



USAID | INDONESIA

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Issue Date: March 5, 2021

Initial Deadline for Question: March 15, 2021

Post Applicant Conference Deadline for Questions: April 1, 2021

Closing Date: April 19, 2021

Closing Time: 9:00 am Jakarta time

Subject: Notice of Funding Opportunity Number: 72049721RFA00001

Program Title: Kolaborasi: Papua Collaborative Governance Initiative

Federal Assistance Listing Number: 98.001 USAID Foreign Assistance for Programs Overseas

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the Kolaborasi: Papua Collaborative Governance Initiative program. Eligibility for this award is not restricted.

USAID intends to make an award to the applicant who best meets the objectives of this funding opportunity based on the merit review criteria described in this Notice of Funding Opportunity (NOFO) subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process.

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion processes. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

Please be aware that this NOFO is non-traditional and contains several selection phases:

Phase 1: Applicants will submit a Short Initial Application. Based on USAID's evaluation of the Short Initial Application, one (1) Apparent Successful Applicant (ASA) whose proposal best meets the objectives of this funding opportunity based on the merit review criteria contained herein will be selected for Phase 2, co-creation. At the end of this phase, the competition requirements set forth in ADS 303 will be satisfied.

Phase 2: Co-creation phase. The ASA selected from Phase 1 will be invited to co-develop with USAID/Indonesia, in collaboration with the Government of Indonesia and other relevant

stakeholders, the activity. It is anticipated that as a result of this collaborative effort, the product delivered will include a mutually acceptable thorough draft program description for the full final application phase, mutually agreed upon budget, as well as quantitative and qualitative indicators, which will be incorporated into the resulting Cooperative Agreement.

Phase 3: Full Final Application. The ASA that has successfully completed the co-creation phase will submit a Full Final Application, including the final program description, accompanying cost proposal and other required information as set forth below. The Full Final Application will be reviewed as acceptable or not acceptable based on the merit review criteria contained herein.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.5.B.(3). The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

USAID also encourages applicants to become aware of the prohibitions associated with Section 889 of the John S. McCain National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2019 Section (a)(1)(B) and Section (b)(1) of the law. Effective August 13, 2020, 2 CFR 200.216 for U.S. organizations and the mandatory standard provision “Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (AUGUST 2020)” for non-U.S. organizations prohibits the use of award funds, including direct and indirect costs, cost-share and program income, to procure covered telecommunication and video surveillance services or equipment. Applicants should reference the USAID Section 889 Partner website for more information.

Please send any questions to the point(s) of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

No funding will be made available prior to the award of the Cooperative Agreement. Applicants, including the organization selected to collaboratively develop the Program Description, are responsible for all costs incurred prior to the award of the Cooperative Agreement. Once the award is signed, the implementing partner may start incurring costs.

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

Thank you for your interest in USAID programs.

Sincerely,

/s/

Alexis McGinness
Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID’s supplement, 2 CFR 700, as well as the additional requirements found in Section F.

1. Introduction

USAID/Indonesia and the Directorate Regional III (Desk Papua) of the Ministry of National Development Planning/Bappenas seek to strengthen the accountability and responsiveness of local governments in the Papua and West Papua Provinces of Indonesia (hereafter referred to as “Papua” for simplicity) by promoting active citizen engagement, particularly of the provinces’ indigenous peoples, or *Orang Asli Papua* (OAP), in local Government of Indonesia (GOI) and overall development processes.

The Kolaborasi: Papua Collaborative Governance Initiative is expected to provide capacity building to citizen groups and local governments and deliver grants to sub-national Civil Society Organizations (CSOs) to promote reform in targeted districts in Papua. Kolaborasi will facilitate citizens' ability to advance their priorities and actively conduct oversight of local government processes and operations. This activity will: improve local government transparency and responsiveness in delivering public services; increase local government capacity in managing resources, planning, and budgeting; and advance citizen engagement, particularly indigenous Papuan, in local development processes. Additionally, Kolaborasi will foster the dissemination and adoption of innovative models in citizen engagement and collaborative governance replicable in the Papuan context.

2. Background Information

A. Development Context

Largely due to Papua’s history and geographic distance from the rest of the country the area’s development challenges are unique in relation to those facing other Indonesian provinces. Since 2001¹ Papua has been entitled to additional development resources through a Special Autonomy Fund (known as Otonomi Khusus, or Otsus) equal to 2% of the national General Allocation Budget. The 2020 Otsus budgets for Papua and West Papua provinces totaled Rp 4.9 Trillion (US \$350 Million) and Rp 2.5 Trillion (US \$179 Million), respectively. However, despite these additional funds, Papua continues to experience significant developmental challenges largely due

¹ Law No. 21/2001 granting Papua and West Papua a special autonomy status.

to low levels of government effectiveness and public accountability. According to the Papua Central Bureau of Statistics (BPS Papua, 2020), the two provinces have the highest proportion of people living in poverty in Indonesia. Papuan women and children are particularly vulnerable. Therefore, while Papua's special autonomy has increased access to financial resources, complex development challenges, including extreme geographic conditions and informal barriers, inhibit Papuans from achieving higher living standards and limit their ability to benefit from government-sponsored development programs. In response, the Indonesian government launched a new policy called "The New Framework for Papua" in 2020. This framework aims to achieve development through: 1) the creation of human resources that are competitive, innovative, with a strong Papuan character and context; 2) the provision of basic and economic infrastructure; 3) economic transformation based on *adat* (customary) areas; and 4) environmental sustainability and disaster resilience², in which the achievement of these will be essential to Kolaborasi.

Although Otsos provides significant financial resources, district governments in Papua possess limited capacity to address these challenges through the use of data and evidence in planning and resource allocation. This is reflected in Papua's very high overhead expenditure compared to development spending rates. For example, in 2018 the West Papua Province spent 60 percent of its budget on local government administration and only 1.2 percent for social protection.³ As for Papua Province, 66 percent of the 2019 allocated budget went to local government administration costs.⁴ While gender- and disability-responsive budgeting has become normalized via the gender mainstreaming task force at Bappeda,⁵ several challenges hinder the implementation of this national mandate, including a lack of understanding of gender issues among government officials and the perception that gender and disability responsive budgeting is too complicated.

Kolaborasi builds on lessons learned from previous USAID and donor activities in Papua indicating that weaknesses in key principles of good governance, such as transparency, participation, and inclusion, run as a fundamental issue inhibiting social and economic development. USAID's previous local governance program, KINERJA (2013-2017), and gender-based violence (GBV) prevention program, BERSAMA (2016-2020), found that a lack of local government capacity predominantly in planning, budgeting and understanding of policies

² Dr. Velix Wanggai. 2020. Kebijakan Baru Inpres Percepatan Pembangunan Papua dan West Papua dalam konteks Covid-19. Jakarta:Kementerian PPN/Bappenas

³ BPS. 2018. "Indikator Strategis Nasional, Indikator Strategis Menurut Provinsi, Pertumbuhan Ekonomi, Laju Pertumbuhan PDB Indonesia Tahun Dasar 2010," Badan Pusat Statistik. <https://www.bps.go.id/QuickMap?id=0000000000> (accessed in October 19, 2020)

⁴ Provinsi Papua. 2019. "Lampiran I Perda APBD Provinsi Papua," Available at: <https://bpkad.papua.go.id/assets/rapbdapbd/d2582a923e8b41eae47f35d269a9fc1b.pdf>

⁵ In Papua, the mandate has been strengthened by the Governor's decision No. 138/ 2011 on the gender mainstreaming taskforce, and circular letter No. 463/3424/2013 on gender responsive budgeting in Papua and an action plan for gender mainstreaming in Papua.

