issues that will be presented in the implementation of the program and may affect program success. (Special consideration will be given to those applicants that demonstrate an in-depth knowledge and have work extensively in the program's targeted areas).
- d) Ability to successfully partner and coordinate with the broad array of anticipated partners from across sectors in the program to support long term sustainability and replication of successful programs.
- e) Ability to successfully work and coordinate with the Ministry of Social Development to support long term sustainability and replication of successful programs.

2) Management and Staffing (25 points)

- a) Demonstrated capacity, experience, education and qualifications of management.
- b) Capacity of management to collaborate and partner with MoSD, IYF, other coordinating NGOs and partner organizations to achieve Program objectives and results.
- c) A description of the administrative arrangements for the overall implementation of the program including a clear description of the organizational structure, personnel management, sub-grant management, and logistical and other support required for effective programming.

3. Monitoring, Evaluation and Sustainability (20 points)

The applicant will be evaluated based on their capacity to effectively monitor and evaluate programs in a manner that clearly indicates progress towards achieving results for activities and enables improvements to be undertaken in areas of challenge. This includes ability to manage internal and external reporting requirements as needed.

- a) Ability of the applicant to clearly establish appropriate baselines for results to be achieved, appropriate indicators, and sound methodologies for measuring progress, and collecting and analyzing data.
- b) Ability to foster long-term sustainability

4. Past Performance (20 points)

- a) Evidence of past performance developing and implementing similar youth development programs in Jordan.
- b) Evidence of performance in supporting complex field implementations, monitoring sub-grants, building the capacity of local CBOs, leveraging resources, and effectively evaluating programs.
- c) Experience working with Ministry of Social Development

Important Dates and Instructions

- Interested organizations are encouraged to send questions and inquiries during the period from July 1-20 , 2009 to the following email address: youthwork@iyfnet.org or by fax at: 4601357
- IYF will conduct regional orientation workshops on a regional basis to provide additional background information on YWJ and the specific objectives of the program, answer general questions, and provide clarifications about the solicitation process. The meetings will take place from 10 am – 12 pm as follows:

Region	Date	Governorate / Location
Northern Region (Irbid , Mafrq, Jerash & Ajloun)	7/7/2009	Irbid - Chamber of Commerce
Central Region (Amman, Zarqa, Madaba, Balqa)	6/7/2009	Amman - Amman Youth Hostel
	8/7/2009	Zarqa - General Union for Voluntary Societies
Southern Region (Al Karak, Tafila, Ma'an, Aqaba)	9/7/2009	Ma'an - General Union for Voluntary Societies

The date for submitting applications is only from 8:00 AM until 1:00 PM on Thursday, July 30, 2009. Submissions may also be delivered to the listed MOSD field directorates in a closed envelope attention to "International Youth Foundation."

- Southern Region : Ma'an Governorate : Ministry of Social Development Directorate – Ma'an City
- Central Region :Ministry of Social Development Offices - Amman
- Northern Region : Irbid Governorate : Ministry of Social Development Directorate – Irbid City

This application and associated application materials will be available on the IYF website at:
www.iyfnet.org/YouthWorkJordanRFA

Applications can be submitted in Arabic or English and all components of the application – technical application and capacity statement – must be submitted at the same time. Electronic submissions can be sent to the following email address – youthwork@iyfnet.org.

Annex A: Communities Targeted by Youth:Work Jordan

Governorate / District	Area/Neighborhoods
East Amman	Khrabet Al Souk Al Nozha
Zarqa	Al Hussein Masoum
Irbid	Turkman North Neighborhoods
Russeifa	Awajan Msharfa
Jordan Valley	Waqqas Mallahah
Maan	Al Shamieh Abu Baker

Annex B: Youth:Work Jordan Management Structures

The Youth:Work Jordan (YWJ) program aims to improve social services and protection for vulnerable populations, with an overarching focus on youth employability and civic engagement. YWJ will achieve this goal through the delivery of comprehensive, community-based activities to meet the needs of disadvantaged youth between 5-24 years of age that fall under four Components: (1) Equipping youth with the necessary life, employability, and entrepreneurship skills for the 21st Century; (2) Provision of youth friendly services; (3) Infrastructure and environment improvements; and (4) Policy coordination.

IYF's main partner in YWJ is the Ministry of Social Development (MOSD), which will provide its own staff time and resources to support YWJ. IYF/Jordan staff will draw on the wide range of expertise available through IYF's home office in Baltimore in areas critical for long term success of the program, including tested approaches to mapping community needs, building local alliances, leveraging resources, and rigorously evaluating project activities to prepare them for scale. With this basic framework in place, the program will competitively select from three to six "Coordination" NGOs to stimulate the creation of community-based alliances that will facilitate delivery of youth-focused services at the local level for the long term.

YWJ's management structure is designed to provide direct avenues for national stakeholders to more closely align their youth focused efforts to the pressing needs of disadvantaged youth in communities across Jordan. The management structure is envisioned to include the following elements working in close coordination with one another:

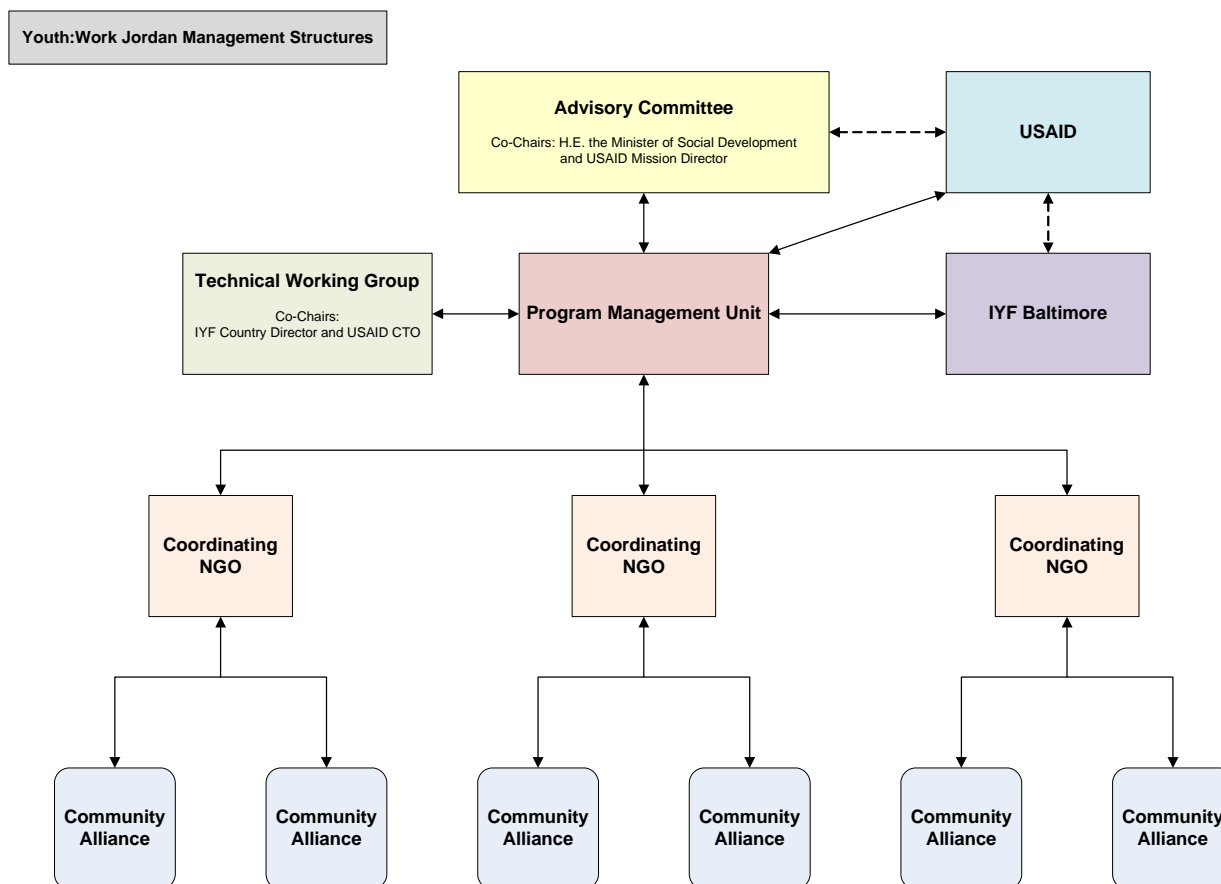
- An overarching **Advisory Committee** composed of prominent representatives from the Jordanian public sector, private companies, and civil society that lends credibility to the effort, sets the overall vision for activities, leverages additional private and public sector support, and is well positioned to expand program successes and advocate for important policy changes.
- A **Project Management Unit (PMU)** that serves as the operational and management hub for all activities and is tasked with marrying the overall vision of the Advisory Committee and USAID/Jordan with the daily project activities in local communities that impact youth. The PMU will link all management tiers of the program, maintaining a constant focus on program quality and minimum standards, rigorous testing and evaluation of program interventions, and creating an enabling environment for long term ownership and sustainability of program success. The PMU also will filter successful practices from the local community level to the Advisory Committee and other stakeholders for maximum replication, expansion and the promotion of policy change.
- A **Technical Working Group (TWG)** that brings together a group of experts across sectors working with youth to advise the PMU as it seeks to build on current activities and proven practice, sets forth minimum standards in critical areas related to youth programming, and supports the design of specific interventions and capacity building programs in disadvantaged communities.
- **Coordination NGOs** responsible for managing the design and implementation of YWJ activities in the disadvantaged communities each to achieve overall YWJ program objectives. Such activities will be guided by Community Action Plans that will be developed by the Coordinating NGOs working with the PMU, with such Plans to be based on the findings of a Rapid Community Appraisal currently being conducted in each target community. With such

Community Action Plans in place, Coordinating NGOs will then work closely with the PMU in all aspects to successfully execute upon these Plans in support of YWJ's four program components.

As they undertake such Plans in local communities targeted by the project, Coordination NGOs will help develop and nurture the creation of Community Based Alliances to support the implementation of activities and the long term sustainability of program interventions. Initially, Coordination NGO grants will be for approximately two years in duration, with the possibility of continuing the grant agreements based on progress made in the first two years of activities.

- A series of **Community Alliances** that include local community representatives from government field directorates, the local private sector, local religious leaders, community-based organizations and most importantly, young people who are the primary drivers of program activities within each community and are positioned to take on long term ownership of program successes.

YWJ Management Chart



Annex C: Illustrative Coordination NGO Budget

Illustrative Budget Category	Annual
1. PERSONNEL FUNCTIONS	
Project Management	
Administrative Support	
Finance	
Monitoring & Evaluation	
Other organizational support, as needed	
<i>Personnel (suggested percentage of total budget, exclusive of sub-grants)</i>	
2. TRAVEL & TRANSPORTATION	
Project Monitoring	
Other project support	
<i>Travel & Transportation</i>	
3. ADMINISTRATION & SUPPLIES	
Portion of rent, utilities, etc.	
Use of org. vehicle	
Communications	
Postage	
Printing/duplicating, etc.	
Office supplies	
Computers	
Furniture (incl. air con, etc.)	
<i>Admin & Supplies</i>	
4. ACTIVITIES	
Events (program launch, awareness raising, etc.)	
Partner capacity building workshops	
Partner meetings	
Publications	
Short-term technical assistance	
Staff training	
Compliance audit (if required by USAID)	
<i>Activities</i>	
Total management-portion of grant	
Sub-grants	
Please indicate the number of sub-grants and total value of sub-grants the budget above is structured to support.	

Annex D

Contact Information Form	
Organization Name	
Organization Address:	
Executive Director – Name:	
Executive Director – Telephone Number:	
Executive Director – Email address:	
Designated Counterpart – Name:	
Designated Counterpart – Telephone Number:	
Designated Counterpart – Email address:	

Attachment 2: Application Administrative Review Checklist

Youth: Work Jordan Project Proposal Administrative review

Application ID #:	
Applicant organization:	
Governorate served:	
Date Application Received:	
Admin Review Conducted By:	

Minimum application requirements:

	YES	NO
Is the technical application 15 pages or less?		
Are the following annexes included with the application packet? <i>Note: These documents are requested on pages 6-7 of the RFA. If more than 2 of the following annexes are missing, the application may be disqualified. Missing annexes are to be requested with a 2 day deadline for submission to IYF's office in Amman.</i>		
1. Completed contact information form		
2. List of current Board of Directors and the organizations they represent		
3. Financial documentation demonstrating minimum financial capacity (e.g., financial statements, balance statements) ¹		
4. Organizational by-laws		
5. Proof of legal registration as a Jordanian Non Governmental Organization		
6. List of existing staff positions and job-titles		
7. Resumes of key-staff positions involved in the program		
8. Organizational organigram (existing and proposed)		

¹ More thorough financial review is conducted during Pre-Award due diligence; special conditions and monitoring procedures are developed based on risk assessment.

Legal eligibility:

Each organization's legal eligibility will be confirmed with information provided in annexes 1 and 2.

	YES	NO
Is the organization included in the US State Department's list of Foreign Terrorist Organizations? ²		
Are any members of the organization's Board of Directors listed on the UN's list of sanctioned individuals? ³ (If yes, please obtain additional information about the board member to determine if it is a false match.) Names to be translated from Arabic into English where appropriate.		
Are any members of the organization's Board of Directors listed on the OFAC and Excluded Parties List System? ⁴ (If yes, please obtain additional information about the board member to determine if it is a false match.)		

In order to be eligible for desk review, "YES" must be checked for no less than 6 items in the first table and "NO" must be checked for all items in the second table.

Administrative Review Outcome. Please circle one:

- Application **eligible** for Desk Review
- Administrative Review **on hold** pending submission of additional documents
- Application **not eligible** for Desk Review

Provide brief explanation if application is *on hold* or *not eligible*:

² State Department (List of Designated Foreign Terrorist Organizations)
<http://www.state.gov/s/ct/rls/other/des/123085.htm>

³ United Nations
www.un.org/Docs/sc/committees/1267/1267ListEng.htm

⁴ OFAC and Excluded Parties List System
www.epls.gov

Attachment 3: Application Evaluation Score Sheet

YOUTH:WORK JORDAN– CNGO APPLICATION EVALUATION SCORING SHEET

Application ID #:	
Applicant organization:	
Governorate served:	
Desk Review Date:	
Desk Review Conducted By:	

Instructions:

Each of the sections below match the evaluation criteria identified in the RFA. The scoring for each section will be completed according to the scoring guide identified under each of the questions. Please provide a brief explanation in the Comment section if you give the maximum score for any criteria; likewise, if you score any criteria “zero,” please provide a brief rationale. The Comment section can also be used to note any issues—good or bad—that we should explore further in the event that the organization is shortlisted for the site visit interview phase of the evaluation.