(particularly surrounding regulations and requirements of national policies) - combined with low citizen engagement - resulted in poor access to public services. Other USAID activities, such as LINKAGES (2014-2020) and LESTARI (2015-2020), determined that political commitment at various levels of governments and communities varies dramatically, underscoring the importance of identifying appropriate and committed stakeholders with whom to work to ensure programmatic success. Citizen participation, e.g., via multi-stakeholder fora and community group discussions, tends to be effective in the Papuan context in improving accountability and ownership⁶. This activity's design acknowledges the multiple challenges of operating in Papua, including the resource-intensive nature of implementation and to date perceived limited return on investment.

The proposed activity has been developed in consultations with various stakeholders, including national and local government representatives, civil society organizations, women and youth groups, religious organizations, academics, other international donors, and USAID and U.S. Embassy-Jakarta staff. A common issue identified by stakeholders was the need to approach the region's complex challenges by addressing the overarching disconnect between local governments and their constituents. Kolaborasi thus aims to strengthen the relationship and communication needed to establish trust and confidence between local governments in Papua and their diverse communities, including women, youth, indigenous peoples, and religious groups. Kolaborasi's approach will work on both the supply side, strengthening government consultation and oversight mechanisms, as well as the demand side, building the capacity of Papuans to more robustly engage through democratic channels. The activity design draws from discussions with the Papua Platform Meeting on September 30, 2020, followed by discussions with Papua Desk at Bappenas and the Ministry of Home Affairs, responding to the Government of Indonesia's prioritization of good governance, citizen rights, and empowerment of indigenous people.

Stakeholder consultations and Gender Equality and Social Inclusion (GESI) analysis, indicate that specific challenges to good governance include:

- Lack of proper inclusion of key communities in decision making processes that directly impact community members, leading to low support or even rejection of government development initiatives;
- Inadequate service provision in remote areas;
- Limited participation and social inclusion of the *Musrengbang*;
- The lack of alignment between regional development priorities and national development priorities;

⁶ [“Assessment of USAID Indonesia’s KINERJA Papua Program”](#), USAID, 2015 and Bersama Final Report, USAID, 2020.

- Inadequate participation of key actors and groups, including religious and adat networks, customary councils, private sector, and youth;
- Limited women’s empowerment and unaddressed barriers to gender equality, including high gender-based violence and low representation of women leaders at all levels;
- High exclusion and marginalization of indigenous Papuans, particularly women and children, youth, people with disability, elderly, and customary communities (*masyarakat adat*); and
- The need for civil society organizations to strengthen their capacity and skills in community engagement and government oversight.

B. Aligning USG and GOI Priorities

Under USAID/Indonesia’s Country Development Cooperation Strategy (CDCS) for 2020-2024⁷, Kolaborasi falls under Development Objective #1: Effective Democratic Governance Strengthened, and in particular, Intermediate Result (IR) 1.1 Governance Reforms Advanced, IR 1.2 More Informed and Active Public Participation, and IR 1.3.3 Improved Access for and Social Inclusion of Marginalized groups and Vulnerable Populations. The activity advances other USAID priorities, including public sector engagement; the empowerment of poor and vulnerable populations as indicated in USAID’s Policy on Promoting the Rights of Indigenous Peoples⁸, with a focus on gender equality and social inclusion; and the engagement of civil society and non-governmental organizations.

Kolaborasi supports achievements of GOI national policies and programs, such as the Long-Term National Development Plan (RPJPN) (2005-2025)⁹ and the National Mid-Term Development Plan (RPJMN) (2020-2024)¹⁰. Under the RPJMN, the activity will contribute to the goal to Develop Regions for Reducing Inequality and Ensuring Equity, as well as the goal to Strengthen Stability of Politics, Law, Defence and Security and Public Services Transformation. The activity also aligns with priorities established by President Jokowi at the beginning of his second term in office, specifically bureaucratic reform, human capacity strengthening, and budget efficiency. Finally, Kolaborasi aligns with Presidential Instruction No. 9/2017 on Accelerating Development in Papua¹¹ and the Presidential Regulation No. 18/2020 on the Policy of Papua Region in RPJMN 2020-2024¹².

⁷ <https://www.usaid.gov/indonesia/cdcs>

⁸ <https://www.usaid.gov/indigenous-peoples/usaid-policy-on-indigenous-peoples>

⁹ <https://www.bappenas.go.id/id/data-dan-informasi-utama/dokumen-perencanaan-dan-pelaksanaan/dokumen-rencana-pembangunan-nasional/rpjp-2005-2025/rpjpn-2005-2025/>

¹⁰ <https://www.bappenas.go.id/id/berita-dan-siaran-pers/rencana-pembangunan-jangka-menengah-nasional-rpjmn-2020-2024/>

¹¹ <https://www.hukumonline.com/pusatdata/detail/lt5a542e8cb0c0b/node/758/instruksi-presiden-nomor-9-tahun-2017>

¹² <https://www.hukumonline.com/pusatdata/detail/lt5e33f108b4aca/peraturan-presiden-nomor-18-tahun-2020/document>

3. Theory of Change, Results Framework & Anticipated Results

A. Theory of Change

IF local governments in Papua create effective, accessible, and equitable avenues for citizen participation in the planning, budgeting, and implementation of development priorities; and

IF the people of Papua feel empowered to participate in local government processes, through quality access to information, channels for input, and relevant skills development; and

IF local governments and civil society in Papua work together to ensure that the concerns and aspirations of women, youth, tribal leaders, religious communities, entrepreneurs, and other diverse groups are substantively heard, considered, and reflected in decision-making;

THEN local governments in Papua will more effectively meet the development needs of their constituents with quality public services, transparency, and accountability.

Kolaborasi's Theory of Change (TOC) requires USAID to work together with the GOI to facilitate engagements between local governments and community groups in Papua. Such facilitation is assumed to encourage stakeholders to see the mutual benefits of collaboration in the achievement of shared objectives. Documented obstacles to success include a lack of incentives for local actors to participate in such processes, the Papuan political economy, and - given historic costs of implementation - limited funding for interventions. Kolaborasi will mitigate these concerns by fostering cooperative design and implementation throughout the activity, empowering stakeholders to determine their own priorities, rather than pre-supposing or pre-determining any approach at the onset of the activity; identifying and cultivating existing and potential champions in both government and civil society; leveraging the resources and capabilities of civil society organizations, church groups, and other networks to reach wider groups of stakeholders; building on existing local governance consultation and oversight mechanisms; and emphasizing the dissemination and replication of models and best practices applicable to the Papuan context to extend impact and programmatic reach.

Additionally, Kolaborasi holds a number of critical assumptions:

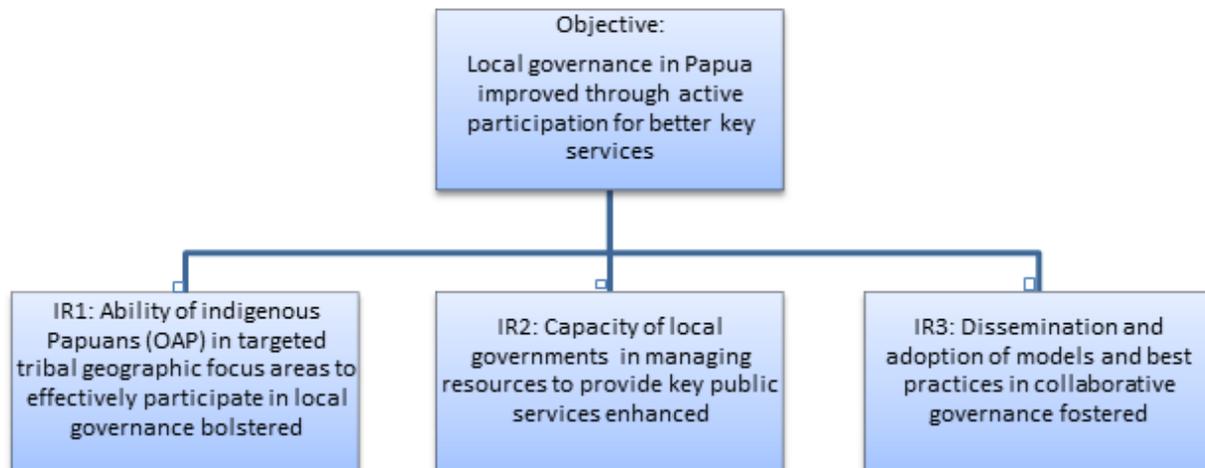
1. Existence of sufficient political stability present so that the awareness, tools, and systems highlighted in the TOC and across the intermediate results (IRs) described below can be applied without grave risk to partners, stakeholders, and beneficiaries.
2. Legislative elections at the local level and elections for local government heads do not alter the socio-political environment in a direction towards intolerance and passivity, or that negative policies, bylaws and regulations are introduced, eroding the prospects for

progress.

3. Existence of sufficient political will from local governments to reach out and engage citizens on issues of mutual interest, particularly in relation to enhancing government responsiveness and accountability.
4. Papuan residents, particularly OAP, share values about constructive engagement on development needs at the district and city levels. Such engagement may range from participation in policy development, providing input to the formulation processes of bylaws and local regulations, and/or overseeing the execution of public service delivery.

B. Results Framework

Kolaborasi will directly contribute to achieving USAID/Indonesia’s Development Objective #1 “Democratic Governance Strengthened” and Government of Indonesia priority for development acceleration in Papua. This assistance will support USAID efforts to promote good governance and civil society strengthening. To address key governance challenges in Papua, USAID/Indonesia’s Office of Democratic Resilience and Governance (DRG) proposes the following results framework:



C. Anticipated Results

Under IR 1, *Ability of indigenous Papuans (OAP) in targeted tribal geographic focus areas to effectively participate in local governance bolstered*, the expected outcomes include:

- Strengthened government ability to respond to Papuan development needs through dialogue to improve local governance, particularly surrounding the delivery of public services.
- Enhanced citizen understanding of, and capacity to fulfill, their role in monitoring and evaluating government programs and activities.
- Improvements in both the quantity and quality of citizen participation, channels for consultation and dialogue, and oversight of local government programs and activities.
- Stronger channels through which OAP can engage local government institutions.

Under IR 2, *Capacity of local governments in managing resources to provide key public services enhanced*, the expected outcomes include:

- Improved technical capacity and knowledge of district governments to better meet the needs of OAP.
- Increased access to local government information related to public health and services.
- Enhanced government capacity to monitor and evaluate public service provision.
- Improved budget execution and public resource management, particularly related to the delivery of key public services.
- Improve transparency and accountability of the district governance systems.

Under IR 3, *Dissemination and adoption of models and best practices in collaborative governance fostered*, the expected outcomes include:

- Established and improved policies that encourage collaborative and community-driven public engagement.
- Established systems for the efficient and effective replication of reform models.
- Development of tools and methodologies for the dissemination and adoption of innovative models for citizen engagement and collaborative governance.

4. Develop, Refine, Implement and Replicate Approach

USAID anticipates that Kolaborasi's interventions will be delivered in stages, starting with developing, then refining, implementing, and finally replicating appropriate mechanisms and best practices that enhance community engagement and local government capacity in Papua. This phased approach allows for proof of concept in addressing key development challenges at the sub-national level while subsequently allowing broader reach and impact of proven initiatives developed under the activity.

The first 18-24 months of activity implementation will focus on developing and implementing replicable and scalable interventions and formulating best practices. After the first phase,

Kolaborasi will continue to assist selected district governments and CSOs achieve activity objectives as outlined while providing the Government of Indonesia the tools to expand select interventions to additional districts beyond the five participating districts identified in the section below. The level of effort and number of districts targeted for replication will be determined in close consultation with USAID, the Bappenas' Papua Desk, the Ministry of Home Affairs, and the respective Papuan provincial governments.

5. Geographic Location

Based on initial consultations with Bappenas and MOHA, the proposed priority district governments and communities in the Papua province will be in Jayawijaya District, Biak District, Mappi District, and Deiyai District; and in the West Papua province will be in Sorong City, Fak Fak District, and Tambrauw District. These districts are within the seven tribal geographic regions on the Indonesian side of the Island of Papua, which include the areas of Anim Ha, Mamta, La Pago, Mee Pago, Serirei, Bomberai, and Domberai.¹³ The proposed districts will be finalized during the co-design phase and limited to five districts.

After models and best practices have been identified, Kolaborasi will support the government's efforts for replication of successful activities where applicable. Selection of districts for replication of activities will be subject to further coordination with GOI and community stakeholders.

The Implementing Partner must consult with and obtain approval from USAID/Indonesia regarding site selection before initiating the activities. USAID will consult with Bappenas' Papua Desk, the Ministry of Home Affairs, and provincial governments to promote the best chances for success.

6. Interventions

As implied in its name, Kolaborasi will promote collaborative governance mechanisms to address development challenges at the subnational level. This activity will strengthen feedback and coordination channels between citizens and subnational governments to constructively address local governance challenges as well as seek innovative and replicable approaches to citizen engagement. A critical aspect for sustainability and effectiveness will be improving local government transparency and responsiveness in the delivery of public services. USAID anticipates that the public will have a strong role in promoting accountability. In addition to technical assistance, the activity will also provide grants to local communities and local CSOs to

¹³ The Indonesian region of Papua is divided into 7 tribal areas: 5 in Papua province (Mamta, Saereri, Anim Ha, La Lago, and Mee Pago) and 2 in West Papua province (Domberai dan Bomberai). These tribal areas were determined based on the existing seven tribes of the indigenous Papuans. During the colonial times, the island was divided into six administrative areas based on the tribes.

engage in local governance in their specific areas of focus. Gender equality and social inclusion are expected to be central to the success of the activity.

USAID expects this activity will provide strategic support to the provincial and national government Desk Papua Terpadu (Integrated Papua Desk), established under Presidential Decree 20/2020. This assistance may specifically support the development of enabling policies, coordination methods, and replication of effective systems and policies. Success will require a strong working relationship with local governments, the Papua Desk at Bappenas, and relevant staff at the Ministry of Home Affairs, to promote Indonesian ownership, support, and buy-in.

IR 1. Ability of indigenous Papuans (OAP) in targeted geographic focus areas to effectively participate in local governance bolstered

The activities under this IR will focus on the key challenge of weak citizen participation in Papua's governance structures by strengthening the relationship, communication, and trust between local governments in Papua and the region's diverse communities. Inclusive development requires engagement from excluded and marginalized populations, and particular focus should be given to the engagement and empowerment of OAP. The appropriateness of area-based development models in the Papuan context may be considered. Kolaborasi should provide capacity building to Papuan community groups, identify champions, and foster local governments' ability to listen and respond to constituents. Such interventions may involve facilitating Papuans' ability to advance their interests, engage in local development processes, and actively conduct accountability and oversight of local government processes, particularly in the delivery of key public services.