Criteria		Maximum Score	Score	Comments
1. TECHNICAL UNDERSTANDING AND APPROACH		35		
1a – Technical application is clear, logical, well-conceived and reflects an understanding of relevant youth issues in Jordan		7		
Scoring	Guidelines			
Zero	Application is unclear and does not address youth issues			
1 – 3	Application refers to youth issues in general in Jordan but does not make a connection to the issues being addressed under YWJ program			
4 – 5	Application refers to youth issues specific to the target group and creates a link with the objectives of YWJ			
6 – 7	There is a clear, logical and well-conceived link between the youth issues identified in the project area and the solutions identified in the project application			

Criteria		Maximum Score	Score	Comments
1b – Applicant demonstrates ability to be innovative, capable of effective implementation toward program objections and has presented a feasible approach to achieving program objectives		7		
Scoring	Guidelines			
Zero	No evidence of ability to implement this program			
1 – 3	Implementation methodology identified in the application not based on evidence. Methodology too narrow to accommodate creating linkages and innovative solutions. The illustrative budget provided is generic in nature and is weak in terms of realistically calculating the project costs and keeping a good cost:benefit ratio			
4 – 5	Application identifies objectives and implementation methodology and links them to issues identified in the target group. Approach based on research and evidence, and would likely result in resolving the issues of the target group. Application also identifies the manner in which partners shall be identified and alliances created to achieve the objectives of the project. The application also provides the approach to be adopted for creating community actions plans. There is some need to provide the applicant with additional capacity building with regards to implementation methodology. The illustrative budget is clear and links activities with costs to be incurred			
6 – 7	Clear logical plan, based on best practice and research, and creates strong links with the issues in the target area. The plan may include a reference to an approach to be adopted for the sub-grant making processes, developing community action plans, coordinating with MoSD and M&E. There should be minimal need for IYF to build the organization's capacity, except for providing project specific guidance. The illustrative budget is clear and links costs to be incurred in the project. All major expense areas are mentioned in the budget.			
1c – Applicant demonstrates ability to understand and address important social and community factors that could affect program success		7		
Scoring	Guidelines			
Zero	No evidence of social and community understanding provided			

Criteria		Maximum Score	Score	Comments
1 – 3	Application provides information on important social and community factors which could affect program success but does not link them with the implementation methodology			
4 – 5	Application demonstrates experience and knowledge of important social and community factors, and creates a link through the implementation methodology			
6 – 7	Application identifies social and community factors based on research and experience, and creates a strong link with the implementation methodology identifying challenges and opportunities, which can be used effectively for program success			
1d – Applicant demonstrates ability to partner and coordinate with a broad array of partners to support long-term sustainability and replication of successful programs		7		
Scoring	Guidelines			
Zero	No evidence of ability to build partnerships			
1 – 3	Application provides a general overview towards partnering and coordinating with partner organisations, but does not provide information on past experiences or specific examples			
4 – 5	Applicant provides examples of partnering and coordinating with various partner organizations, but not necessarily from the point of view of creating synergies or a sustainable network or alliance			
6 – 7	Application provides sufficient information on specific examples of partnering with a wide array of partner organisations (community groups, donors, government bodies, private sector) and creating sustainable alliances that result in leveraging resources, knowledge and information			
1e – Applicant demonstrates ability to work and coordinate with Ministry of Social Development		7		
Scoring	Guidelines			
Zero	No information regarding government provided			
1 – 4	Applicant demonstrates experience working with government offices and ministries			
4 –7	Application identifies examples of working with government ministries, with higher scoring if MoSD is named. Applicant also includes an approach for working and coordinating with MoSD			

Criteria		Maximum Score	Score	Comments
2. MANAGEMENT AND STAFFING		25		
2a – Organizational management has a depth of capacity, experience, and education to manage the CNGO program		10		
Scoring	Guidelines			
Zero	No management or staffing information provided			
1 – 3	Applicant demonstrates experience managing small to medium projects, within the range USD 5,000 to 100,000			
4 – 7	Application demonstrates: <ul style="list-style-type: none"> • Management with multiple years of relevant experience • Experience managing large sub-grant programs • Ability to partner with a wide array of organizations • Use of participatory approaches and development of community action plans 			
8 – 10	In addition to items listed above, applicant demonstrates: <ul style="list-style-type: none"> • Experience providing capacity building to partner organizations • A comprehensive management plan for the CNGO program 			
2b – Management demonstrates ability to collaborate and partner with MoSD, IYF and other program partners to achieve program results		5		
Scoring	Guidelines			
Zero	No evidence of ability to collaborate			
1 – 3	Identification of an approach to collaborating with partners			
4 – 5	Identification of an approach and examples of collaboration with partners, particularly in the context of the project			
2c – Organization has sufficient capacity to manage all aspects of program implementation, including sub-grant management		10		
Scoring	Guidelines			
Zero	No evidence of ability to manage sub-grant program			
1 – 4	Application demonstrates ability to implement traditional development programs, including sub-grant management			

Criteria		Maximum Score	Score	Comments
5 – 7	Application identifies an implementation methodology that responds to the needs of YWJ and potential sub-grant partner organisations, and provides some information on the sub-grant process. There will be a need for IYF to provide capacity building to facilitate effective implementation.			
8 - 10	Application identifies an implementation methodology for YWJ with a clear sub-grant making process and capacity building system. The capacity building system takes into account the unique challenges faced by community based organisations in Jordan.			
3. MONITORING, EVALUATION, AND SUSTAINABILITY		20		
3a – Applicant demonstrates ability to establish baselines, indicators, and methodologies for measuring progress		10		
Scoring	Guidelines			
Zero	No mention of baselines or indicators or M&E methodologies			
1 – 5	Application identifies a generic approach for establishing baselines, indicators and methodologies. Program synopses provide evidence of monitoring and evaluation indicators and results			
6 – 10	Application describes an M&E approach that fosters learning and includes indicators that are clearly linked to overall project objectives. The application also provides information on specific examples of monitoring and evaluation work in the past.			
3b – Applicant demonstrates ability to foster long-term sustainability		10		
Scoring	Guidelines			
Zero	No evidence of ability to support long-term sustainability			
1 – 3	Application discusses sustainability in terms of seeking further funding from the government or a donor agency.			
4 – 7	Application discusses sustainability in terms of reaching out to public and private sector partners and securing a range of resources to support follow-on of activities.			

Criteria		Maximum Score	Score	Comments
8 – 10	Application demonstrates experience fostering long-term sustainability by cultivating support from a range of partner and provides tangible strategies to support and expand successful programs.			
4. PAST PERFORMANCE		20		
4a – Applicant shows evidence of past performance developing and implementing similar youth development programs		3		
Scoring	Guidelines			
Zero	No evidence of implementing youth development programs			
1 – 2	Application demonstrates some experience implementing community development programs, with some focus on children and youth			
3	Application demonstrates a depth of experience implementing community-based youth development programs			
4b – Applicant demonstrates experience supporting complex field implementation		4		
Scoring	Guidelines			
Zero	No evidence that complex projects have been supported			
1 – 2	Application demonstrates the organization has received funds from more than one donor and managed projects involving multiple partners			
3 – 4	Application demonstrates the organization manages funding from several donors, including international donors, and has provided capacity building support to implementing partners			
4c – Applicant demonstrates experience monitoring and evaluating sub-grants		3		
Scoring	Guidelines			
Zero	No evidence of overseeing sub-grants programs			
1 – 2	Application provides information on a generic approach applied to monitoring and evaluating project activities, but there are no institutionalized M&E standards			
3	Application provides information on specific examples of monitoring and evaluating sub-grants using institutionalized M&E standards			

Criteria		Maximum Score	Score	Comments
4d – Applicant demonstrates experience building the capacity of local CBOs		6		
Scoring	Guidelines			
Zero	No evidence of ability to provide capacity building			
1 – 3	Applicant demonstrates ability to provide capacity building to smaller organizations on an ad hoc basis.			
4 – 6	Applicant describes a methodology to provide capacity building to CBOs and to measure progress of capacity building efforts			
4e – Applicant demonstrates ability to leverage additional resources to support programs		4		
Scoring	Guidelines			
Zero	No evidence of ability to leverage resources			
1 – 2	Applicant demonstrates some evidence of public and private sector contributions			
3 – 4	Applicant is committed to and successful at strengthening, sustaining, and expanding programs through leveraged resources			
Total Score		100		

Reviewer’s Notes. Please use the space below to provide your feedback on this application. Are there particularly strong or weak aspects of this application that aren’t reflected in the criteria used above? Your comments will be noted if the applicant is shortlisted for the site visit interview phase of the evaluation process. Thank you for being diligent in your review of this application.

Please sign below:

Attachment 4: Pre-award Assessment



Pre-Award Assessment Questionnaire

The purpose of this questionnaire is to determine whether your organization has the minimal procedures in place to fulfill IYF financial and administrative requirements. If possible, this questionnaire is administered in an interview format and responses are recorded by an IYF staff member. If an interview format is not possible, the questionnaire should be completed by a senior staff member within your finance/accounting department. For any question for which the answer is "No," your organization will be required to put an appropriate system in place as a condition in the award (normally future disbursements will be conditional on proof of system development). The necessary steps will be specifically stated within the grant agreement along with a strict timeline for implementation. Based on the responses, we may request additional information.

Organization Name: _____

Respondent (Finance staff member): _____

Title: _____

Certification of Accuracy of Information

I, _____, _____, as a legally authorized representative
Name (Printed or Typed) Title
of _____ do hereby certify that, the information provided in
Organization
this questionnaire is accurate to the best of my knowledge and any intentional falsification could
result in the denial of an award from the International Youth Foundation.

Date prepared: _____



Organizational Capacity

In order to understand the resources that the grantee organization has available to manage funds from IYF, we ask a variety of questions. With this information, we can help you develop and set in place systems as necessary to ensure compliance with our financial and administrative requirements.

What is your current year operating expenditure budget?	
What is your current year projected revenue budget?	
Do the figures above include expenditures that will be covered by the IYF grant?	
Has the organization received US government funds in the past? If so, how much and from which department and how long ago?	
Is the organization familiar with the US Agency for International Development's (USAID) financial and administrative requirements? (only applicable if funds you will receive for the project will be provided by the US Government)	
Please provide us with a copy of your organizational chart. This should show all the staff assigned to financial management of your work.	
Do you use word and/or excel?	
Do you have e-mail? If so, is it on-site?	

Accounting System

In order to properly report on financial expenditures, the grantee organization should have an appropriate accounting system in place. The accounting system must properly segregate and identify the funds from different donors and allow for each expense to be allocated to the appropriate donor.

	Yes	No	Comments
What accounting system do you use?			
How will you identify and report on expenses paid for by funds provided by IYF as opposed to those paid for by other donors?			



Personnel Time Tracking

In order to include personnel in budgets, the grantee should use some type of personnel activity tracking system. This system can be a simple timesheet that shows how staff has allocated their time to a variety of activities and/or funders. With timesheets, the organization can then allocate personnel expenses to different funders appropriately. So that these allocations are accurate, timesheets should track time for all work performed by employees assigned to the IYF project (e.g. not just IYF work). If personnel is assigned to be 100% devoted to the project (100% allocation of time), then timesheets may not be necessary as long as there is sufficient proof of time allocation in contractual documents such as personnel contracts to substantiate the charges to the grant.

Timesheets should:

- Identify the date worked
- Correspond with pay period
- List of all activities paid for by different funders so that appropriate charges can be made to each funder. This list should also include vacation, holidays, and sick leave.
- Show all hours actually worked during each pay period
- Be signed by employee and an approved supervisor

Note: IYF can provide samples if organization does not currently use timesheets.

	Yes	No	Comments
Does your organization use some type of a personnel activity report as described above?			
If so, is the activity report used to charge payroll expense to activities and funders?			

Procurement

Grantees are expected to promote free and open competition to ensure that not only a fair and reasonable price is obtained for goods and services, but that funds are distributed to a larger segment of the community and not to a select few.

Grantees should have written policies and procedures that include:

- Conflict of interest policy
- Procedure for free and open competition to the maximum extent possible
- Procedure for conducting some form of cost or price analysis for items whose cost exceeds an established unit cost and a procedure for maintaining procurement files with appropriate documentation of such analysis. Usually, three different price quotes are sought before purchases are made. If three quotes are not available, the reason for selection and documents explaining the justification for lack of competition should be kept on file.

Note: IYF can provide samples if organization does not have these.

	Yes	No	Comments
Does the grantee have written policies and procedures for procurement?			
Does the grantee have a Conflict of Interest statement?			
Do these policies set forward a procedure for free and open competition as well as require cost analysis for items over an established unit cost?			



Travel

All travel should be clearly identified in the budget. If not, approval from IYF will need to be obtained before travel occurs. Grantees should have policies and procedures with regards to travel. These should include:

- Policies for reimbursement including:
 - Provision for reasonableness - all expenses incurred should be reasonable (e.g. no first class travel, no 5 star hotels)
 - Provision detailing reimbursement methodology – reimbursement for hotels, meals and incidental expenses may be computed based on the following:
 - Actual basis
 - Per diem basis
 - Use of a personal car for business purposes will be reimbursed through a set kilometer rate
- Procedures for reimbursement that require submission of expense reports for each trip. Expense reports should include:
 - the dates of the trip
 - the business purpose for the trip
 - the trip itinerary
 - a description of each expense incurred (type of expense, date incurred, amount, etc).
 - supervisor approval

Note: IYF can provide samples if organization does not have these.

	Yes	No	Comments
Does the organization have written travel policies and procedures?			
Do these policies prohibit first class travel and other unreasonable expenditures?			
Do these policies state how reimbursements will be made – actual expenses or per diem rate? (please note which)			
Does the organization have some type of expense report that includes date of trip, reason for trip, trip itinerary, a description of each expense?			
Does the organization have a standard kilometer rate for personal vehicle usage? If so, what is it?			

Sub-grant Monitoring

If sub-grants will be made as part of project funded by IYF, the grantee should have in place guidelines by which the grants will be monitored. These guidelines should describe how the grantee organization will monitor the following activities of their sub-grantees: programmatic objectives, expenditures and compliance with terms and conditions specified in the agreement with IYF.

Note: If the organization does not have a set of formalized monitoring guidelines in place, a set of questions will be provided, the answers to which will serve as a substitute.

	Yes	No	Comments
Will sub-grants be made through the project to be funded by IYF?			
Does the organization have written guidelines for monitoring these grants?			



Additional questions to be used during the interview as appropriate:

- How does your organization deal with change?
- How are decisions made in your organization (is decision-making centralized or decentralized)?
- How is information shared within your organization?
- How does your organization deal with challenging partners (or challenges with partners)?
- What is your organization's approach to capacity building with partners? (i.e., How do you ensure that partners have the full range of resources required for effective project implementation?)
- What is your organization's approach to file retention (i.e., creating and maintaining documentation)?
- Who will be responsible for preparing and reviewing programmatic, financial, and administrative reports under the grant?

Attachment 5: Capacity Review and Risk Assessment Tool

IYF Capacity Review and Risk Assessment Tool

Organization:	XXXXXX
AR#:	XXXXXX
Date:	XX-XX-XXXX

Evaluation Criteria	0	5	10	Score	Notes
Grant amount - Amount of IYF grant as % of total annual budget	< 15%	15-45%	46-99%	0	
Past performance - Number of prior IYF grants completed with satisfaction	1 or more		none	0	
Annual audited financial statements - available - unqualified opinions	yes		no	0	
Financial health assessment	consistent profits, adequate reserves, adequate working capital	some losses, adequate reserves (URNA), adequate working capital	Pattern of losses for 3 years, insufficient working capital, low reserves/unrestricted net assets	0	
Sub grantee location	Developed world	Mod Developing countries	Underdeveloped countries	0	
Prior knowledge of USAID/donor rules and regs	yes		no	0	
Prior US government funding	yes		no	0	
Financial management systems in place (pre-award assessment)	yes		no	0	
Financial staffing capacity	adequate staff		inadequate staffing	0	
Annual budget (amount)	> 5,000,000	1,000,000-5,000,000	< 1,000,000	0	
TOTAL SCORE				0	

Pre Award Questionnaire Summary	
Annual Budget	\$100,000
Grant amount as a % of total annual budget	6%
Number of Financial Staff	2
Appropriate Accounting System	Yes
Adequate Personnel Time Tracking System	No
Adequate Procurement Policies	No
Adequate Travel Policies	Yes
Adequate Sub-grant monitoring Plan	Yes
Other information	
Grant amount	\$ 500,000.00
Donor	XXX

Risk Assessment Values	
Low	0-30
Medium	31-60
High	61-100

Minimum Recommended Monitoring Procedures			
Grant Amount*	Low	Medium	High**
\$25,000 or more	3,6	2,5	1,4

* Grantee's receiving less than \$25,000 are subject to alternative monitoring and reporting procedures.

** For high risk grantees, implement special conditions as noted below.

Monitoring Procedures	
Disbursements	
Cost reimbursement (Initial 3 month working capital advance & subsequent reimbursement of monthly expenses)	1
Quarterly advances based upon cash flow projection and budget	2
Periodic advances, final payment upon submission of final financial & programmatic report	3
Financial Reporting	
Monthly financial reports	4
Quarterly financial reports	5
Periodic financial reports	6
Other Financial Monitoring	

Special conditions and provisions to be applied on a case by case basis	
Request for detail on certain expenditures	Whenever applicable
Annual IYF audit and site visit	Whenever applicable
Audit at project completion (IYF or outsourced to audit firm)	Whenever applicable
Sub recipient training and ongoing technical assistance	Whenever applicable
Separate bank account	Whenever applicable
Special conditions to improve deficiencies in policies, procedures, systems	Whenever applicable
Off-site monitoring procedures (similar to Extra financial monitoring)	Whenever applicable

Attachment 6: Fiduciary Review Template

FIDUCIARY REVIEW SUMMARY GOVERNANCE, FINANCIAL AND LEGAL REVIEW

Organization Name:

Years reviewed:

Prepared by:

Date:

Governance Analysis

The following remarks were prepared upon review of the entity's organizational documents on XXXXXX. To our knowledge, none of this information has changed.