IR 1 seeks to further Papuans' skills to participate in the local area development processes through new and/or existing consultation fora, such as *Musrenbang*, where citizens can learn more about government priorities (e.g., RPJMD), plans, and budgets. In order to improve the engagement of marginalized citizens, particularly of women, the Implementing Partner should be aware of cultural and social issues around gender in Papuan society. Although women and youth are reported to be participating in the *Musrenbang* planning processes, their participation is often perfunctory, and it is unclear how the views and opinions expressed are utilized. Customary councils, or *dewan adat*, may be a venue through which the participation of women and youth could be more effectively harnessed to support local development initiatives.

Under IR 1, Kolaborasi aims to improve both the quantity and quality of citizen participation, the channels for consultation and dialogue, and overall public oversight of local government programs and activities. Further, Kolaborasi should foster the development of tools and

methodologies for the adoption and dissemination of more effective citizen engagement and collaborative governance approaches.

IR 2. Capacity of local governments in managing resources to provide key public services enhanced.

Kolaborasi intends to improve the technical capacity of district governments, strengthening their transparency and accountability and allowing subnational governments to more effectively manage public resources, particularly in relation to the delivery of key services identified by local communities and managed using evidence and data. Efforts may include assistance for stronger planning and budgeting processes and enhanced monitoring and evaluation mechanisms that promote bureaucratic reform. Further, Kolaborasi is anticipated to work with district governments to identify and introduce innovative and affirmative approaches to address bottlenecks to effective, reliable, and quality service provision in Papua. In doing so, the activity will promote more robust citizen engagement in ensuring public services are delivered in accordance with the priorities of the people, particularly indigenous groups.

Interventions under this IR should seek to support more data-driven budgeting and planning processes that incorporate monitoring and evaluation best practices. USAID believes in supporting local solutions that improve transparency and accountability utilizing data that is publicly available. In the Papuan context, particular attention should be given to how OAP receive and access information in order to catalyze improved engagement with government. Where applicable, Kolaborasi may support dissemination of information considered important by the district government for achievement of local or national development goals.

Papua also faces significant challenges in relation to its civil service bureaucracy, which are subsequently compounded by patronage networks and a limited, largely under-educated recruitment pool. Interventions under IR 2 may seek opportunities to enhance the integrity, and perception of the integrity, of the bureaucracy, including attempts to instill a merit-based hiring and performance management system within both provinces' civil services.

IR 3. Dissemination and adoption of models and best practices in collaborative governance fostered

Kolaborasi seeks to foster an environment conducive to innovation and broader provincial adoption of citizen-centric policies and practices identified in the five priority districts. Initiatives under this IR may focus on improving and securing local government political buy-in and ownership, identifying and establishing district-to-district networks, and supporting the development of local regulations to support reforms. Kolaborasi should identify and support local government champions of reform and work to facilitate an environment conducive for the

implementation, expansion, and replication of tested interventions, ideally in connection with IRs 1 and 2. This may include the provision of technical assistance to the local government to plan, budget, and facilitate the institutionalization of model replication methods.

Critical to the success and sustainability of any development initiative is local ownership and resources, particularly financial commitment. Kolaborasi should explore and facilitate efforts to leverage Indonesian contributions to support achievement of activity results and broader replication across Papua by the Government of Indonesia. Cross-district learning and information exchange mechanisms may accelerate replication and sustainability of interventions. USAID encourages the consideration of incentive-based systems potentially utilizing Indonesian resources to encourage local governments to undertake reform and share their experience and acquired technical skills with colleagues in other districts and/or provinces.

7. Journey to Self-Reliance & Transition Award

In order to smooth the passage of USAID/Indonesia's assistance to its next level furthering local leadership and expertise in line with the Journey to Self-Reliance (J2SR) approach outlined in the Mission's CDCS, in the event a non-Indonesian organization is selected as the Recipient, at least 40% of the funding must flow down to local and locally established organizations.

The prime Recipient must develop the capacity of local sub-recipient(s) such that local organization(s) may be eligible to receive a direct award (also known as "Transition Award") from USAID. Within three years after the award date, the Recipient, in conjunction with the Mission, will identify potential local organizations that could be eligible for a direct Transition Award.

The sub-recipient(s) must carry out a distinct portion of the work in the Program Description, although the purpose of this activity is not solely for the capacity development of local subrecipients. However, general managerial and/or technical capacity building effort may be emphasized as part of the capacity building efforts.

After the Recipient identifies at least one local subrecipient to USAID as having met the initial award capacity development criteria, and if USAID has a new programmatic need and available funds, USAID may make a Transition Award to that local institution. There is, however, no guarantee that the Agency will make an award and decisions related to issuing a transition award, and the selection of transition award recipients, are solely within USAID's discretion. Should USAID elect to proceed to solicit the selected sub-recipient for such a Transition Award, the Recipient will assist the selected sub-recipient in the application process.

8. Stakeholder Engagement

Given its modest level of funding, and the subsequent need for a highly targeted focus, the proposed activity will work with stakeholders to create incentives, facilitate dialogue, develop models, and encourage best practices around citizen engagement and mobilization, to foster the ability of citizens to make their voices heard and the ability of governments to listen to them. Due to its intent promoting a collaborative governance between indigenous Papuan (Orang Asli Papua, OAP), who possess a strong tribal system and rich culture, and local governments, the Recipient should work closely with USAID/Indonesia, relevant Government of Indonesia counterparts, and civil society organizations to implement effectively and appropriately. Identifying opportunities to leverage local Indonesian resources (such as Otsos) to augment and/or support implementation and replication is likely to be important for replication and sustainability.

A. Beneficiaries

The Activity's direct beneficiaries and key stakeholders that will directly receive support will include local government officials, civil society organizations, and community groups in Papua and West Papua, with an emphasis on the participation of indigenous Papuans (OAP).

USAID expects this activity to work with Papuan indigenous communities and local governments within seven tribal geographic regions in the Island of Papua which include the areas of Anim Ha, Domberai, Bomberai, La Pago, Metago, Mamta and Serirei. Importantly, the activity should utilize the best practices identified in the USAID Policy on Promoting the Rights of Indigenous Peoples¹⁴ via its focus on working with indigenous Papuans. This will include the importance of engaging indigenous peoples to safeguard against harm; supporting their development priorities and self-reliance; and empowering indigenous peoples and their representative organizations.

Indirect beneficiaries will be the people of both provinces, who will benefit from more responsive and accountable local government and improved service provision.

B. Bappenas Desk Papua & Other GOI Stakeholders

While the emphasis and focus of Kolaborasi are the government and people of Papua and West Papua, the activity may also benefit the GOI's Desk Papua, a key stakeholder that has been tasked to lead and coordinate the GOI's national strategy for accelerating the development and implementation of special autonomy in particular Provinces of Papua and West Papua.

The Recipient is expected to pursue opportunities to leverage additional resources from Otsus

¹⁴ <https://www.usaid.gov/indigenous-peoples/usaid-policy-on-indigenous-peoples>

and/or other monies made available by the Government of Indonesia for the development of Papua.

C. Private Sector

The private sector, particularly big mining companies, has a long presence and contribution in addressing the development challenges in Papua. The activity will strengthen engagement with the private sector and seek opportunities for collaboration to bring expertise, knowledge and innovation to solve development challenges at sub national level.