Organization:

Country of registration:	
Location of headquarters:	
Year the organization was founded/established:	
Year the organization was registered.	
According to the organizing documents, is the entity above a not for profit by our (US) definition?	
Are there subsidiary or support organizations?	
Are subsidiaries/support organizations also not for profit?	

Oversight:

Who (ie. board of directors, trustees etc.) oversees the organization's senior management?	
How many members does the above body contain?	
Other than the founder, are members elected?	
What is their term of service?	
Can members be removed?	
Do managers of the organization have any voting rights on the board?	
Do organizing documents prohibit remuneration of board members or trustees for their service on the board?	

Dissolution:

In the event of dissolution, are remaining assets either returned to donors or transferred to another charitable organization?	
--	--

Legal Analysis

Patriot Act Considerations: None noted. Organization, its board members and Chief Executive below were vetted against the following lists on the date referenced above:

- State Dept: <http://www.state.gov/s/ct/rls/other/des/123085.htm>
- United Nations: www.un.org/Docs/sc/committees/1267/1267ListEng.htm
- OFAC/EPLS: www.epls.gov

Name vetted	UN list	EPLS/OFAC
	Cleared	Cleared
	Cleared	Cleared
	Cleared	Cleared
	Cleared	Cleared
	Cleared	Cleared
	Cleared	Cleared
	Cleared	Cleared
	Cleared	Cleared
XXX organization	Cleared	Cleared

The organization's name does not appear on the State Dept list.

Financial Analysis

The following remarks were prepared upon review of the organizations financial statements. Refer to financial statement review worksheets for financial ratio's and detailed analysis.

Financial health assessment (poor, fair, good):

Unusual items disclosed in audit report:

Concerns:

Recommendation for Additional Follow Up (prior to executing a grant agreement)

Attachment 7: IYF Grant Agreement Template

INSERT DATE HERE

«Org_Primary_Contact_Name»
«Org_Primary_Contact_Title»
«Org_Name»
«Org_Address»

Project ID #: «Request_Reference_Number» (*Please refer to this ID number in all correspondence*)

Dear «Letter_Salutation»:

The International Youth Foundation (IYF) is pleased to award the Grant Agreement described below to the «Org_Name» («Org_Also_Known_As») subject to the following General Conditions:

ARTICLE I. DESCRIPTION OF GRANT AGREEMENT

Grantee:	«Org_Name» «Org_Phones»
Grant Amount:	US «Request_Grant_Amount»
Name of Project:	INSERT THE PROJECT NAME (ie: Entra 21)
Project Purpose:	«Request_Project_Title»
Commencement Date:	«Request_Project_Start_Date»
Termination Date:	«Request_Project_End_Date»
Programmatic Contact:	«Contact_Name_Full»
Title:	«Contact_Title»
Finance Contact:	«Contact_Name_Full»
Title:	«Contact_Title»
IYF Programmatic Contact:	«Request_Staff_Person» «Request_Staff_Title»
E-mail:	INSERT IYF PROGRAM OFFICER E-MAIL
IYF Finance Contact:	INSERT IYF FINANCE OFFICER NAME
Title:	INSERT IYF FINANCE OFFICER TITLE
E-mail:	INSERT IYF FINANCE OFFICER E-MAIL

ARTICLE II. GENERAL CONDITIONS

1. **Purpose.** The funding provided by this Grant Agreement will be used solely for the purposes described in this document and will be accounted for separately in your records. «Org_Also_Known_As» will carry out all program activities as detailed in *Appendix A-Project Description*.
2. **Funding Source.** This agreement is funded via US government funding through an agreement with the US Agency for International Development (USAID), Agreement number ~~XX-XX-XXXX-XX-XX~~, the prime recipient of USG funds. As such, this agreement is made on the condition that funds will be administered under the terms and conditions set forth in the mandatory provisions for U.S. nongovernmental organizations. Approval of expenditures will be contingent upon compliance with the above provisions and applicable cost principles per the Office of Management and Budget (OMB) circular A-122. These provisions have been summarized in *Appendix D—Financial and Administrative Guidelines*. These guidelines have been developed to assist grantee organizations with compliance with USAID provisions. The guidelines are not intended to replace such provisions. Please reference *Appendix E—Mandatory and Standard and Applicable Provisions* and the following websites for the USAID provisions in their entirety:
 - a. Mandatory Standard and Applicable Provisions for Non U.S. Nongovernmental Organizations:
<http://www.usaid.gov/policy/ads/300/303mab.pdf>
 - b. OMB Circular A-122 - Cost Principles for Non-Profit Organizations
<http://www.whitehouse.gov/omb/circulars/a122/a122.html>
 - c. Administration of Assistance Awards to U.S. Non-Governmental Organizations
http://www.access.gpo.gov/nara/cfr/waisidx_07/22cfr226_07.html

This clause must be passed down to all entities conducting activities using funds committed in this agreement. Please see Clause #27—Subgrant provision for more information.

3. **Relationship.** Although the funding for this agreement is provided by USAID, there is no contractual relationship between «Org_Also_Known_As» and USAID. As such, communication on all project-related matters and matters pertaining to the contractual obligations set forth within this agreement must come directly through IYF. For the protection of both IYF and «Org_Also_Known_As», GRANTEE shall not communicate directly with USAID without IYF's written approval. IYF shall have the right to be present during all interactions with USAID.
4. **Order of Precedence.** Should provisions in this agreement conflict with those set forth by USAID, the following order of precedence applies:
 - a. This agreement
 - b. 22CFR226
 - c. Mandatory Standard and Applicable provisions for Non US non-governmental orgs
 - d. Program description found in *Appendix A—Project Description*
5. **Availability of funds.** Disbursement of award funds is contingent upon availability of funds from USAID, satisfactory progress of the project and its continued relevance to USAID strategic objectives. Disbursement of total committed amount is contingent upon USAID's commitment to fund the total estimated costs approved in the IYF cooperative agreement.
6. **Program Monitoring and Reviews.** IYF or USAID may, at its expense, monitor and review the operations under this grant, which may include visits by representatives of IYF to observe «Org_Also_Known_As» procedures, operations and utilization of grant funds and to discuss this grant with «Org_Also_Known_As» personnel.
7. **Accounting Requirements:** Supporting documents consisting of bank statements, bills, invoices, cancelled checks, receipts, etc., and those which document income earned, charges incurred, receipt and

use of goods and services acquired, and costs of the program supplied from other sources under the Grant Agreement, shall be retained by «Org_Also_Known_As» for five years after final disbursement of the Grant Agreement and may be examined by IYF or USAID's auditors, consultants and representatives, on reasonable notice and during regular business hours. In addition, «Org_Also_Known_As» is required to submit organizational audited financial statements annually for the duration of the grant. Additional information related to project expenditures may be requested to fulfill the reporting requirements of USAID.

This clause must be passed down to all entities conducting activities using funds committed in this agreement. Please see Clause #27—Subgrant provision for more information.

8. Budget. The budget for this Grant Agreement is included in *Appendix B-Budget*. Variances above 10% need a detailed explanation and prior written approval from IYF. Exchange gains or losses may require budget modifications. Only costs included in the approved budget and proposal are allowable under this agreement. «Org_Also_Known_As» may only allocate expenditures to this award during the period beginning from the commencement date of the award through the termination date.
9. Reporting. «Org_Also_Known_As» «Org_Also_Known_As» will submit to IYF programmatic and financial reports by the dates and following the instructions outlined in *Appendix C-Reports*. Future disbursements of the grant by IYF will be subject to «Org_Also_Known_As»'s timely submission of these reports and will be payable within 30 days of IYF's receipt of said report provided.
10. Program income. Unless otherwise noted in the special conditions to this award, any program income earned through activities funded in this award shall be considered additional funds and shall only be used for activities specified in this agreement.
11. Payment: The first payment, consisting of an amount equivalent to the quarterly average of projected expenditures of year one, will be made upon receipt by IYF of this Agreement and the attached certifications found in *Appendix F—Certifications* duly executed by an authorized officer of «Org_Also_Known_As», a quarterly cash flow projection for the first three months of the grant period and specific instructions on how to remit the monies (i.e. name, address and bank account number to which the funds should be disbursed). Subsequent payments will be made within 30 days of receipt of signed monthly financial reports and other requirements as found in the schedule in *Appendix C-Reports*. IYF will reimburse «Org_Also_Known_As» for all approved expenditures incurred during the period reported. IYF will continue to reimburse expenditures until all grant funds have been disbursed. Unless this agreement is modified, IYF is not obligated to advance more than the amount committed in USD. Any funds not disbursed at the end of the grant period may result in a reduction in the total grant commitment. Payment will be sent by wire transfer.
12. Amendments. «Org_Also_Known_As» will obtain prior written approval for any changes to this grant agreement. If changes are made without IYF's prior approval, IYF reserves the right to disallow the change. Changes to the agreement include but are not limited to project description as defined in *Appendix A—Project Description*, project terms as defined in *Article 1. Description of Grant* and budget variances as described in *Article II. Paragraph 8*.
13. Unexpended Funds. Any portion of the Grant agreement uncommitted or unexpended at the completion of the project or at the termination date of this Grant agreement, shall be repaid to IYF within thirty (30) days, unless IYF shall, in writing, otherwise authorize.
14. Intellectual Property. IYF shall own all rights, title, ownership, and interest (including all copyrights, publication and display rights, and all rights of electronic communication and transmission) of any kind in all works prepared and delivered by either IYF or «Org_Also_Known_As» under this Agreement. In

addition, USAID reserve the right to use for its purposes all works prepared and delivered under this Agreement.

IYF hereby grants «Org_Also_Known_As» a thirty-year, non-exclusive, royalty free and paid-up right license to use this work in the country where «Org_Also_Known_As» is located, provided that the use is for not-for-profit, non-commercial activities and in support of IYF's and «Org_Also_Known_As»'s charitable purposes, and that IYF is acknowledged as owner of the works.

«Org_Also_Known_As» shall own all works created by «Org_Also_Known_As» prior to the agreement with IYF, but used for the purposes of this project. If such material is repackaged with program funds for the use of this project, «Org_Also_Known_As» retains ownership. However, IYF and USAID shall be acknowledged as funders of the repackaged material and «Org_Also_Known_As» shall grant IYF a thirty-year, non-exclusive, worldwide, royalty free and paid-up right and license to use the work. This clause shall survive termination of this Agreement.

This clause must be passed down to all entities conducting activities using funds committed in this agreement. Please see Clause #27—Subgrant provision for more information.

15. Branding and Marking. «Org_Also_Known_As» will follow the USAID Branding Strategy and Marking Plan as outlined in *Appendix D—Administrative and Financial Guidelines*. GRANTEE shall report on compliance with this requirement in programmatic reports as outlined in *Appendix C—Reports*. Failure to comply with these guidelines may result in disallowed costs. The approved USAID and marking and branding plan is hereby incorporated by reference. IYF will forward the marking plan to the grantee.

This clause must be passed down to all entities conducting activities using funds committed in this agreement. Please see Clause #27—Subgrant provision for more information.

16. Charitable Purposes. The Grantee represents that use of agreement funds will at all times be wholly consistent with the purposes outlined in this Grant Agreement and its Appendices and that no funds will be used for lobbying, political activity, private benefit or in any way inconsistent with IYF's purposes and legal duties as a US tax-exempt organization. Any use of funds inconsistent with these purposes or IYF's tax-exempt purposes or duties may result in IYF's delay or termination of further disbursements of Grant Agreement funds.
17. Dissolution of Grantee - Cancellation of the Project. If the Grantee dissolves or the project is cancelled for any reason, all assets, including Grant Agreement funds, interest and property, held by the Grantee at the time of such dissolution or cancellation, attributable or identifiable as having been provided by IYF, or purchased with Grant Agreement funds, shall be returned to IYF in a manner and form to be prescribed by IYF and to the extent permissible under local law.
18. Termination of Agreement. Except for the provisions relating to Intellectual Property, which shall survive termination, this Agreement shall terminate upon the fulfillment by the respective parties of all grant payment, grant use, and reporting requirements hereunder. However, after entering into this Agreement, it is possible that circumstances will arise which will persuade IYF that this Grant Agreement should be earlier terminated. If that should happen, IYF acknowledges that «Org_Also_Known_As», nevertheless, would then be entitled to full reimbursement for eligible approved expenses connected with the Grant Agreement and already paid by «Org_Also_Known_As» or for which it became legally responsible before notification of IYF's decision. Accordingly, IYF may, at any time, cancel the unpaid portion of this Grant Agreement by notice to «Org_Also_Known_As». Within thirty (30) days of such notice, «Org_Also_Known_As» shall furnish, in writing, a complete list of such expenses, and IYF thereupon shall pay to «Org_Also_Known_As» an amount equal to the total of those expenses it determines to be reasonable expenses connected with the Grant Agreement and

adequately documented. Upon making such payment, IYF shall have no further obligation to «Org_Also_Known_As», its officers, agents or representatives, and «Org_Also_Known_As» shall thereby release IYF, its officers, agents and representatives from any liability. Furthermore, all assets, held by «Org_Also_Known_As», attributable or identifiable as having been provided by IYF, or purchased with Agreement funds, shall be returned to IYF in a manner and form to be prescribed by IYF and to the extent permissible under local law.

Should «Org_Also_Known_As» terminate the Agreement, «Org_Also_Known_As» acknowledges that IYF retains the right to refuse reimbursement of any outstanding expenses. Within thirty (30) days of such notice, «Org_Also_Known_As» shall furnish, in writing, a complete list of any un-reimbursed expenses. IYF shall review and pay those expenses it determines to be reasonable expenses connected with the Agreement and adequately documented. Upon making such payment, IYF shall have no further obligation to «Org_Also_Known_As», its officers, agents or representatives, and «Org_Also_Known_As» shall thereby release IYF, its officers, agents and representatives from any liability. Furthermore, all assets, held by «Org_Also_Known_As», attributable or identifiable as having been provided by IYF, or purchased with Agreement funds, shall be returned to IYF in a manner and form to be prescribed by IYF and to the extent permissible under local law.

19. Notices. Notices under this Agreement shall be in writing and shall be deemed to be given when delivered, or mailed by registered or certified mail, or faxed to the addresses or fax numbers provided on the first page of this Agreement.
20. No Agency. Nothing herein shall be construed to constitute an agency relationship between the parties, and neither IYF nor the Grantee shall become bound by any representation, act, or omission of the other not contained in this Agreement or its subsequent amendment.
21. Reciprocal Indemnification. Each entity remains solely responsible and liable for its respective claims, debts, obligations, and liabilities. Each entity hereby agrees to indemnify and hold harmless the other party with respect to any loss, claim, liability, or cost defending the same (including reasonable attorney fees and expenses), arising because of the action or inaction of the other entity.
22. Warrant of Corporate Authority. Both parties hereby warrant that the respective governing boards of IYF and the Grantee have by proper procedure, at a duly convened board meeting, given authority for this Agreement, which authority is not in violation of respective organizational authority, other contracts and documents.
23. Integrated Agreement. This Agreement constitutes the entire understanding and agreement between IYF and the Grantee with respect to its subject matter and may only be amended or modified by a written agreement signed by both parties.
24. Conflict Resolution. All disputes arising out of or in connection with this Agreement and its attachments that cannot be resolved privately between the parties shall be finally settled under the Rules of Arbitration of the American Arbitration Association by one or more arbitrators appointed in accordance with said Rules. The parties understand that these methods shall be the sole remedy for any controversy or claim arising out of this Agreement and expressly waive their right to file a lawsuit or claim against one another for such disputes, except (1) to enforce an arbitration decision, or (2) in the event of actual or threatened violation of the provisions hereunder related to intellectual property, to obtain a temporary restraining order or other injunctive relief to compel compliance with or prevent breach of such provisions, or to prevent or minimize irreparable harm to IYF. All actions submitted to arbitration shall be brought within 12 months of occurrence or discovery, or shall be forever waived.
25. Governing Law. This Agreement will be governed by the laws of the State of Maryland, United States of America.