Therefore, Kolaborasi must assess and map the potential contribution and leveraging of the private sector, a private sector assessment must be conducted within the first year of implementation. The assessment could identify key private sector players, their interests, and opportunities for partnership to address development challenges in Papua. Based on the assessment's findings and recommendations, appropriate actions should be adopted into the activity's subsequent implementation plans.

D. Other USAID/Donor Coordination

Papua's complex social, economic, and political conditions parallel the great diversity of interests in the province. While consultations have been conducted with various other donors' projects including DFAT KOMPAK, UKFCC's Climate Change project, UNICEF, UNDP Papua Platform, and The Asia Foundation project, this activity will actively pursue more donor sharing, coordination, and collaboration to maximize the opportunity for making impact.

Kolaborasi will also consult and coordinate closely with other US Government funded projects when developing interventions and plans.

9. Other Core Principles

Considering the complexity of working in Papua, USAID expects Kolaborasi to apply a combination of political economy analyses and do-no-harm approaches to implementation. Kolaborasi should serve as an example to local governments and civil society groups by demonstrating principles of good governance and integrity. The activity partners and key beneficiaries should be selected according to their commitment to these principles.

10. Monitoring, Evaluation and Learning Expectations

The Kolaborasi activity will be subject to rigorous monitoring and evaluation order to (a) ensure the intended results and impact are being generated, and (b) inform activity management if and when course corrections may be necessary. Considering this activity will work in the areas with

different ethnic and culturally sensitive communities, the Recipient should conduct several periodic analyses to better understand characteristics and issues within the award's domain.

Kolaborasi will conduct targeted assessments for one or more of the activity's sub-components. Mid-term and final performance evaluations will be conducted through an external contract that will be managed by USAID/Indonesia. The Kolaborasi Recipient will be expected to collaborate with the USAID evaluation team by providing relevant data and information. In addition, the Recipient should also conduct an internal midpoint performance evaluation to assess its own systems and use the results as organizational diagnostic to improve implementation.

Kolaborasi will be expected to incorporate Collaborating, Learning and Adapting (CLA) principles throughout implementation, collaborate and engage with a broad set of stakeholders, in order to learn from both evidence and experience, to adapt iteratively to unexpected results or changes in context, and to support replication goals indicated in IR 3. CLA efforts will build upon and reinforce existing processes and practices as much as possible rather than creating new systems. Instituting these approaches takes time, and change is likely to be incremental. The activity will work with key stakeholders to uncover evidence and learn from a wide range of sources for the benefit of the USAID, the host Government, and other development actors.

The Recipient must cultivate a culture of strategic collaboration and shared learning, mapping questions and learning needs to appropriate stages of interventions, and embedding a knowledge management approach that synthesizes evidence and facilitates adaptation. USAID expects this activity to develop a clear CLA Plan to maximize development results by learning more quickly and make iterative, timely course corrections. That CLA plan may include the use of short videos, easily shareable among multiple social media platforms, that can inform the public about activity successes and support replication efforts. The activity will contribute to and expand on the learning agenda that has been identified in the Mission Performance Monitoring Plan, especially the learning plan under the Mission's Development Objective 1.

As part of this CLA exercise, replication of Kolaborasi's successes will significantly rely on robust outreach and promotion efforts. USAID expects that Kolaborasi will focus lessons learned and success recording using professionally produced videos and information products that can be shared on the media sharing platforms most utilized by Indonesians, with particular focus where Papuans get their information.

11. Management/Operation Considerations

The activity's main offices are expected to be in the capital cities of the Papua and West Papua Provinces, with a small administrative/representative presence in Jakarta. The Recipient must ensure that its proposed management structure provides proper oversight and management.

It is USAID's commitment to strengthen, build, and empower local capacity. Thus, USAID anticipates that the activity will engage qualified OAP to the maximum extent possible for technical and operations positions. Where possible, the Recipient is encouraged to minimize the use of expatriate staff. The Recipient should take into consideration that the government of Indonesia has special requirements for travelling to Papua and staff or consultants traveling from abroad need additional time to secure necessary travel documentation. In addition, it can take six months to one year, in some cases more, to secure an Indonesian work permit.

USAID expects the Recipient to demonstrate their skills and experience in conflict management and mitigation, area-based development, and Do-No-Harm approaches. Furthermore, it must possess strong skills in government capacity building (particularly with regard to planning and budgeting, public outreach, and accountability mechanisms), civil society strengthening, community mobilization, citizen engagement, gender equality, and social inclusion. "Thinking out-of-the-box" will be key.

When providing subawards, the Recipient must comply with USAID's policy regarding subawards as described in ADS 303.3.21. The Recipient is required to submit a grants manual at the startup of the activity.

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) cooperative agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide an amount not to exceed \$10,000,000 in total USAID funding over a five (5) year period. The final award amount will be determined as part of the co-development phase.

2. Expected Performance Indicators, Targets, Baseline Data, and Data Collection

The Recipient must develop qualitative and quantitative indicators, including appropriate Standard Foreign Assistance Indicators (F indicators) as mandated by USAID, to measure the activity achievement at the purpose, IR, sub-IR and output levels, and establish baselines for those indicators. All indicators must be consistent with 1) USAID's [Indo-Pacific Vision](#) and USAID/Indonesia's Mission-wide Performance Management Plan. Indicators must measure potential achievement of the following non-exhaustive list of activity outcomes:

- Increased Papuan and OAP participation in the local governance processes (forums, plans and budget review, oversight of local government processes and service delivery).
- Improved Papuan residents and OAP knowledge on local government development priorities.
- Level of satisfaction with public services among women by socio-economic status
- Improved local government technical capacity in resource management (planning and budgeting, professionalism and impartiality, absenteeism, service delivery, ethics).
- Improved local government systems promoting accountability and transparency.
- Improved local government responsiveness to citizens needs in its operations.
- Improved local government willingness to embrace innovation and learn from best practices.
- Improved coordination among levels of governments for replication efforts.

The Recipient is responsible for ensuring data collection, storage analysis, reporting as well as ensuring the quality of indicator data, including those provided by any sub-awardees. The Recipient must ensure the validity, integrity, precision, reliability, and timeliness of data used for measuring performance of the Activity and informing decision making. All externally reported indicators must have a data quality assessment (DQA).

In order to better represent the results of USAID-funded activities, when applicable USAID requires geographically disaggregated indicators to measure the Activity's results. Such indicators include information on the location or geographic scale of the Activity's performance,

impact, or other information. Geographically disaggregated indicators enable the Activity to investigate the geographic variation in performance for improved monitoring, learning, and adapting.

The time it takes to ascertain potential baselines will depend on the nature of the indicators and their data sources. The target will be determined once the baseline is established. It is generally expected that all such baseline and target information must be included in the AMEL Plan.

3. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five (5) years. The start date will be upon the signature of the award, expected no later than September 1, 2021.

4. Substantial Involvement

USAID shall be substantially involved over the life of this Cooperative Agreement in the following ways:

- A. **Approval of the Recipient's Annual Implementation Plan.** The annual implementation plans and subsequent revisions are subject to approval by USAID's Agreement Officer's Representative (AOR) prior to implementing substantive work for each year of the Agreement.