26. US Law. «Org_Also_Known_As» is reminded that US law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism and/or drug trafficking. It is the legal responsibility of «Org_Also_Known_As» to ensure compliance with these laws. In particular, to ensure compliance with Executive Order 13224 and the USA Patriot Act which prohibit such funding, «Org_Also_Known_As» shall vet any individuals or organizations (and their board members) receiving funds from this agreement. These lists can be found at the following websites:
- a. <http://www.state.gov/s/ct/rls/other/des/123085.htm>
 - b. www.un.org/Docs/sc/committees/1267/1267ListEng.htm
 - c. www.epls.gov

This clause must be passed down to all entities conducting activities using funds committed in this agreement. Please see Clause #27—Subgrant provision for more information.

27. Subgrant provisions. Certain provisions within this agreement must be passed down to all lower tier subgrantees in accordance with US government requirements. These provisions include clause #2, #7, #14, #15, and #26. Flow down of provisions may require the amending of «Org_Also_Known_As»'s subagreement templates. IYF or its donors may request copies of all lower tier subagreements to ensure compliance with this provision.

ARTICLE III. SPECIAL CONDITIONS

ADD OTHER SPECIAL CONDITIONS AS NEEDED. SPECIAL CONDITIONS SHOULD ONLY BE USED IF THE PAYMENT IS CONTINGENT ON RECEIVING SOMETHING SPECIFIC, FOR EXAMPLE OVERDUE REPORTS FROM ANOTHER GRANT, TRAVEL POLICY, SUB-MONITORING PLAN, OR REQUIREMENTS BASED ON THE RISK ASSESSMENT.

The foregoing Grant Agreement was executed by IYF at Baltimore, Maryland United States of America.
International Youth Foundation

By: _____ Date: _____

Name: William S. Reese
Title: Chief Executive Officer

GRANTEE ACCEPTANCE

The Grantee accepts the above-described document on the terms and conditions set forth in the foregoing Grant Agreement, and agrees to perform its responsibilities under it.

«Org_Name»

By: _____ Date: _____

Name: «Contact_Name_Full»
Title: «Contact_Title»

APPENDIX A – PROJECT DESCRIPTION

**INSERT
FINAL PROPOSAL
OR
PROJECT DESCRIPTION**

APPENDIX B - BUDGET

INSERT PICTURE OF EXCEL DOCUMENT

APPENDIX C - REPORTS

A. Schedule

Date of Submission	Type of Report	Notes
---------------------------	-----------------------	--------------

«Request_Payment_Requirements_Table»

«Request_Grant_Requirements_Table»

B. Description of the Different Types of Reports

Financial Reports:

Must be prepared on the Financial Report Form template which will be provided electronically , and must be certified correct by an authorized staff member of the Sub-recipient. Instructions for completing the financial report form will be included in the electronic template. For all purposes, the budget refers to the one included in *Appendix B—Budget*.

In the Financial Reports, expenses should be reported in local currency using a consistent accounting basis (cash or accrual), throughout this Grant Agreement.

The Financial Report requires reporting on actual funds received. Instructions for completing the Financial Report Form will be included in the electronic template.

Inventory Reports:

As a recipient of USAID funds, IYF is required to obtain a complete inventory list of remaining equipment and supplies at the termination of this Agreement. Detailed instructions on how to complete the inventory list are indicated in *Attachment 1 to Appendix C-Reports*. The Inventory report template will be sent electronically.

USAID Reporting of Foreign Taxes:

Per US government regulations, USAID requires that all organizations receiving USAID funds report on the Value Added Tax (VAT) assessed by governments foreign to the United States. Guidelines on how to complete the Reporting of Foreign Taxes report are included in *Attachment 2 to Appendix C-Reports*. This report will have no impact on the funding or programmatic delivery of this agreement. VAT reports are to be submitted annually for the previous fiscal year.

Programmatic Reports:

Instructions and templates for program report will be provided electronically. All program reports should incorporate the following:

Marking and Branding

To ensure compliance with marking and branding guidelines, programmatic reports should include a section on compliance with marking and branding guidelines. This section should include:

1. Any material to be produced for this project must be approved prior to its production and distribution. Please describe any materials produced for this project during this reporting period. If materials were produced, please provide 5copies to IYF.
2. Will any material be produced in the upcoming reporting period? If so, please submit it for approval.

ATTACHMENT 1 TO APPENDIX C – REPORTS INSTRUCTIONS FOR COMPLETING THE INVENTORY REPORT FORM

The following data fields must be inputted within the form for all remaining inventory at the end of the agreement.

- Item number – Number in sequence of inventory list
- Description – Brief description of item (computer, chairs, desk, etc.)
- Model Number – Model number listed on equipment (if applicable)
- Serial Number – Serial number listed on equipment (if applicable)
- Vendor – Name of supplier of equipment.
- Source – Country designation of vendor (e.g. U.S.)
- Quantity – Number of units of that item
- Condition – Rate as either Poor, Fair, Good, or Excellent
- Actively Used – Item is still being used for the project. (Yes/No)
- Cost per Unit (USD) – Cost in U.S. dollars
- Federal Cost Share per Unit – Amount of unit cost funded by subaward.
- Total Cost (USD) – Units x Cost per Unit
- Acquisition Date – Date of purchase of equipment
- Location of Equipment – Where equipment is housed and used (e.g. Mindanao schoolhouse)
- Disposition Date – Date when equipment is disposed of by organization (if applicable)
- Date of Inspection – Date when equipment was last inspected for condition
- Inspected by – Initials or name of inspector

ATTACHMENT 2 TO APPENDIX C – REPORTS
INSTRUCTIONS FOR COMPLETING THE VAT REPORT FORM

- A. Reports are to be submitted annually for the 01 October through 30 September fiscal year. The report, containing cumulative information for the 12 months ended 30 September, should be received by 15 January of the next year and the final report due date.
- B. Contents of Report. The reports must contain:
- a. Grantee/recipient name
 - b. Grant number
 - c. 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 fiscal year of 01 October through 30 September.
 - d. Only foreign taxes assessed by the foreign government in the country receiving U.S. assistance are to be reported. Foreign taxes by a third party foreign government are not to be reported. For example, if an assistance program for 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).
 - e. Any reimbursements received by the Recipient during the period in (c.) regardless of when the foreign tax was assessed plus any reimbursements on the taxes reported in (c.) received by the recipient through 30 September.
 - f. Reports are required even if the Grantee/recipient did not pay any taxes during the report period.
 - g. Cumulative reports may be provided if the Grantee/recipient is implementing more than one program in a foreign country.
- C. Definitions. For purposes of this clause:
- a. "Commodity" means any material, article, supply, goods, or equipment.
 - b. "Foreign government" includes any governmental entity other than the United States.
 - c. "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. Sub-agreements. The Grantee must include this reporting requirement in all applicable subcontracts, sub-grants and other sub-agreements funded by USAID.
- E. For further information contact IYF.

APPENDIX D-ADMINISTRATIVE AND FINANCIAL GUIDELINES

The following financial and administrative guidelines have been provided in order to assist Grantees in compliance with the terms of the Grant Agreement and provisions mandated by USAID. These guidelines are not intended to replace those provisions set forth by USAID. Please reference the following websites for the USAID provisions in their entirety:

- Mandatory Standard and Applicable Provisions for Non U.S. Nongovernmental Organizations:
<http://www.usaid.gov/policy/ads/300/303mab.pdf>
- OMB Circular A-122 - Cost Principles for Non-Profit Organizations
<http://www.whitehouse.gov/omb/circulars/a122/a122.html>
- Administration of Assistance Awards to U.S. Non-Governmental Organizations
http://www.access.gpo.gov/nara/cfr/waisidx_07/22cfr226_07.html

Financial Systems

In order to comply with the policies and procedures of the funders that have made this grant possible (through IYF), the Grantee will:

- Maintain Books/documents of accounts with:
 - General Ledger
 - Cash Receipts / Disbursement Journal
 - Payroll Journal
 - Accounts Payable Journal
 - Fixed Assets Schedule
 - Accounts Receivable Journal (for accrual accounting only)
- Maintain bookkeeping entries up to date at all times. Books should be closed each month.
- Maintain cash records up to date so that current bank balances are known.
- Follow procedures that allow for the allocation of expenses to projects/funds/donors.
- Maintain accounting records that identify receipts and payments from different donors.
- Keep all funds in a separate bank account to the degree possible.
- Submit copies of all receipts related to expenditures and keep originals on file and available on demand.
- Submit an annual financial audit report issued by an external auditor or annual report submitted to the government.

Personnel Activity Records

All personnel costs must be supported by some type of a personnel activity report (a timesheet). Grantee should have written policies establishing how they will maintain records of the staff's time spent on different activities. These should be clearly communicated to the staff.

Personnel activity records (timesheets) should, at minimum:

- Identify the date worked
- List of all activities paid for by different funders so that appropriate charges can be made to each funder. This list should also include vacation, holidays, and sick leave.
- Show all hours actually worked during each pay period
- Be signed by employee
- Be signed by an approved supervisor at the end of each pay period (monthly at minimum)

Procurement

All procurement under an IYF Grant Agreement should be consistent with that accepted in the budget. If any procurement of goods or services falls outside that agreed upon in the budget, prior approval from IYF is required.

IYF expects all Grantees to promote free and open competition to ensure that not only is a fair and reasonable price obtained, but that funds are distributed to a larger segment of the community and not to a select few.

The following policies should be in place for the procurement of any goods or services over US\$1,000:

- Written standards of conduct for procurement (including a conflict of interest statement)
- Established written policies and procedures for procurement. Should include:
 - Purchase order system
 - Open bidding process requiring at minimum three bids
- Keep the appropriate documentation to demonstrate that free and open competition has been ensured and that reasonable prices have been sought
- If for some reason, open competition is not feasible, documentation explaining the justification for lack of competition should be kept on file.

Specific Cost Allowability

Allowable costs are those that are deemed ordinary and necessary to carry out the activities budgeted for in the project, incurred specifically for the award and included in the approved budget per this agreement.

The following costs are deemed **unallowable** and will not be approved for reimbursement under this Grant Agreement:

- Alcoholic beverages
- Entertainment costs
- Goods for personal use
- Political advocacy and lobbying
- Bad debts
- Fines and penalties
- Contingency provisions
- Organization and incorporation fees
- Investment management costs

The following costs **require special approval** from IYF:

- Capital expenditures
- First Class/Business Class Travel & Accommodations
- Automobiles
- Equipment with a fair market value (FMV) over USD \$5000.00
- Foreign travel
- Overtime pay

Approval of the above will have been met under either of the following conditions: Costs have been specifically identified in the budget and narrative or specific approval has been provided by IYF in writing

Travel

All travel to be paid for with IYF funds, should be clearly identified in the budget. Approval of the budget provides implicit approval of the travel. Written approval from IYF must be obtained for travel not included in the budget.

For all foreign travel (outside own country), every attempt must be made to travel on US carriers if available. Lower cost is not an acceptable reason for using a non-U.S. carrier. In all cases when a non U.S.

carrier is used, a written statement explaining why service by a U.S. flag carrier was unavailable must be prepared and attached to the current period financial report.¹

The Grantee must have policies and procedures in place that provide guidance to the staff when planning travel and requesting reimbursement.

Policies and procedures should include:

- Policies for reimbursement
 - Expenses incurred should be reasonable (e.g. no first class travel, no 5 star hotels)
 - Expenses will be reimbursed in their totality unless a per diem policy is utilized and expenses exceed per diem rates.
 - A kilometer rate for use of a personal car for business purposes should be established
- Procedures for reimbursement - An expense report must be submitted. It should include:
 - Travel Authorization with Prior Approval
 - The trip itinerary
 - A description of each expense incurred (type of expense, date incurred, amount, etc).
 - Approval by the appropriate supervisor

Furniture and Equipment

If agreement funds are used to purchase furniture and equipment, a detailed inventory of items should be maintained. The inventory should contain the following information:

- Description
- Model Number (if applicable)
- Serial Number (if applicable)
- Vendor
- Quantity
- Condition
- Usage Status
- Cost per Unit (USD)
- Federal Cost Share per Unit
- Total Cost (USD) (for multiple units)
- Acquisition Date
- Location of Equipment
- Disposition Date (if applicable)
- Date of Inspection
- Inspector signature or initials

A physical inventory count should be performed at least once a year.

Sub-grants

Sub-grants under this Grant Agreement should include at minimum by reference the mandatory standard and applicable provisions stipulated by USAID as defined in the introduction of this document and Article III – Special Conditions. Grantee must demonstrate that it has the following:

- Adequate internal controls
- Ability to comply with terms and conditions of this agreement
- Compliance with applicable laws and regulations
- Financial management systems capable of reporting against budget categories per the agreement
- Adequate security over Grant Agreement resources

Cost Sharing

Cost sharing is defined as the portion of the Grantee's program expenditures paid for by the Grantee or

¹ Only applicable to USAID/federally funded expenditures

provided to the Grantee via third party in-kind contributions. Cost sharing contributions, if applicable, must meet the following criteria:

- Verifiable from records
- Not included as contributions to other U.S. government funded programs
- Necessary for proper accomplishment of program objectives
- Not paid for by U.S. government funds

Non-cash, otherwise referred to as third party in-kind, contributions must be reported at their fair market value at the date of acquisition. Please contact IYF's finance department for further information regarding substantiation/documentation of these contributions.

Leverage

Leverage is defined as cash or in-kind contributions of non-USAID funds that the Grantees shall bring into the program in order to achieve the intended goals. These contributions may include resources that third-parties may bring to the program without necessarily providing them to the Grantee. These contributions are not subject to the criteria listed above for cost share but are obligations that the Grantees has committed in order to achieve goals and objectives of the program.

Publications and Media Releases

If publications, videos or other information and/or media products are financed with federal funds under this award, USAID shall be prominently acknowledged with the USAID logo and the following statement:

"This [publication, video or other information/media product (specify)] was made possible through support provided by the Office of _ (specify USAID office, bureau, or mission) _____, Bureau for _____, U.S. Agency for International Development, under the terms of Award No. _____. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development."

One electronic and two hard copies of the published works must be submitted to IYF within 30 days of issue.

Branding and Marking

USAID has instituted marking and branding rules which require cooperative agreement recipients to give credit to USAID for funding their respective project. Please see 22 CFR 226.91 (http://edocket.access.gpo.gov/cfr_2007/aprqrtr/pdf/22cfr226.91.pdf) for more information.

Please see Clause #15 in Article II General Conditions for specific compliance requirements.

As a recipient of USAID funds under this project, Grantee is responsible for implementing the approved marking and branding plan. In order to do so, Grantee must obtain prior approval from IYF before producing any project related materials. Prior approval consists of submitting each item and obtaining written consent from IYF prior to publishing or printing. If items are not approved, the cost associated with the production and the use of these items will be disallowed. Furthermore, grantee must provide evidence of compliance through programmatic reports (*see Appendix C – Reports*). Please contact the IYF Programmatic Contact Person indicated in Article I Description of Grant Agreement to obtain assistance with marking and branding. IYF will provide the necessary logos and other information on marking/branding you will need in order to comply with the USAID requirements.

APPENDIX E-MANDATORY STANDARD PROVISIONS

Mandatory Standard Provisions For Non-U.S., Nongovernmental Recipients

A Mandatory Reference for ADS Chapter 303

Note to IYF grantee: These provisions were originally written as requirements for direct recipients of USAID funding, but they also apply to your organization as a recipient of USAID funding through IYF. In your case, the donor is IYF rather than USAID, thus any reference to USAID should be substituted with IYF.

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I. MANDATORY STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL RECIPIENTS

1. ALLOWABLE COSTS (OCTOBER 1998)

a. The recipient shall be reimbursed for costs incurred in carrying out the purposes of this award which are determined by the Agreement Officer to be reasonable, allocable, and allowable in accordance with the terms of this award and the applicable* cost principles in effect on the date of this award. The recipient may obtain a copy from the Agreement Officer. Brief definitions of what may be considered as reasonable, allocable, and allowable costs are provided below, however, it is the recipient's responsibility to ensure that costs incurred are in accordance with the applicable set of Cost Principles.

(1) Reasonable. Shall mean those costs which are generally recognized as ordinary and necessary and would be incurred by a prudent person in the conduct of normal business.

(2) Allocable Costs. Shall mean those costs which are incurred specifically for the award.

(3) Allowable Costs. Shall mean those costs which conform to any limitations in the award.

b. Prior to incurring a questionable or unique cost, the recipient shall obtain the Agreement Officer's written determination on whether the cost will be allowable.

c. It is USAID policy that no funds shall be paid as profit or fee to a recipient under this agreement or any subrecipient. This restriction does not apply to contractual relationships under this agreement.

[END OF PROVISION]

2. ACCOUNTING, AUDIT, AND RECORDS (OCTOBER 1998)

a. The recipient shall maintain financial records, supporting documents, statistical records and all other records pertinent to the award in accordance with generally accepted accounting principles formally prescribed by the U.S., the cooperating country, or the International Accounting Standards Committee (an affiliate of the International Federation of Accountants) to sufficiently substantiate charges to this award. Accounting records that are supported by documentation will as a minimum be adequate to show all costs incurred under the award, receipt, and use of goods and services acquired under the award, the costs of the program supplied from other sources, and the overall progress of the program. Unless otherwise notified, the recipient records and subrecipient records which pertain to this award shall be retained for a period of three years from the date of submission of the final expenditure report and may be audited by USAID and/or its representatives.

b. Foreign for-profit and non-profit organizations that expend \$300,000 or more per their fiscal year in "USAID awards", i.e. as recipients or subrecipients of USAID grants or cooperative agreements, or as cost reimbursable subcontractors of USAID grants or cooperative agreements, shall have an annual audit conducted in accordance with the "Guidelines for Financial Audits Contracted by Foreign Recipients" issued by the USAID Inspector General.

c. Foreign for-profit and non-profit organizations expending less than \$300,000 per their fiscal year under USAID cost-reimbursable contracts, grants, cooperative agreements, or agreements with host governments shall be exempt from the above financial audit requirements, but are subject to the requirement to make records available upon request for review by USAID officials or their designees.

d. USAID shall retain the right to conduct a financial review, require an audit, or otherwise ensure adequate accountability of organizations expending USAID funds regardless of the audit requirement.

e. Foreign organizations that provide USAID resources to other organizations to carry out the USAID program and activities shall be responsible for monitoring their subcontractors or subgrantees. Allowable costs for limited scope subrecipient audits charged to USAID funds shall be limited to one or more of the following types of compliance requirements: activities allowed or unallowed; allowable costs/cost principles; eligibility; matching, level of effort; earmarking; and reporting.

f. The audit report shall be submitted to USAID within 30 days after completion of the audit; the audit shall be completed, and the report submitted, not later than 9 months after the close of the recipient's fiscal year. The USAID Inspector General will review this report to determine whether it complies with the audit requirements of this award. No audit costs may be charged to this award if audits have not been made in accordance with the terms of this provision. In cases of continued inability or unwillingness to have an audit performed in accordance with the terms of this provision, USAID will consider appropriate sanctions which may include suspension of all or a percentage of disbursements until the audit is satisfactorily completed.

g. This provision in its entirety shall be incorporated into all subawards with non-U.S. organizations which meet the \$300,000 threshold as described at paragraph (b) of this Provision. Subawards to non-U.S. organizations which are for more than \$10,000 but do not meet the \$300,000 threshold shall at a minimum incorporate paragraph (d) of this Provision. Subawards of grants and cooperative agreements made to U.S. organizations shall state that the U.S. organization is subject to the audit requirements contained in OMB Circular A-133.

[END OF PROVISION]

3. PAYMENT ADVANCES AND REFUNDS (OCTOBER 1998)

a. Recipients shall maintain advances of USAID funds in interest bearing accounts, unless:

(1) the recipient receives less than \$120,000 in U.S. Government awards per year;

(2) the best reasonably available interest bearing account would not be expected to earn interest in excess of \$250 per year on U.S. Government cash balances; or

(3) the depository would require an average or minimum balance so high that it would not be practical to maintain the advance in an interest bearing account.

b. Interest earned on advances will be remitted to USAID. However, the recipient may retain up to \$250 of interest earnings per account per year, for administrative expenses.

c. At the time the award expires or is terminated, the following types of funds shall immediately revert to USAID:

«Org_Name» - «Request_Reference_Number»

(1) USAID has obligated funds to the award, but has not disbursed them to the recipient; or

(2) USAID has advanced funds to the recipient, but the recipient has not expended them.

Notwithstanding (c) (1) and (2) above, funds which the recipient has obligated in legally binding transactions applicable to this award will not revert to USAID.

d. USAID reserves the right to require refund by the recipient of any amount which the recipient did not spend in accordance with the terms and conditions of this award. In the event that a final audit has not been performed prior to the closeout of this award, USAID retains the right to a refund until all claims which may result from the final audit have been resolved between USAID and the recipient.

[END OF PROVISION]

4. REVISION OF AWARD BUDGET (OCTOBER 1998)

a. The approved award budget is the financial expression of the recipient's program as approved during the award process.

b. The recipient is required to report deviations from budget and program plans, and request prior approvals from the Agreement Officer for any of the following reasons:

(1) To change the scope or the objectives of the project and/or revise the funding allocated among project objectives.

(2) To change a key person where specified in the award, or allow a 25% reduction in time devoted to the project.

(3) Additional funding is needed.

(4) Where indirect costs have been authorized, the recipient plans to transfer funds budgeted for indirect costs to absorb increases in direct costs or vice versa.

(5) The inclusion of costs that require prior approval in accordance with the applicable set of Cost Principles.

(6) The transfer of funds allotted for training allowances (direct payment to trainees) to other categories of expense.

(7) The recipient intends to contract or subaward any of the work under this award, and such contracts or subawards were not included in the approved award budget.

c. If specified in the Schedule of the award, the recipient may be further restricted from transferring funds among cost categories. Such a restriction would require the recipient to get the prior approval of the Agreement Officer before making budget shifts which expect to exceed 10% of the total budget.

d. USAID is under no obligation to reimburse the recipient for costs incurred in excess of the total amount obligated under the award. If the total obligated amount under the award has been increased, the Agreement Officer will notify the recipient in writing of the increase and specify the new total obligated award amount.

[END OF PROVISION]

5. TERMINATION AND SUSPENSION (OCTOBER 1998)

a. The Agreement Officer may terminate this award at any time, in whole or in part, upon written notice to the recipient, whenever it is determined that the recipient has materially failed to comply with the terms and conditions of the award.

b. This award may be terminated at any time, in whole or in part, by the Agreement Officer with the consent of the recipient. Both parties shall agree upon termination conditions, including the effective date and, in the case of partial terminations, the portion of the award to be terminated. The agreement to terminate shall be set forth in a letter from the Agreement Officer to the recipient.

c. This award may be terminated at any time in whole or in part by the recipient upon sending written notification to the Agreement Officer with the following information: the reasons for the termination, the effective date, and, in the case of a partial termination, the portion to be terminated. However, if USAID determines in the case of partial termination that the reduced or modified portion of the award will not accomplish the purposes for which the award was made, USAID may terminate the award in its entirety in accordance with paragraphs (a) or (b) above.

d. If at any time USAID determines that continuation of all or part of the funding for a program should be suspended or terminated because such assistance would not be in the national interest of the United States or would be in violation of an applicable law, then USAID may, following notice to the recipient, suspend or terminate this award in whole or part and prohibit the recipient from incurring additional obligations chargeable to this award other than those costs specified in the notice of suspension during the period of suspension. If the situation causing the suspension continues for 60 days or more, then USAID may terminate this award on written notice to the recipient and cancel that portion of this award which has not been disbursed or irrevocably committed to third parties.

e. Termination and Suspension Procedures. Upon receipt of and in accordance with a termination notice as specified above, the recipient shall take immediate action to minimize all expenditures and obligations financed by this award and shall cancel such unliquidated obligations whenever possible. Except as provided below, the recipient shall not incur costs after the effective date of termination. The recipient shall within 30 calendar days after the effective date of such termination repay to the U.S. Government all unexpended USAID funds which are not otherwise obligated by a legally binding transaction applicable to this award. Should the funds paid by USAID to the recipient prior to the effective date of the termination of this award be insufficient to cover the recipient's obligations in the legally binding transaction, the recipient may submit to the Government within 90 calendar days after the effective date of such termination a written claim covering such obligations. The Agreement Officer shall determine the amount(s) to be paid by USAID to the recipient under such claim in accordance with the applicable Cost Principles.

This provision must be included in all subagreements.

[END OF PROVISION]

6. DISPUTES (OCTOBER 1998)

a. Any dispute under this award shall be decided by the USAID Agreement Officer. The Agreement Officer shall furnish the recipient a written copy of the decision.

b. Decisions of the USAID Agreement Officer shall be final unless, within 30 days of receipt of the decision of the Agreement Officer, the recipient appeals the decision to USAID's Assistance Executive. Any appeal made under this provision shall be in writing and addressed to the Assistance Executive, U.S. Agency for International Development, Office of Procurement, 1300 Pennsylvania Ave, N.W., Washington, D.C. 20523. A copy of the appeal shall be concurrently furnished to the Agreement Officer.

c. In order to facilitate review on the record by the Assistance Executive, the recipient shall be given an opportunity to submit written evidence in support of its appeal. No hearing will be provided.

d. A decision under this provision by the Assistance Executive shall be final.

[END OF PROVISION]

7. INELIGIBLE COUNTRIES (MAY 1986)

Unless otherwise approved by the USAID Agreement Officer, funds will only be expended for assistance to countries eligible for assistance under the Foreign Assistance Act of 1961, as amended, or under acts appropriating funds for foreign assistance.

[END OF PROVISION]

8. DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS (JANUARY 2004)

a. The recipient agrees to notify the Agreement Officer immediately upon learning that it or any of its principals:

(1) Are presently excluded or disqualified from covered transactions by any Federal department or agency;

(2) Have been convicted within the preceding three-years period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, receiving stolen property, making false claims, or obstruction of justice; commission of any other offense indicating a lack of business integrity or business honesty that seriously and directly affects your present responsibility;

(3) Are presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1)(b); and

(4) Have had one or more public transactions (Federal, State, or local) terminated for cause or default within the preceding three years.

b. The recipient agrees that, unless authorized by the Agreement Officer, it will not knowingly enter into any subagreements or contracts under this grant with a person or entity that is included on the Excluded Parties List System (<http://epls.arnet.gov>). The recipient further agrees to include the following provision in any subagreements or contracts entered into under this award:

DEBARMENT, SUSPENSION, INELIGIBILITY, AND VOLUNTARY EXCLUSION (DECEMBER 2003)

The recipient/contractor certifies that neither it nor its principals is presently excluded or disqualified from participation in this transaction by any Federal department or agency.

c. The policies and procedures applicable to debarment, suspension, and ineligibility under USAID-financed transactions are set forth in 22 CFR Part 208.

[END OF PROVISION]

9. DRUG-FREE WORKPLACE (JANUARY 2004)

a. The recipient agrees that it will publish a drug-free workplace statement and provide a copy to each employee who will be engaged in the performance of any Federal award. The statement must

(1) Tell the employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in its workplace;

(2) Specify the actions the recipient will take against employees for violating that prohibition; and

(3) Let each employee know that, as a condition of employment under any award, he or she

(i) Must abide by the terms of the statement, and

(ii) Must notify you in writing if he or she is convicted for a violation of a criminal drug statute occurring in the workplace, and must do so no more than five calendar days after the conviction.

b. The recipient agrees that it will establish an ongoing drug-free awareness program to inform employees about

(i) The dangers of drug abuse in the workplace;

(ii) Your policy of maintaining a drug-free workplace;

(iii) Any available drug counseling, rehabilitation and employee assistance programs; and

(iv) The penalties that you may impose upon them for drug abuse violations occurring in the workplace.

c. Without the Agreement Officer's expressed written approval, the policy statement and program must be in place as soon as possible, no later than the 30 days after the effective date of this award, or the completion date of this award, whichever occurs first.

d. The recipient agrees to immediately notify the Agreement Officer if an employee is convicted of a drug violation in the workplace. The notification must be in writing, identify the employee's position title, the number of each award on which the employee worked. The notification must be sent to the Agreement Officer within ten calendar days after the recipient learns of the conviction.

e. Within 30 calendar days of learning about an employee's conviction, the recipient must either

(1) Take appropriate personnel action against the employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973 (29 USC 794), as amended, or

(2) Require the employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for these purposes by a Federal, State or local health, law enforcement, or other appropriate agency.

f. The policies and procedures applicable to violations of these requirements are set forth in 22 CFR Part 210.

[END OF PROVISION]

10. NONLIABILITY (NOVEMBER 1985)

USAID does not assume liability for any third party claims for damages arising out of this award.

[END OF PROVISION]

11. AMENDMENT (OCTOBER 1998)

The award may be amended by formal modifications to the basic award document or by means of an exchange of letters or forms between the Agreement Officer and an appropriate official of the recipient.

[END OF PROVISION]

12. NOTICES (OCTOBER 1998)

Any notice given by USAID or the recipient shall be sufficient only if in writing and delivered in person or mailed as follows:

To the USAID Agreement Officer and Cognizant Technical Officer, at the addresses specified in the award. To recipient, at recipient's address shown in the award or to such other address designated within the award. Notices shall be effective when delivered in accordance with this provision, or on effective date of the notice, whichever is later.

[END OF PROVISION]

13. METRIC SYSTEM OF MEASUREMENT (AUGUST 1992)

Wherever measurements are required or authorized, they shall be made, computed, and recorded in metric system units of measurement, unless otherwise authorized by the Agreement Officer in writing when it has found that such usage is impractical or is likely to cause U.S. firms to experience significant inefficiencies or the loss of markets. Where the metric system is not the predominant standard for a particular application, measurements may be expressed in both the metric and the traditional equivalent units, provided the metric units are listed first.

[END OF PROVISION]

14. EQUAL PROTECTION OF THE LAWS FOR FAITH-BASED AND COMMUNITY ORGANIZATIONS (FEBRUARY 2004)

a. The recipient may not discriminate against any beneficiary or potential beneficiary under this award on the basis of religion or religious belief. Accordingly, in providing services supported in whole or in part by this agreement or in its outreach activities related to such services, the recipient may not discriminate against current or prospective program beneficiaries on the basis of religion, a religious belief, a refusal to hold a religious belief, or a refusal to actively participate in a religious practice;

b. The Federal Government must implement Federal programs in accordance with the Establishment Clause and the Free Exercise Clause of the First Amendment to the Constitution. Therefore, if the recipient engages in inherently religious activities, such as worship, religious instruction, and proselytization, it must offer those services at a different time or location from any programs or services directly funded by this award, and participation by beneficiaries in any such inherently religious activities must be voluntary.

c. If the recipient makes subawards under this agreement, faith-based organizations should be eligible to participate on the same basis as other organizations, and should not be discriminated against on the basis of their religious character or affiliation.

[END OF PROVISION]

15. IMPLEMENTATION OF E.O. 13224 -- EXECUTIVE ORDER ON TERRORIST FINANCING (MARCH 2002)

The Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all contracts/subawards issued under this agreement

[END OF PROVISION]

16. MARKING UNDER USAID-FUNDED ASSISTANCE INSTRUMENTS (DECEMBER 2005)

(a) Definitions

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

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

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

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

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

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

Technical Assistance means the provision of funds, goods, services, or other foreign assistance, such as loan guarantees or food for work, to developing countries and other USAID recipients, and through such recipients to subrecipients, in direct support of a development objective – as opposed to the internal management of the foreign assistance program.