- B. **Approval of Specified Key Personnel and Any Changes.** The positions indicated in hereinbelow has been designated as key to the successful implementation of the program objectives of this Agreement. Prior to replacing the key personnel, the Recipient shall immediately notify both the Agreement Officer and AOR reasonably in advance and shall submit written justification, including proposed substitutions, in sufficient detail to permit evaluation of the impact on the program. No replacement of these specified key personnel shall be made by the Recipient without consent of the Agreement Officer.
 - 1. TBD - Name, Key Personnel Position (equivalent of Financial Director), Roles/Responsibilities, Minimum Qualifications
 - 2. TBD - Name, Key Personnel Position, Roles/Responsibilities, Minimum Qualifications
 - 3. TBD - Name, Key Personnel Position, Roles/Responsibilities, Minimum Qualifications
 - 4. TBD - Name, Key Personnel Position, Roles/Responsibilities, Minimum Qualifications

- C. **Agency and Recipient Collaboration or Joint Participation.** When the Recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, USAID may specify the collaboration or joint participation of USAID and the

Recipient on the program. There should be sufficient reason for Agency involvement and the involvement should be specifically tailored to support identified elements. When these conditions are met, USAID may specify appropriate levels of substantial involvement such as the following:

- (1) Concurrence on Sub-Awards – The sub-award, transfer, or contracting out of any work under an award already requires the Recipient to obtain the AO’s prior approval under 2 CFR 200.308. However, under this award, the Agreement Officer has delegated sub-award approvals to the AOR up to \$150,000. Any subaward approval above \$150,000 should be provided by the AO, with the concurrence from the AOR.
- (2) Approval of Activity Monitoring Evaluation and Learning (AMEL) Plan – USAID will review and approve the Recipient’s activity monitoring evaluation and learning plan, inclusive of realistic and appropriate performance indicators and plans for periodic evaluation of activities, and all subsequent changes to the AMEL plan.
- (3) Approval of activity site locations and geographic targeting, other than the districts mentioned in Section A.5 under Geographic Location.
- (4) Direction or Redirection Because of Interrelationships with other projects. USAID may provide directions to the Recipient to help achieve results through coordination with other activities sponsored by the U.S. government or other donors, to avoid duplication of effort, and/or support U.S. foreign policy considerations.
- (5) Participation in Preparation of Technical Publications. USAID may
 - (i) Participate in technical discussions with the Recipient in the development of content for print and electronic publications and/or
 - (ii) Review and approve final version of all print or electronic publications before publication to ensure compliance with the approved Branding Strategy and Marking Plan.

5. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is **937**. The United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source, is the authorized USAID Principal Geographic Code for the procurement of commodities and services.

6. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Kolaborasi Activity, which is authorized by Federal statute. The successful Recipient will be responsible for ensuring

the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

7. Selection of Instrument

USAID's market assessment identified poor governance, particularly surrounding resource management and public service delivery, as a fundamental development challenge in Papua. During the planning phases, USAID identified that working with stakeholders, especially local organizations, would best create incentives, facilitate dialogue, develop models, and encourage best practices around citizen engagement and mobilization to foster the ability of citizens to make their voices heard and the ability of governments to listen to them. Thus, the provision of Federal financial assistance to the successful recipient for these Program Area purposes of DR 2: Good Governance, DR 4: Civil Society; and DR6: Human Rights serves the Agency's public purpose of supporting development actors who advance the achievement of USG development objectives in the Program Area. USAID will be better able to achieve programmatic success by providing funds or in-kind support to local organizations with a strong presence, sustained experience, relying on local insight.

The provision of Federal financial assistance for the development purposes defined by USAID/Indonesia's CDCS Development Objective 1, 'Democratic Governance Strengthened' will allow local governance and civil society to support citizen participation to strengthen accountability of the public sector at the sub-national level and improve sector outcomes by carrying out and promoting citizen programs and activities in a manner that advances sustainable development in the Papua.

8. Journey to Self-Reliance and Transition Award

USAID/Indonesia seeks to further local leadership and expertise in line with the Journey to Self-Reliance (J2SR) approach outlined in the Mission's CDCS.

In the event a non-Indonesian organization is selected as the Recipient, the organization must meet the following criteria: at least 40% of budgeted funding must flow down to local or locally established organizations.

Moreover, if the prime Recipient is not a local organization, it must develop the capacity of local sub-recipient(s) such that local organization(s) may be eligible to receive a direct award (also known as "Transition Award") from USAID. The sub-recipient(s) must carry out a distinct portion of the work in the Program Description; the purpose of this activity is not solely for the capacity development of local subrecipients. However, general managerial and/or technical capacity building effort may be emphasized as part of the capacity building efforts.

Within three years after the award date, the Recipient, in conjunction with the Mission, will identify potential local organizations that could be eligible for a direct Transition Award. By no later than the end of Year 4 after the award date, the Recipient may recommend up to two (2) sub-recipients for Transition Awards.

The local sub-recipient must demonstrate the following eligibility criteria to be recommended for a Transition Award:

- Be registered in all application USG systems (including but not limited to System for Award Management);
- Meet other pre-award requirements, including the risk assessment, and required representations and certifications;
- Proficiency of financial management systems and internal controls;
- Possesses or can recruit the necessary staff with the knowledge, skills and abilities to carry out a program;
- An ability to monitor its own program performance in a cost-effective and efficient manner;
- Possesses the technical and management capability and experience to carry out similar goals and objectives detailed in Section A. Program Description; and
- USAID will consider highly favorably organizations that demonstrate innovative approaches and solutions in line with the objectives of this activity.

The Recipient must also track the progress toward meeting the criteria. To assist in this effort, the Recipient should conduct a baseline capacity assessment at the time any subaward is made to a potential transition award recipient, with a follow-up assessment prior to recommending the local subrecipient for a transition award; or alternatively, conduct a risk assessment of the local subrecipient prior to recommending the local subrecipient for a transition award.

After the Recipient identifies the local subrecipient(s) to USAID as having met the initial award capacity development criteria, and if USAID has a new programmatic need and available funds, USAID may make a Transition Award. There is, however, no guarantee that the Agency will make a transition award and decisions related to issuing a transition award and the selection of transition award recipient are solely within USAID's discretion. Should USAID elect to proceed to solicit the selected sub-recipient for such Transition Award, the Recipient will assist the selected sub-recipient in the application process.

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is not restricted.

Pursuant to Code of Federal Regulations (CFR) 2 CFR 200.400(g), it is USAID policy not to award profit under assistance instruments such as cooperative agreements. While for-profit firms may participate, pursuant to 2 CFR 700.13(A)(1) Prohibition against profit: no funds will be paid as profit to any for-profit entity receiving or administering Federal financial assistance as a recipient or subrecipient, and as such, for-profit organizations must waive profits and/or fees to be eligible to submit an application.

USAID welcomes applications from organizations that have not previously received financial assistance from USAID.

Successful applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. Thus, in order for an award to be made, the AO must make a positive “risk assessment,” as discussed in ADS 303.3.9. This means that the applicant must possess, or have the ability to obtain, the necessary management and technical competence to conduct the proposed activity. The applicant must agree to practice mutually agreed-upon methods of accountability for funds and other assets provided or funded by USAID.

In the absence of a positive risk assessment, an award can ordinarily not be made. However, in rare cases, an award can be made with “Specific Conditions” (e.g., additional non-standard award requirements designed to minimize the risk presented to USAID of making an award to an NGO for which a positive risk assessment cannot be made), but only where it appears likely that the applicant can correct the deficiency in a reasonable period.