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

(b) Marking of Program Deliverables

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

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

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

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

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

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

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

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

(9) Subrecipients. To ensure that the marking requirements “flow down” to subrecipients of subawards, recipients of USAID funded grants and cooperative agreements or other assistance awards will include the USAID-approved marking provision in any USAID funded subaward, as follows:

“As a condition of receipt of this subaward, marking with the USAID Identity of a size and prominence equivalent to or greater than the recipient's, subrecipient's, other donor's or third party's is required. In the event the recipient chooses not to require marking with its own identity or logo by the subrecipient, USAID may, at its discretion, require marking by the subrecipient with the USAID Identity.”

(10) Any ‘public communications’, as defined in 22 C.F.R. 226.2, funded by USAID, in which the content has not been approved by USAID, must contain the following disclaimer:

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

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

(c) Implementation of marking requirements.

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

(2) When the grant or cooperative agreement does not contain an approved Marking Plan, the recipient will propose and submit a plan for implementing the requirements of this provision within [Agreement Officer fill-in] days after the effective date of this provision. The plan will include:

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

- (ii) the type of marking and what materials the applicant uses to mark the program deliverables with the USAID Identity,
 - (iii) when in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking,
- (3) The recipient may request program deliverables not be marked with the USAID Identity by identifying the program deliverables and providing a rationale for not marking these program deliverables. Program deliverables may be exempted from USAID marking requirements when:
- (i) USAID marking requirements would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials;
 - (ii) USAID marking requirements would diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent;
 - (iii) USAID marking requirements would undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as “by” or “from” a cooperating country ministry or government official;
 - (iv) USAID marking requirements would impair the functionality of an item;
 - (v) USAID marking requirements would incur substantial costs or be impractical;
 - (vi) USAID marking requirements would offend local cultural or social norms, or be considered inappropriate;
 - (vii) USAID marking requirements would conflict with international law.
- (4) The proposed plan for implementing the requirements of this provision, including any proposed exemptions, will be negotiated within the time specified by the Agreement Officer after receipt of the proposed plan. Failure to negotiate an approved plan with the time specified by the Agreement Officer may be considered as noncompliance with the requirements of this provision.

(d) Waivers.

- (1) The recipient may request a waiver of the Marking Plan or of the marking requirements of this provision, in whole or in part, for each program, project, activity, public communication or commodity, or, in exceptional circumstances, for a region or country, when USAID required marking would pose compelling political, safety, or security concerns, or when marking would have an adverse impact in the cooperating country. The recipient will submit the request through the Cognizant Technical Officer. The Principal Officer is responsible for approvals or disapprovals of waiver requests.
- (2) The request will describe the compelling political, safety, security concerns, or adverse impact that require a waiver, detail the circumstances and rationale for the waiver, detail the specific requirements to be waived, the specific portion of the Marking Plan to be waived, or specific marking to be waived, and include a description of how program materials will be marked (if at all) if the USAID Identity is removed. The request should also provide a rationale for any use of recipient’s own identity/logo or that of a third party on materials that will be subject to the waiver.
- (3) Approved waivers are not limited in duration but are subject to Principal Officer review at any time, due to changed circumstances.
- (4) Approved waivers “flow down” to recipients of subawards unless specified otherwise. The waiver may also include the removal of USAID markings already affixed, if circumstances warrant.
- (5) Determinations regarding waiver requests are subject to appeal to the Principal Officer’s cognizant Assistant Administrator. The recipient may appeal by submitting a written request to reconsider the Principal Officer’s waiver determination to the cognizant Assistant Administrator.

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

[END OF PROVISION]

17. VOLUNTARY POPULATION PLANNING ACTIVITIES – MANDATORY REQUIREMENTS (MAY 2006)

Requirements for Voluntary Sterilization Programs

- (1) None of the funds made available under this award shall be used to pay for the performance of involuntary sterilization as a method of family planning or to coerce or provide any financial incentive to any individual to practice sterilization.

Prohibition on Abortion-Related Activities:

- (1) No funds made available under this award will be used to finance, support, or be attributed to the following activities: (i) procurement or distribution of equipment intended to be used for the purpose of inducing abortions as a method of family planning; (ii) special fees or incentives to any person to coerce or motivate them to have abortions; (iii) payments to persons to perform abortions or to solicit persons to undergo abortions; (iv) information, education, training, or communication programs that seek to promote abortion as a method of family planning; and (v) lobbying for or against abortion. The term “motivate”, as it relates to family planning assistance, shall not be construed to prohibit the provision, consistent with local law, of information or counseling about all pregnancy options.
- (2) No funds made available under this award will be used to pay for any biomedical research which relates, in whole or in part, to methods of, or the performance of, abortions or involuntary sterilizations as a means of family planning. Epidemiologic or descriptive research to assess the incidence, extent or consequences of abortions is not precluded.

[END OF PROVISION]

[END OF MANDATORY PROVISIONS]

Required As Applicable Standard Provisions For

Non-U.S., Nongovernmental Recipients

The following standard provisions are required to be used when applicable. Applicability statements are contained in the parenthetical statement preceding the standard provision. When a standard provision is determined to be applicable in accordance with the applicability statement, the use of such standard provision is mandatory unless a deviation has been approved in accordance with ADS Chapter 303.3.4. **EACH AWARD IS REQUIRED TO HAVE A PAYMENT PROVISION².**

II. REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR NON-U.S., NONGOVERNMENTAL RECIPIENTS

1. (RESERVED)

2. (RESERVED)

3. INTERNATIONAL AIR TRAVEL AND TRANSPORTATION (JUNE 1999)

APPLICABILITY: This provision is applicable when costs for international travel or transportation will be funded by USAID. This provision is not applicable if the recipient is providing for travel with private funds as part of a cost-sharing requirement, or with Program Income generated under the award.

INTERNATIONAL AIR TRAVEL AND TRANSPORTATION (JUNE 1999)

a. PRIOR BUDGET APPROVAL

In accordance with OMB Cost Principles, direct charges for foreign travel costs are allowable only when each foreign trip has received prior budget approval. Such approval will be deemed to have been met when:

- (1) the trip is identified. Identification is accomplished by providing the following information: the number of trips, the number of individuals per trip, and the destination country(s).
- (2) the information noted at (a)(1) above is incorporated in: the proposal, the program description or schedule of the award, the annual implementation plan (initial or revisions), or amendments to the award; and
- (3) the costs related to the travel are incorporated in the approved budget of the award.

The Agreement Officer may approve travel which has not been incorporated in writing as required by paragraph (a)(2). In such case, a copy of the Agreement Officer's approval must be included in the agreement file.

b. NOTIFICATION

- (1) As long as prior budget approval has been met in accordance with paragraph (a) above, a separate Notification will not be necessary unless:

- (i) the primary purpose of the trip is to work with USAID Mission personnel, or
- (ii) the recipient expects significant administrative or substantive programmatic support from the Mission.

Neither the USAID Mission nor the Embassy will require Country Clearance of employees or contractors of USAID Recipients.

- (2) Where notification is required in accordance with paragraph (1)(i) or (ii) above, the recipient will observe the following standards:

- (i) Send a written notice to the USAID Cognizant Technical Officer in the Mission. If the recipient's primary point of contact is a Technical Officer in USAID/W, the recipient may send the notice to that person. It will be the responsibility of the USAID/W Cognizant Technical Officer to forward the notice to the field.
- (ii) The notice should be sent as far in advance as possible, but at least 14 calendar days in advance of the proposed travel. This notice may be sent by fax or e-mail. The recipient should retain proof that notification was made.
- (iii) The notification shall contain the following information: the award number, the cognizant Technical Officer, the traveler's name (if known), date of arrival, and the purpose of the trip.
- (iv) The USAID Mission will respond only if travel has been denied. It will be the responsibility of the Cognizant Technical Officer in the Mission to contact the recipient within 5 working days of having received the notice if the travel is denied. If the recipient has not received a response within the time frame, the recipient will be considered to have met these standards for notification, and may travel.
- (v) If a subrecipient is required to issue a Notification, as per this section, the subrecipient may contact the USAID Cognizant Technical Officer directly, or the prime may contact USAID on the subrecipient's behalf.

c. SECURITY ISSUES

Recipients are encouraged to obtain the latest Department of State Travel Advisory Notices before traveling. These Notices are available to the general public and may be obtained directly from the State Department, or via Internet.

Where security is a concern in a specific region, recipients may choose to notify the US Embassy of their presence when they have entered the country. This may be especially important for long-term posting.

d. USE OF U.S.-OWNED LOCAL CURRENCY

Travel to certain countries shall, at USAID's option, be funded from U.S.-owned local currency. When USAID intends to exercise this option, USAID will either issue a U.S. Government S.F. 1169, Transportation Request (GTR) which the grantee may exchange for tickets, or issue the tickets directly. Use of such U.S.-owned currencies will constitute a dollar charge to this grant.

² Please reference General Condition #11 "Payment" in the IYF grant agreement

e. THE FLY AMERICA ACT

The Fly America Act (49 U.S.C. 40118) requires that all air travel and shipments under this award must be made on U.S. flag air carriers to the extent service by such carriers is available. The Administrator of General Services Administration (GSA) is authorized to issue regulations for purposes of implementation. Those regulations may be found at 41 CFR part 301, and are hereby incorporated by reference into this award.

f. COST PRINCIPLES

The recipient will be reimbursed for travel and the reasonable cost of subsistence, post differentials, and other allowances paid to employees in international travel status in accordance with the recipient's applicable cost principles and established policies and practices which are uniformly applied to federally financed and other activities of the recipient.

If the recipient does not have written established policies regarding travel costs, the standard for determining the reasonableness of reimbursement for overseas allowance will be the Standardized Regulations (Government Civililians, Foreign Areas), published by the U.S. Department of State, as from time to time amended. The most current subsistence, post differentials, and other allowances may be obtained from the Agreement Officer.

g. SUBAWARDS

This provision will be included in all subawards and contracts which require international air travel and transportation under this award.

[END OF PROVISION]

4. (RESERVED)

5. PROCUREMENT OF GOODS AND SERVICES (OCTOBER 1998)

APPLICABILITY: This provision is applicable when the procurement element of an award is over \$10,000.

PROCUREMENT OF GOODS AND SERVICES (OCTOBER 1998)

The recipient may use its own procurement policies and practices for the procurement of goods and services under this award, provided they conform to all of USAID's requirements listed below and the standard provision entitled "USAID Eligibility Rules For Goods and Services".

a. General Requirements:

(1) The recipient shall maintain a written code or standards of conduct that shall govern the performance of its employees engaged in the awarding and administration of contracts. No employee, officer, or agent shall participate in the selection, award, or administration of a contract supported by Federal funds if a real or apparent conflict of interest would be involved. Such conflict would arise when the employee, officer or agent, or any member of the employee's immediate family, the employee's partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected for an award. The officers, employees, and agents of the recipient shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subagreements. However, recipients may set standards for situations in which the financial interest is not substantial or the gift is an unsolicited item of nominal value. The standards of conduct shall provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the recipient.

(2) All procurement transactions shall be conducted in a manner to provide, to the maximum extent practical, open and free competition. The recipient shall be alert to organizational conflicts of interest as well as noncompetitive practices among contractors that may restrict or eliminate competition or otherwise restrain trade. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, invitations for bids, and/or requests for proposals shall be excluded from competing for such procurements. Contracts shall be made to the offeror whose offer is responsive to the solicitation and is most advantageous to the recipient, price, quality, and other factors considered. Solicitations shall clearly establish all requirements that the bidder or offeror shall fulfill in order to be evaluated by the recipient. Any and all offers may be rejected when it is in the recipient's interest to do so.

(3) All recipients shall establish written procurement procedures. These procedures shall provide, at a minimum, that:

(i) Recipients avoid purchasing unnecessary items,

(ii) Where appropriate, an analysis is made of lease and purchase alternatives to determine which would be the most economical and practical procurement, and

(iii) Solicitations for goods and services provide for all of the following:

(A) A clear and accurate description of the technical requirements for the material, product or service to be procured. In competitive procurements, such a description shall not contain features which unduly restrict competition.

(B) Requirements which the bidder/offeror must fulfill and all other factors to be used in evaluating bids or proposals.

(C) A description, whenever practicable, of technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards.

(D) The specific features of "brand name or equal" descriptions that bidders are required to meet when such items are included in the solicitation.

(E) The acceptance, to the extent practicable and economically feasible, of products and services dimensioned in the metric system of measurement.

(F) Preference, to the extent practicable and economically feasible, for products and services that conserve natural resources and protect the environment and are energy efficient.

(iv) Positive efforts shall be made by the recipients to utilize U.S. small business, minority owned firms, and women's business enterprises, whenever possible. Recipients of USAID awards shall take all of the following steps to further this goal:

(A) Make information on forthcoming opportunities available and arrange time frames for purchases and contracts to encourage and facilitate participation by small businesses, minority-owned firms, and women's business enterprises. To permit USAID, in accordance with the small business provisions of the Foreign Assistance Act of 1961, as amended, to give United States small business firms an opportunity to participate in supplying commodities and services procured under the award, the recipient shall to the maximum extent possible provide the following information to the

Office of Small and Disadvantaged Business Utilization (OSDBU/MRC), USAID, Washington, D.C. 20523, at least 45 days prior to placing any order or contract in excess of \$100,000:

- (a) Brief general description and quantity of goods or services;
- (b) Closing date for receiving quotations, proposals, or bids; and
- (c) Address where solicitations or specifications can be obtained.

(B) Consider in the contract process whether firms competing for larger contracts intend to subcontract with small businesses, minority-owned firms, and women's business enterprises.

(C) Encourage contracting with consortiums of small businesses, minority-owned firms, and women's business enterprises when a contract is too large for one of these firms to handle individually.

(D) Use the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Department of Commerce's Minority Business Development Agency in the solicitation and utilization of small businesses, minority-owned firms, and women's business enterprises.

(v) The type of procurement instruments used, (e.g. fixed price contracts, cost reimbursable contracts, purchase orders, incentive contracts), shall be determined by the recipient but shall be appropriate for the particular procurement and for promoting the best interest of the program or project involved. The "cost-plus-a-percentage-of-cost" or "percentage of construction cost" methods of contracting shall not be used.

(vi) Contracts shall be made only with responsible contractors who possess the potential ability to perform successfully under the terms and conditions of the proposed procurement. Consideration shall be given to such matters as contractor integrity, record of past performance, financial and technical resources, or accessibility to other necessary resources. Contracts shall not be made with firms or individuals whose name appears on the "Lists of Parties Excluded from Federal Procurement and Nonprocurement Programs." USAID will provide the grantee with copy of this list upon request.

(vii) Recipients shall, on request, make available for USAID, pre-award review and procurement documents, such as request for proposals or invitations for bids, independent cost estimates, etc., when any of the following conditions apply:

(A) A recipient's procurement procedures or operation fails to comply with the procurement standards in this part, and

(B) The procurement is expected to exceed \$10,000.

(viii) The recipient shall document some form of price or cost analysis in its procurement files in connection with every procurement action. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, and market prices, together with discounts. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability, and allowability.

(ix) Procurement records and files for purchases in excess of the recipient's own small purchase threshold shall include the following at a minimum:

(A) Basis for contractor selection;

(B) Justification for lack of competition when competitive bids or offers are not obtained, and;

(C) Basis for award cost or price.

(x) A system for contract administration shall be maintained to ensure contractor conformance with terms, conditions, and specifications of the contract and to ensure adequate and timely follow up of all purchases. Recipients shall evaluate contractor performance and document, as appropriate, whether contractors have met the terms, conditions, and specifications of the contract.

b. The recipient shall include, in addition to provisions to define a sound and complete contract, the following provisions in all contracts. The following provisions shall also be applied to subcontracts.

(1) Contracts in excess of \$10,000 shall contain contractual provisions or conditions that allow for administrative, contractual, or legal remedies in instances in which a contractor violates or breaches the contract terms, and provide for such remedial actions as may be appropriate.

(2) All contracts in excess of \$10,000 shall contain suitable provisions for termination by the recipient, including the manner by which termination will be effected and the basis for settlement. In addition, such contracts shall describe conditions under which the contract may be terminated for default as well as conditions where the contract may be terminated because of circumstances beyond the control of the contractor.

(3) All negotiated contracts (except those for less than the recipient's small purchase threshold) awarded by the recipient shall include a provision to the effect that the recipient, USAID, the Comptroller General of the United States, or any of their duly authorized representatives, shall have access to any books, documents, papers, and records of the contractor which are directly pertinent to the specific program for the purpose of making audits, examinations, excerpts and transcriptions.

(4) In all contracts for construction or facility improvement awarded for more than \$100,000, the recipient shall observe generally accepted bonding requirements.

(5) Contracts, the principal purpose of which is to create, develop, or improve products, processes, or methods; or for exploration into fields that directly concern public health, safety, or welfare; or contracts in the fields of science or technology in which there has been little significant experience outside of work funded by the U.S. Government, shall contain a notice to the effect that matters regarding rights to inventions, intellectual property, and materials generated under the contract are subject to the regulations included in these grant provisions. The contractor shall be advised as to the source of additional information regarding these matters.

[END OF PROVISION]

6. USAID ELIGIBILITY RULES FOR GOODS AND SERVICES (SEPTEMBER 1998)

APPLICABILITY: This provision is applicable when the costs for goods or services will be paid for with USAID funds. This provision is not applicable if the recipient is providing for the goods or services with private funds as part of a cost-sharing requirement, or with Program Income generated under the award.

USAID ELIGIBILITY RULES FOR GOODS AND SERVICES (SEPTEMBER 1998)

a. Ineligible and Restricted Goods and Services: USAID's policies on ineligible and restricted goods and services are contained in ADS Chapter 312. (See ADS 312)

(1) Ineligible Goods and Services. Under no circumstances shall the recipient procure any of the following under this award:

- (i) Military equipment,
- (ii) Surveillance equipment,
- (iii) Commodities and services for support of police or other law enforcement activities,
- (iv) Abortion equipment and services,
- (v) Luxury goods and gambling equipment, or
- (vi) Weather modification equipment.

(2) Ineligible Suppliers. Funds provided under this award shall not be used to procure any goods or services furnished by any firm or individual whose name appears on the "Lists of Parties Excluded from Federal Procurement and Nonprocurement Programs." USAID will provide the recipient with this list upon request.

(3) Restricted Goods. The recipient shall not procure any of the following goods and services without the prior approval of the Agreement Officer:

- (i) Agricultural commodities,
- (ii) Motor vehicles,
- (iii) Pharmaceuticals,
- (iv) Pesticides,
- (v) Used equipment,
- (vi) U.S. Government-owned excess property, or
- (vii) Fertilizer.

Prior approval will be deemed to have been met when:

- (i) The item is of U.S. source/origin;
- (ii) The item has been identified and incorporated in the program description or schedule of the award (initial or revisions), or amendments to the award; and
- (iii) The costs related to the item are incorporated in the approved budget of the award.

Where the item has not been incorporated into the award as described above, a separate written authorization from the Agreement Officer must be provided before the item is procured.

b. Source, Origin, and Nationality: The eligibility rules for goods and services based on source, origin, and nationality are divided into two categories. One applies when the total procurement element during the life of the award is over \$250,000 and the other applies when the total procurement element during the life of the award is not over \$250,000, or the award is funded under the Development Fund for Africa (DFA) regardless of the amount. The total procurement element includes procurement of all goods (e.g. equipment, materials, supplies) and services. Guidance on the eligibility of specific goods or services may be obtained from the Agreement Officer. USAID policies and definitions on source, origin and nationality are contained in 22 CFR 228, Rules on Source, Origin and Nationality for Commodities and Services Financed by the Agency for International Development, which is incorporated into this Award in its entirety. A copy will be provided upon request.

(1) For DFA funded awards or when the total procurement element during the life of the award is valued at \$250,000 or less, the following rules apply:

(i) The authorized source for procurement of all goods and services to be reimbursed under the award is USAID Geographic Code 935, "Special Free World," and such goods and services must meet the source, origin and nationality requirements set forth in 22 CFR 228 in accordance with the following order of preference:

- (A) The United States (USAID Geographic Code 000),
- (B) The Cooperating Country,
- (C) USAID Geographic Code 941, and
- (D) USAID Geographic Code 935.

(ii) Application of Order of Preference: When the recipient procures goods and services from other than U.S. sources, under the order of preference in paragraph (b)(1)(i) above, the recipient shall document its files to justify each such instance. The documentation shall set forth the circumstances surrounding the procurement and shall be based on one or more of the following reasons, which will be set forth in the recipient's documentation:

- (A) The procurement was of an emergency nature, which would not allow for the delay attendant to soliciting U.S. sources,
- (B) The price differential for procurement from U.S. sources exceeded by 50% or more the delivered price from the non-U.S. source,
- (C) Compelling local political considerations precluded consideration of U.S. sources,
- (D) The goods or services were not available from U.S. sources, or

(E) Procurement of locally available goods and services, as opposed to procurement of U.S. goods and services, would best promote the objectives of the Foreign Assistance program under the award.

(2) When the total procurement element exceeds \$250,000, (unless funded by DFA), the following applies: Except as may be specifically approved or directed in advance by the Agreement Officer, all goods and services financed with U.S. dollars, which will be reimbursed under this award must meet the source, (including origin) and nationality requirements set forth in 22 CFR 228 for the authorized geographic code specified in the schedule of this award. If none is specified, the authorized source is Code 000, the United States.

c. Printed or Audio-Visual Teaching Materials: If the effective use of printed or audio-visual teaching materials depends upon their being in the local language and if such materials are intended for technical assistance projects or activities financed by USAID in whole or in part and if other funds including U.S.-owned or U.S.-controlled local currencies are not readily available to finance the procurement of such materials, local language versions may be procured from the following sources in order of preference:

(1) The United States (USAID Geographic Code 000),

(2) The Cooperating Country,

(3) "Selected Free World" countries (USAID Geographic Code 941),

(4) "Special Free World" countries (USAID Geographic Code 899).

d. If USAID determines that the recipient has procured any of these specific restricted goods under this award without the prior written authorization of the Agreement Officer, and has received payment for such purposes, the Agreement Officer may require the recipient to refund the entire amount of the purchase.

e. This provision will be included in all subagreements which include procurement of goods or services which total over \$5,000.

[END OF PROVISION]

7. SUBAGREEMENTS (OCTOBER 1998)

APPLICABILITY: This provision is applicable when subgrants or cooperative agreements are financed under the award.)

SUBAGREEMENTS (OCTOBER 1998)

a. Subawards shall be made only with responsible recipients who possess the potential ability to perform successfully under the terms and conditions of a proposed agreement. Consideration shall be given to such matters as integrity, record of past performance, financial and technical resources, or accessibility to other necessary resources. Awards shall not be made to firms or individuals whose name appears on the "Lists of Parties Excluded from Federal Procurement and Nonprocurement Programs." USAID will provide the grantee with a copy of this list upon request.

b. All subagreements shall at a minimum contain provisions to define a sound and complete agreement in addition to those that are specifically required by any other provisions in this award. Whenever a provision within this award is required to be inserted in a subagreement, the recipient shall insert a statement in the subagreement that in all instances where USAID is mentioned, the recipient's name will be substituted. If subagreements are being made to U.S. organizations, a suggested subaward format incorporating 22 CFR 226 and Standard Provisions will be provided.

[END OF PROVISION]

8. LOCAL PROCUREMENT (OCTOBER 1998)

APPLICABILITY: This provision is applicable when goods or services are procured under the award.

LOCAL PROCUREMENT (OCTOBER 1998)

a. Financing local procurement involves the use of appropriated funds to finance the procurement of goods and services supplied by local businesses, dealers, or producers, with payment normally being in the currency of the cooperating country. Regardless of which source, origin, and nationality rules in paragraph (b) of the Provision entitled "USAID Eligibility Rules for Goods and Services" apply, these rules may be followed for local procurement. Rules on Ineligible and Restricted goods continue to apply.

b. Locally financed procurements must be covered by source and nationality waivers as set forth in 22 CFR 228, Subpart F, except as provided for in the Standard Provision "USAID Eligibility Rules for Goods and Services," or when one of the following exceptions applies:

(1) Locally available commodities of U.S. origin, which are otherwise eligible for financing, if the value of the transaction is estimated not to exceed \$100,000 exclusive of transportation costs.

(2) Commodities of geographic code 935 origin if the value of the transaction does not exceed the local currency equivalent of \$5,000.

(3) Professional services contracts estimated not to exceed \$250,000.

(4) Construction services contracts estimated not to exceed \$5,000,000.

(5) Commodities and services available only in the local economy (no specific per transaction value applies to this category). This category includes the following items:

(i) Utilities including fuel for heating and cooking, waste disposal and trash collection;

(ii) Communications - telephone, telex, fax, postal and courier services;

(iii) Rental costs for housing and office space;

(iv) Petroleum, oils and lubricants for operating vehicles and equipment;

(v) Newspapers, periodicals and books published in the cooperating country;

(vi) Other commodities and services and related expenses that, by their nature or as a practical matter, can only be acquired, performed, or incurred in the cooperating country, e.g., vehicle maintenance, hotel accommodations, etc.

c. The coverage on ineligible and restricted goods and services in the standard provision entitled, "USAID Eligibility Rules for Goods and Services," also apply to local procurement.

d. This provision will be included in all subagreements where local procurement of goods or services will be financed with USAID funds.

[END OF PROVISION]

9. (RESERVED)

10. PUBLICATIONS AND MEDIA RELEASES (MARCH 2006)

APPLICABILITY: This provision is applicable when publications are financed under the award.

PUBLICATIONS AND MEDIA RELEASES (MARCH 2006)

a. The recipient shall provide the USAID Cognizant Technical Officer one copy of all published works developed under the award with lists of other written work produced under the award. In addition, the recipient shall submit final documents in electronic format unless no electronic version exists at the following address:

Online (preferred):

<http://www.dec.org/submit.cfm>

Mailing address:

Document Acquisitions

USAID Development Experience Clearinghouse (DEC)

8403 Colesville Road Suite 210

Silver Spring, MD 20910-6368

Contract Information

Telephone (301) 562-0641

Fax (301) 588-7787

E-mail: docsu@dec.cdi.org

Electronic documents must consist of only one electronic file that comprises the complete and final equivalent of a hard copy. They may be submitted online (preferred); on 3.5" diskettes, a Zip disk, CD-R, or by e-mail. Electronic documents should be in PDF (Portable Document Format). Submission in other formats is acceptable but discouraged.

Each document submitted should contain essential bibliographic elements, such as 1) descriptive title; 2) author(s) name; 3) award number; 4) sponsoring USAID office; 5) strategic objective; and 6) date of publication;

b. In the event award funds are used to underwrite the cost of publishing, in lieu of the publisher assuming this cost as is the normal practice, any profits or royalties up to the amount of such cost shall be credited to the award unless the schedule of the award has identified the profits or royalties as program income.

c. Except as otherwise provided in the terms and conditions of the award, the author or the recipient is free to copyright any books, publications, or other copyrightable materials developed in the course of or under this award, but USAID reserves a royalty-free nonexclusive and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use the work for Government purposes.

[END OF PROVISION]

11. (RESERVED)

13. PARTICIPANT TRAINING (OCTOBER 1998)

APPLICABILITY: This provision is applicable when any participant training is financed under the award.

PARTICIPANT TRAINING (OCTOBER 1998)

a. Definitions: A participant is any non-U.S. individual being trained under this award outside of that individual's home country.

b. Application of ADS Chapter 253: Participant training under this award shall comply with the policies established in ADS Chapter 253, Participant Training (including TrainNet requirements), except to the extent that specific exceptions to ADS 253 have been provided in this award with the concurrence of the Global Bureau's Center for Human Capacity Development. (See ADS 253) (ADS 253 may be obtained by submitting a request to the Agreement Officer.)

c. Orientation: In addition to the mandatory requirements in ADS 253, recipients are strongly encouraged to provide, in collaboration with the Mission training officer, predeparture orientation and orientation in Washington at the Washington International Center. The latter orientation program also provides the opportunity to arrange for home hospitality in Washington and elsewhere in the U.S. through liaison with the National Council for International Visitors (NCIV). If the Washington orientation is determined not to be feasible, home hospitality can be arranged in most U.S. cities if a request for such is directed to the Agreement Officer, who will transmit the request to NCIV through R&O/IT.

[END OF PROVISION]

14. (RESERVED)

15. (RESERVED)

16. INDIRECT COST RATES - PROVISIONAL (Nonprofit) (OCTOBER 1998)

APPLICABILITY: This provision is applicable to all recipients whose indirect cost rates under this award are on a provisional basis.

INDIRECT COST RATES - PROVISIONAL (Nonprofit) (OCTOBER 1998)

a. Provisional indirect cost rates shall be established for the recipient's accounting periods during the term of this award. Pending establishment of revised provisional or final rates, allowable indirect costs shall be reimbursed at the rates, on the bases, and for the periods shown in the Schedule of this award.

b. The recipient, not later than nine months after the close of each of its accounting periods during the term of this award, shall submit to the Agreement Officer proposed final indirect cost rates with supporting cost data. The proposed rates shall be based on the recipient's actual cost experience during that fiscal year. Negotiations of final indirect cost rates shall begin soon after receipt of the recipient's proposal.

c. Allowability of costs and acceptability of cost allocation methods shall be determined in accordance with the applicable cost principles.

d. The results of each negotiation shall be set forth in an indirect cost rate agreement signed by both parties. Such agreement is automatically incorporated into this award and shall specify (1) the agreed upon final rates, (2) the bases to which the rates apply, (3) the fiscal year for which the rates apply and (4) the items treated as direct costs. The agreement shall not change any monetary ceiling, award obligation, or specific cost allowance or disallowance provided for in this award.

e. Pending establishment of final indirect cost rates for any fiscal year, the recipient shall be reimbursed either at negotiated provisional rates or at billing rates acceptable to the Agreement Officer, subject to appropriate adjustment when the final rates for the fiscal year are established. To prevent substantial overpayment or underpayment, the provisional or billing rates may be prospectively or retroactively revised by mutual agreement.

f. Any failure by the parties to agree on any final rate(s) under this provision shall be considered a dispute within the meaning of the standard provision of the grant, entitled "Disputes".

[END OF PROVISION]

17. (RESERVED)

18. TITLE TO AND USE OF PROPERTY (RECIPIENT TITLE; \$50,000 and Under) (OCTOBER 1998)

APPLICABILITY: This provision is applicable only when title to property is vested in the recipient and under \$50,000 in equipment is expected to be procured with USAID funds. Equipment is defined as any tangible personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

TITLE TO AND USE OF PROPERTY (RECIPIENT TITLE; \$50,000 and Under) (OCTOBER 1998)

a. Title to all property financed under this award shall vest in the recipient.

b. The recipient agrees to use and maintain the property for the purpose of the award and in accordance with the procedures established in this Provision.

c. With respect to property having an acquired value of \$5,000 or more, the recipient agrees to report such items to the Agreement Officer as they are acquired and to maintain a control system which will permit their ready identification and location.

d. Within ninety calendar days after the end of the award, the recipient will provide a list to the Agreement Officer and the Cognizant Technical Officer of each item that has current fair market value of \$5,000 or more with a detailed proposal of what the recipient intends to do with that property. If the Agreement Officer does not respond within 120 calendar days, the recipient may proceed with the disposition of the property. However, if the recipient uses the property for purposes other than those of the award or sells or leases the property, USAID shall be reimbursed of its share of the property unless the Agreement Officer authorizes USAID's share of the income from selling or leasing the property to be used as program income. This share is based upon the percentage of USAID's contribution to the recipient's program. If USAID paid 100% of the recipient's costs, then USAID would receive 100% of the selling cost less a nominal selling fee of \$500 or 10%, whichever is less.

[END OF PROVISION]

19. (RESERVED)

20. (RESERVED)

21. (RESERVED)

22. PUBLIC NOTICES (JUNE 1993)

APPLICABILITY: This provision is applicable when the cognizant Technical Officer or SO Team determines that the award is of public interest and requests that the provision be included in the award.