2. Cost Sharing or Matching

USAID has established a mandatory minimum recipient cost share of 2% (two percent) of projected award amount or a dollar amount for the award. Such funds may be provided directly by the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level. This may include contribution of staff level of effort, office space or other facilities or equipment which may be used for the program, provided by the recipient. For guidance on cost sharing in grants and cooperative agreements see 2 CFR 200.306.

3. Exclusive Commitments

USAID/Indonesia discourages any applicant from requiring exclusive commitments by local organizations to participate as part of a consortium or sub-award. Local organizations participating in a consortium may elect to participate in another consortium under a different application.

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Name: Mr. Nathan Olah
Title: Agreement Officer
Email: applications-indo@usaid.gov

Mailing Address:
Office of Acquisition & Assistance
U.S. Agency for International Development
U.S. Embassy
Jl. Medan Merdeka Selatan no. 3-5, Jakarta 10110 – Indonesia

2. Questions and Answers

Questions regarding this NOFO should be submitted applications-indo@usaid.gov with a courtesy copy to: Sabrina Simanjuntak at ssimanjuntak@usaid.gov no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. Applicant Conference

USAID/Indonesia will host an Applicant Conference for all interested applicants and sub-awardees on March 18th, 2021 at 9:00 am via Google Meets video conferencing platform.

This will be an opportunity for applicants to reach an understanding of the requirements for submitting a qualifying application for assistance through this NOFO as well to gather and subsequent to the conference distribute, a list of those expressing interest in the activity to allow potential partnering opportunities. USAID/Indonesia will not accept or discuss specific applications at the conference.

Parties interested in participating in the applicants' conference should fill in [the google form](#) and email Eka Yosida at eyosida@usaid.gov by no later than 16:00 on March 15, 2021. Please provide your full name, your organization/institution as well as a general description of the organization's capabilities (no more than 100 words) in the google form link provided above. Prior to the event, a follow up correspondence will be sent to contacts providing the conference call-in and other details.

It is anticipated that USAID/Indonesia will provide copies of any presentations and responses to questions in an amendment to this Addendum, for those unable to participate. USAID/Indonesia also intends to share the list of participants approximately one (1) week following the close of the participation sign up.

4. General Content, Form and Submission of Application

USAID/Indonesia will follow a less traditional “phased selection process.” Phase 1 is the submission and review of the Short Initial Application. Phase 2 is the co-creation phase, in which one (1) Apparent Successful Applicant (ASA) will collaboratively design with USAID/Indonesia a program description and budget. Phase 3 is the submission and review of the Full Final Application, including USAID’s full review of the cost proposal.

A. Content and Form

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: The Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections 5 and 7, below, for information on the content specific to the Technical and Business (Cost) applications for each the Short Initial Application and Full Final Application. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

Both the Technical and Business (Cost) Applications must include a cover page containing the following information:

- Name of the organization(s) submitting the application.
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address)
- Program name
- Notice of Funding Opportunity number
- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID’s definition of ‘local entity’ under ADS 303).

Any erasures or other changes to the application must be initialed by the person signing the application. Applications signed by an agent on behalf of the applicant must be accompanied by

evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English.
- Use standard 8 ½" x 11", single sided, single-spaced, 12-point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

B. Application Submission Procedures

Short Initial Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late applications will not be reviewed. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date.

The deadline for submission of the Full Final Application will be provided following the co-creation phase.

Applications must be submitted by email to applications-indo@usaid.gov. Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g., "No. 1 of 4", etc.). For example, if your cost application is being sent in two

emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

USAID's preference is that the technical application and the cost application each be submitted as consolidated email attachments, e.g., that you consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear. After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email or indicate in the file name if submitted via grants.gov that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email. Applicants are reminded that email is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Indonesia cannot guarantee their acceptance by the internet server.

5. Phase 1 Short Initial Application Format & Content

A. Short Initial Technical Application Format

The short initial technical application should be specific, complete, and presented concisely. The application must demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and merit review criteria found in this NOFO.

(1) Cover Page (See Section D.4 above for requirements)

(2) Executive Summary (One page)

The Executive Summary must provide a high-level overview of key elements of the Short Initial Technical Application.

(3) Technical Approach - Not to Exceed Six (6) Pages

In this section, the Applicant must detail its understanding of the local context and based thereon, clearly present its implementation approach of how it will achieve the intermediate results and expected outcomes as described in Section A, including its strategy toward gender equality and

social inclusion. While the Technical Approach need not be the full and detailed Program Description at this phase, as this will be collaboratively finalized during the co-creation phase, there must be sufficient detailed information that describes the Applicant's notional technical approach.

This section must demonstrate the Applicant's understanding of the challenges and opportunities in implementing the Kolaborasi activity. In addition, the Applicant must propose how the Applicant intends to feasibly achieve the desired outcome, in alignment with the considerations described in Section A, including how the Applicant will incorporate responsive gender/inclusive development elements and approaches into the proposed interventions.

(4) Institutional Capacity - Not to Exceed Four (4) Pages

In this section, the Applicant must convincingly demonstrate how the Applicant (and its partners), through its past experience in Papua and/or a similar context, possess the institutional capacity to successfully implement the proposed interventions to achieve the desired outcomes.

In demonstrating such institutional capacity, the Applicant must describe how it has demonstrated success in implementing similar size and/or complex programs. The Applicant should explain how it possesses: the management capacity to timely, effectively and with high quality complete interventions and reporting requirements; the financial systems and capability to provide financial oversight; and the M&E and CLA systems to measure and adapt from programmatic progress.

(5) Stakeholder Engagement & Management Approach - Not to Exceed Four (4) Pages

In this section, the Applicant must demonstrate how, while ensuring meaningful attention to the principles described in Section A, its management approach and collaboration with stakeholders will achieve the desired outcomes.

The Applicant should identify anticipated strategic partners and describe how it will engage different stakeholders, especially given the local context and other considerations described in Section A, in order to leverage local resources, promote collaboration, and incorporate a more inclusive implementation approach.

The Applicant should explain how it will apply adaptive management techniques to inform program management to adapt to changing on-the-ground dynamics and make prompt key decisions. This section should also describe the Applicant's notional consortium/partnership/subawardee arrangements, including a brief explanation of the roles and responsibilities of such members and anticipated approach to achieve the minimum of 40% flow

down of budgeted funding to local and locally established organizations and overview of how it will meet staffing needs with such an organizational structure. The Applicant should also describe how it will undertake subrecipient oversight and build subrecipient capacity building in order to potentially qualify subrecipients for a future Transition Award.

B. Initial Business (Cost) Application Format

Prior to award, applicants will be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.206. Applicants should not submit any additional information with their initial application except to satisfy the requirements specified below.

The Initial Cost Application must contain the following sections:

(1) Cover Page (See Section D.4 above for requirements)

(2) SF-424 Forms

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

| | |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Instructions for SF-424 | http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html |
| Application for Federal Assistance (SF-424) | https://www.grants.gov/web/grants/forms/sf-424-family.html |
| Instructions for SF-424A | http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html |
| Budget Information (SF-424A) | https://www.grants.gov/web/grants/forms/sf-424-family.html |
| Instructions for SF-424B | http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html |
| Assurances (SF-424B) | https://www.grants.gov/web/grants/forms/sf-424-family.html |

At this Phase 1 - Initial Applications, a full detailed budget and budget narrative are not required as part of the Initial Application.

(3) Dun and Bradstreet and SAM Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS number) and System for Award Management (SAM) requirements. Each applicant (unless the applicant is an individual or Federal awarding agency

that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d) is required to:

1. Provide a valid DUNS number for the applicant and all proposed sub-recipients.
2. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.beta.sam.gov).
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

DUNS number: <http://fedgov.dnb.com/webform>

SAM registration: <http://www.beta.sam.gov>

Non-U.S. applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain an NCAGE code, on www.beta.sam.gov, navigate to Help, then to International Registrants.