PUBLIC NOTICES (JUNE 1993)

It is USAID's policy to inform the public as fully as possible of its programs and activities. The recipient is encouraged to give public notice of the receipt of this award and, from time to time, to announce progress and accomplishments. Press releases or other public notices should include a statement substantially as follows:

"The U.S. Agency for International Development administers the U.S. foreign assistance program providing economic and humanitarian assistance in more than 80 countries worldwide."

The recipient may call on USAID's Office of External Affairs for advice regarding public notices. The recipient is requested to provide copies of notices or announcements to the cognizant technical officer and to USAID's Office of Legislative and Public Affairs as far in advance of release as possible.

[END OF PROVISION]

23. (RESERVED)

24. (RESERVED)

25. (RESERVED)

26. (RESERVED)

27. REPORTING OF FOREIGN TAXES (MARCH 2006)

APPLICABILITY: This provision is applicable to all USAID agreements that obligate or subobligate FY 2003 or later funds except for agreements funded with Operating Expense, Pub. L. 480 funds, or trust funds, or agreements where there will be no commodity transactions in a foreign country over the amount of \$500.

REPORTING OF FOREIGN TAXES (MARCH 2006)

a. The recipient must annually submit a report by April 16 of the next year.

b. Contents of Report. The report must contain:

(i) Contractor/recipient 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.

(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 Recipient during the period in (iv) regardless of when the foreign tax was assessed and any reimbursements on the taxes reported in (iv) received through March 31.

(vii) Reports are required even if the recipient did not pay any taxes during the report period.

(viii) Cumulative reports may be provided if the recipient is implementing more than one program in a foreign country.

c. Definitions. For purposes of this clause:

(i) "Agreement" includes USAID direct and country contracts, grants, cooperative agreements and interagency agreements.

(ii) "Commodity" means any material, article, supply, goods, or equipment.

(iii) "Foreign government" includes 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: [insert address and point of contact at the Embassy, Mission or FM/CMP as appropriate. see b. below] [optional with a copy to]

e. Subagreements. The recipient 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>.

[END OF PROVISION]

28. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JANUARY 2002)

APPLICABILITY: Include this provision in agreements funded from the following accounts,:

- Development Assistance, including assistance for sub-Saharan Africa,
- Child Survival and Disease Programs Fund, and
- Micro and Small Enterprise Development Program Account.

FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JANUARY 2002)

Funds in this agreement may not be used to finance the travel, per diem, hotel expenses, meals, conference fees or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences or as approved by the Agreement Officer.

[END OF PROVISION]

29. (RESERVED)

30. (RESERVED)

31. (RESERVED)

32. (RESERVED)

33. (RESERVED)

34. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)

APPLICABILITY: This provision must be included in Request for Applications (RFAs), and in awards.

USAID DISABILITY POLICY - ASSISTANCE (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:

http://pdf.dec.org/pdf_docs/PDABO631.pdf.

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

[END OF PROVISION]

35. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)

APPLICABILITY: This provision must be included in Request for Applications (RFAs) and in awards involving construction.

STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)

One of the objectives of the USAID Disability Policy is to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities. As part of this policy USAID has established standards for any new or renovation construction project funded by USAID to allow access by people with disabilities (PWDs). The full text of the policy paper can be found at the following website: http://pdf.dec.org/pdf_docs/PDABO631.pdf.

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

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

d. New Construction. All new construction will comply with the above standards for accessibility.

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

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

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

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

[END OF PROVISION]

[END OF STANDARD PROVISIONS]

APPENDIX F- CERTIFICATIONS, DISCLOSURES AND ASSURANCES

Because this grant is funded by the United States government, the following certification must be signed and returned to IYF:

- Certification Regarding Lobbying
- Certification Regarding Prohibition on Assistance to Terrorist Organizations

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

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

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

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

APPLICANT:

Title: _____

Date: _____

Name: _____

Signature: _____

CERTIFICATION REGARDING TERRORIST FINANCING IMPLEMENTING E.O. 13224

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

1. The Recipient has not provided, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts.
2. Specifically, in order to comply with its obligations under paragraph 1, the Recipient will take the following steps:
 - a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not appear (i) on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website: <http://www.treas.gov/offices/eotffc/ofac/sdn/t11sdn.pdf>, or (ii) on any supplementary list of prohibited individuals or entities that may be provided by USAID to the Recipient.
 - b. The Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's website: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.
 - c. The Recipient will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.
3. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware or that is available to the public.
4. The Recipient will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.
5. For purposes of this Certification:
 - a. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safehouses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials.
 - b. "Terrorist act" means-
 - i. an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: <http://untreaty.un.org/English/Terrorism.asp>); or
 - ii. an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or
 - iii. any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict,

when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

- c. “Entity” means a partnership, association, corporation, or other organization, group or subgroup.

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

APPLICANT:

Signature: _____

Title: _____

Name: _____

Date: _____

Attachment 8: YWJ Branding Strategy and Marking Plan

Youth:Work Jordan Branding Strategy and Marking Plan

Revised, March 11, 2009

Project Name: Youth:Work Jordan

Graphic Identity:



Program Communications and Publicity

1- Who are the project audiences and beneficiaries?

Primary:

- a. Youth beneficiaries and their community. Targeted youth are aged 15-24 and living in communities in the geographical areas targeted by the program. Their community includes: parents; local civil and business leaders. The objective is to generate participation.
- b. Private sector and NGO representatives. The objective is to leverage partnerships.

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

- Program recruitment materials may include program fact sheets/brochures; posters; leaflets; and, budget permitting, newspaper ads and radio messages.
- Program training materials may include existing training materials utilized by government ministries, NGO partners, and other USAID implementers. Existing IYF curricula and supporting materials, including the Passport to Success program, may also be utilized.
- Periodic workshops related to technical topics to be identified during implementation.
- Case studies, technical reports, and other publications describing successful interventions and approaches to be identified during implementation.
- Email updates on achievements and progress through IYF's news flash system.
- Program updates will be featured in the in Youth:Work Leader newsletter and on IYF's website.

3- What is the main program message(s)?

- *Youth:Work Jordan* will improve social services and protection for vulnerable populations while improving youth employability and civic engagement.
- *Youth:Work Jordan* will stimulate local alliances comprised of representatives from government, civil society, private sector, and youth to implement community-led programs to provide comprehensive, youth-friendly services to disadvantaged young people.

*Please note that USAID and program logos will be presented in either Arabic or English as is necessary based on the type of publication and intended audience.

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

- There will be an on-site launch event. This event will include promotional materials such as banners; signage; and press releases. Attendees to this event will include program staff, local government leaders; local business leaders; local NGO leaders; key USAID staff; partner organizations; local media; youth beneficiaries; and potentially key US Embassy staff and members of the Royal Court, subject to availability.

- The announcement of the signing of the program will be announced through IYF's online news flash.
- Annual learning events highlighting program accomplishments. Such events will be publicized and promoted using various means, which may include press releases and banners.
- Periodic workshops and training events related to technical topics to be identified during implementation. Such events will include banners and other appropriate marking opportunities.
- Periodic site visits to events, which may include beneficiary forums, graduations, etc.
- Signing ceremonies for grants to Coordination NGOs. This could include local press releases targeting national, regional, and/or local media.
- Localized promotion of sub-grant signing with Implementation NGOs. This could include local press releases targeting local media.

5-Please provide any additional ideas about how to increase awareness that the American people support this project or program?

- Any materials (program outputs) that are developed as a result of funding under this cooperative agreement would include the appropriate USAID marking as per USAID branding & marking guidelines as set forth in ADS Chapter 320.

Presumptive Exceptions

1. Any pre-existing program materials, such as:
 - Any curricula and supporting program materials that have already been developed through IYF's Passport to Success program.
 - Any curricula and supporting program materials that have already been developed by Jordanian ministries, local NGO partners, and/or other USAID implementers.
 - NOTE: Such pre-existing training materials may already contain USAID marking as some materials may have been produced under separate cooperative agreements with USAID.
 - NOTE: Any training sessions that utilize pre-existing materials will incorporate other materials that do provide marking opportunities such as banners, folders, binder covers, etc.
2. Any items that are too small in size to fit the logos in such a way to be clearly legible as shown in the exhibits.
3. Any items that might cause safety/security concerns for local staff or implementing partners by noting the program's financial support from USAID.

Deliverables

Branding and Marking Summary

	DELIVERABLES/TOOL	TYPE OF MARKING	PLACE OF MARKING
1	Report covers	Program name & USAID logo and acknowledgement	See Exhibits
2.	Radio PSA (budget permitting)	Audio acknowledgement	At end of PSA
3.	Webpage	Program name & USAID logo and acknowledgement	See Exhibits
3.	E*news announcement	Program name & USAID acknowledgement	See Exhibits
4.	Program recruitment	Program name & USAID	See Exhibits

	materials	logo and acknowledgement	
5.	Event Collateral materials	Program name & USAID logo and acknowledgement	See Exhibits
6.	Plaques on renovated small scale infrastructure	Program name & USAID logo and acknowledgement	See Exhibits

Estimated Outreach Activities Budget:

Total estimated direct costs for all outreach activities is projected to be US\$621,526.

Project logo

YOUTH:WORK

Jordan

Title
Goes Here

Funder logos



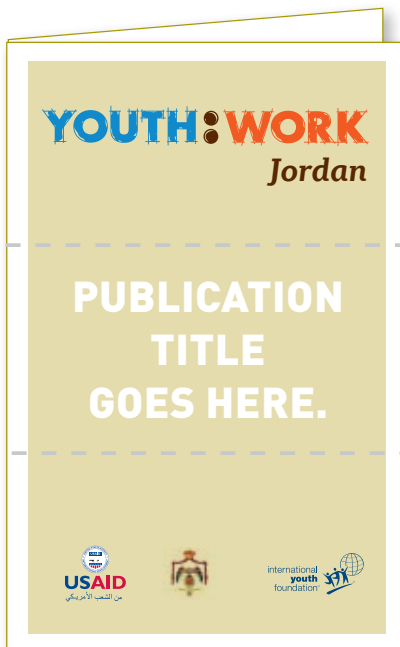
This publication was made possible in part by the generous support of the American People through the United States Agency for International Development (USAID).

Front Cover

Inside Front Cover

Page 1

Project logo →



1/3

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IYF & Funder logos →

Funder & IYF logos & acknowledgement text



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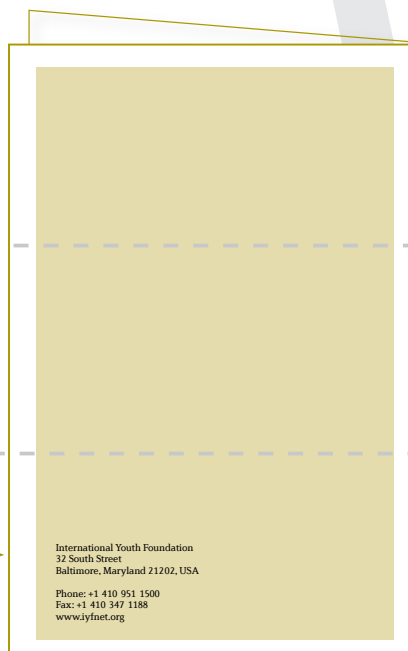


The International Youth Foundation (IYF) invests in the extraordinary potential of young people. Founded in 1990, IYF builds and maintains a worldwide community of businesses, governments, and civil-society organizations committed to empowering youth to be healthy, productive, and engaged citizens. IYF programs are catalysts of change that help young people obtain a quality education, gain employability skills, make healthy choices, and improve their communities.

Back Cover

Inside Back Cover

Address block →



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Project logo

YOUTH:WORK

Jordan

**Title
Goes Here**

Funder logos

Coordinating NGO logo(s)



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Front Cover

Inside Front Cover

Page 1

Project logo →



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IYF & Funder logos →

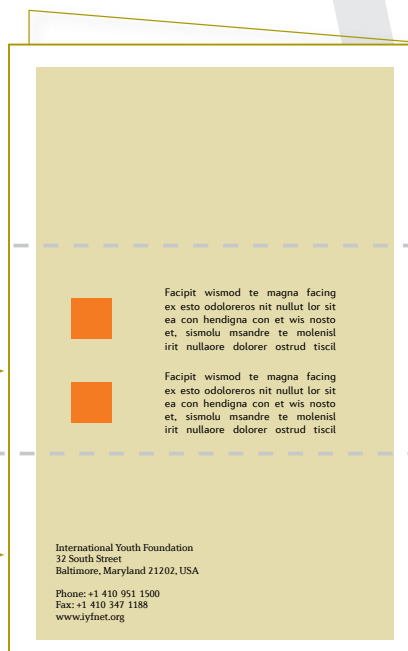
Funder & IYF logos & acknowledgement text



Back Cover

Inside Back Cover

Coordinating NGO logo(s) & acknowledgement text →



1/3

1/3

1/3

Address block →

International Youth Foundation
32 South Street
Baltimore, Maryland 21202, USA
Phone: +1 410 951 1500
Fax: +1 410 347 1188
www.iyfnet.org

Project logo

YOUTH:WORK

Jordan

Title
Goes Here

Funder logos



Coordinating NGO logo(s)



Community Alliance logo(s)



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Front Cover

Inside Front Cover

Page 1

Project logo →



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IYF & Funder logos →

Funder & IYF logos & acknowledgement text



This publication was made possible in part by the generous support of the American People through the United States Agency for International Development (USAID).



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The International Youth Foundation (IYF) invests in the extraordinary potential of young people. Founded in 1990, IYF builds and maintains a worldwide community of businesses, governments, and civil-society organizations committed to empowering youth to be healthy, productive, and engaged citizens. IYF programs are catalysts of change that help young people obtain a quality education, gain employability skills, make healthy choices, and improve their communities.

Coordinating NGO logo(s) & acknowledgement text



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Community Alliance logo(s) & acknowledgement text



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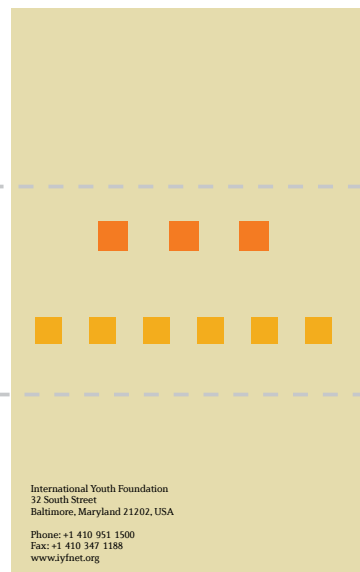


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Back Cover

Inside Back Cover

Coordinating NGO logo(s) →



1/3

1/3

Community Alliance logo(s) →

Address block →

International Youth Foundation
32 South Street
Baltimore, Maryland 21202, USA
Phone: +1 410 951 1500
Fax: +1 410 347 1188
www.iyfnet.org

1/3

Attachment 9: Sample Financial Reporting Template

**ATTACHMENT 1 TO APPENDIX B REPORTS
FINANCIAL REPORT FORM**

Grantee:	
Project ID#	
IYF Commitment in USD	
Estimated LC Equivalent	
Project Start Date	
Project End Date	
Date Submitted	

Expense Line Items	Approved Budget (USD)	Estimated Budget (LC)	Expenditures (LC)						Cumulative
			FROM	FROM	FROM	FROM	FROM	FROM	
			through	through	through	through	through	through	
			TO	TO	TO	TO	TO	TO	
									-
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Total expenditures	-	-	-	-	-	-	-	-	-

Budgeted Rate of Exchange:	1 USD=		To be completed by IYF To be completed by grantee Calculated cells DO NOT ENTER
Date:			

Cash Receipts Summary							
	FROM	FROM	FROM	FROM	FROM	FROM	Cumulative
	through	through	through	through	through	through	
	TO	TO	TO	TO	TO	TO	
Prior Balance		-	-	-	-	-	
IYF							-
Net program expenditures	-	-	-	-	-	-	-
BALANCE REMAINING	-	-	-	-	-	-	-

The undersigned hereby certifies that all expenditures reported are correct and all requirements of the grant agreement to the date of this certification have been met.

Name: _____ Title: _____ Signature: _____