6. Phase 2 Co-Creation

The Apparent Successful Applicant (ASA) selected following the Short Initial Application review will be invited to Co-Creation with USAID/Indonesia to build on the concept set forth in the Short Initial Application.

Additional information regarding the format and expectations of this phase will be provided at time of invitation.

USAID/Indonesia envisages that the product of the Co-Creation phase is a strong draft program description for the full application phase, a mutually agreed upon budget, as well as quantitative and qualitative indicators.

7. Phase 3: Full Final Application Format and Content

A. Full Final Technical Application Format

The Full Final Technical Application should be specific, complete, and presented concisely. The application must demonstrate the Applicant's approach to achieving the goals of this program.

The application should take into account the requirements of the program, considerations discussed during the co-design phase and merit review criteria found in this NOFO.

(1) Cover Page (See Section D.3 above for requirements)

(2) Technical Approach - Not to Exceed Twenty (20) Pages

The Applicant will submit the collaboratively designed and mutually agreed upon finalized Program Description that will be inserted into the cooperative agreement. The Program Description must describe the clear and practical programmatic approach for the effective implementation and successful achievement of the activity objectives, including how the activity will integrate gender and inclusive development approaches throughout all aspects of implementation and other considerations described in Section A and include other relevant discussions, as determined during co-design such as but not limited to, a brief description of the management and staffing plan, subrecipient management, and other similar relevant information.

(3) Management and Staffing Plan - Not to Exceed Five (5) Pages, Excluding Annexes

In this section, the Applicant must elaborate from what is contained in the Program Description to provide a well-articulated management and staffing plan that will lead to successful implementation of its proposed Program Description, including the proposed Key Personnel positions. The management plan and staffing plan should be appropriate and aligned with the proposed technical approach.

The Applicant's management plan should summarize how the Applicant's proposed organizational structure and management approach will effectively implement its technical approach to achieve the activity objectives. The management plan must include the roles and responsibilities of the prime organization, sub-partners, consortium members and use of local networks (as each is applicable) as well as how the Applicant intends to identify additional potential subrecipients (if applicable) and manage subawards. The Management Plan should also explain how the Applicant will ensure compliance with the minimum of 40% flow down of budgeted funding requirement to local and locally established entities. The Management Plan should describe the roles and responsibilities of the Home Office, Jakarta presence and field offices and staff, including their assigned management and decision-making authorities, and how this organizational structure will effectively and efficiently achieve the Kolaborasi objectives.

The Applicant must also describe how its staffing plan will efficiently and effectively provide the greatest likelihood of results in the target locations and communities. The staffing plan must adequately describe the proposed overall skills mix, anticipated distribution of these skills and

personnel among selected field sites and the main office and use of support staff and/or short-term technical assistance (if applicable), demonstrating how this mixture will collectively possess the required technical and management expertise and skills to achieve the expected results, and how the proposed staffing will meet the Section A considerations. The Applicant must also address its mitigation strategy for retention of qualified staff and how it will promptly and satisfactorily change personnel if and when problems identified arise.

This section must also propose which positions will be Key Personnel (this must include a Senior Financial Manager or equivalent) and how these individuals will contribute to the overall successful implementation of the activity. The staffing plan should describe their roles and responsibilities and proposed minimum qualifications for each position; in a format to be included in Section B.4.B of the cooperative agreement. The Applicant must also propose candidates that meet these specific qualifications for these Key Personnel positions.

In support of the above narrative, the Applicant must include the following as Annexes (which do not count toward the limit):

- **Annex A - Organizational Structure Diagram:** A diagram that illustrates the proposed organizational structure. There is no set form for this Annex. It may not exceed two pages.
- **Annex B - Staffing Plan:** A diagram that provides proposed staffing and roles and responsibilities. There is no set form for this Annex. There is no page limit, but a summary of each position should be succinct to be able to understand the staffing pattern and plan. For the Key Personnel positions, the matrix should describe the position, roles and responsibilities and proposed minimum qualifications that align with the expertise and experience needed to undertake the roles and responsibilities.
- **Annex C - Statement of Qualifications (SOQ) for Key Personnel:** Do not include CVs or resumes for each of the Key Personnel. Rather, the Applicant should submit for each Key Personnel a SOQ that clearly explains why the individual is suited for the proposed position and possesses the skills, knowledge and thus meets the proposed minimum qualifications, and contributes to the collective knowledge and experience requirements for the Key Personnel Team. The SOQ narrative may not exceed two pages for each of Key Personnel. A third page to each SOQ must identify a minimum of three (3) references of professional contacts, with contact information, preferably including email addresses. Note that it is in the interest of the Applicant to inform these contacts that USAID/Indonesia will be contacting them in order to obtain information to verify qualifications.

(4) Draft Activity M&E Plan - No Page Limit

The Applicant must submit an initial outline and/or draft of its AMEL Plan to demonstrate how it will have a monitoring, evaluation and learning plan that describes how its MEL system will effectively and thoroughly collect relevant data, convincingly measure programmatic progress, and facilitate adaptive learning and management.

While the AMEL Plan is not expected to be in a final form, the outline and/or draft of the AMEL should follow the format and align with the requirements for an AMEL Plan described in Section F.3.B (Reporting and Evaluation Requirements), excluding in particular PIRS. At a minimum, the draft plan must include the quantitative and qualitative indicators agreed upon during the co-creation phase and provide the plan for establishing the baseline data required for the final AMEL Plan submission, which will be due 90 days after the effective date of award.

B. Final Business (Cost) Application Format

The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit exists for the full cost application, the Applicant is encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

The Cost Application must contain the following sections (which are further elaborated below this listing with the letters for each requirement):

(1) Cover Page (See Section D.4 above for requirements)

(2) Final SF 424 Form(s)

The applicant must sign and submit the final cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

| | |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Instructions for SF-424 | http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html |
| Application for Federal Assistance (SF-424) | https://www.grants.gov/web/grants/forms/sf-424-family.html |
| Instructions for SF-424A | http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html |
| Budget Information (SF-424A) | https://www.grants.gov/web/grants/forms/sf-424-family.html |

| | |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Instructions for SF-424B | http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html |
| Assurances (SF-424B) | https://www.grants.gov/web/grants/forms/sf-424-family.html |

(3) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by activity year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award and may result in a rejection of the cost application.

The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID’s determination that the proposed costs are fair and reasonable.

The Budget must include the following worksheets or tabs, and contents, at a minimum:

- 1) Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category for the entire period of the program.

| Budget Line Items | Amount (USD) |
|-------------------------------------|---------------------|
| Direct Costs | |
| Indirect Costs | |
| Total Estimated USAID Amount | |
| Cost Share | |
| Total Award Budget Amount | |

- 2) Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant’s program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

- 3) Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the activity.

Below is the illustrative format of the detailed budget:

| Cost Element | Year 1 | | | Year 2 | | | Year 3 | | | Year 4 | | | Year 5 | | |
|-------------------------------------|-----------|------|--------|-----------|------|--------|-----------|------|--------|-----------|------|--------|-----------|------|--------|
| | Cost/Unit | Unit | Amount |
| Direct Costs: | | | | | | | | | | | | | | | |
| Salaries | | | | | | | | | | | | | | | |
| Fringe Benefits | | | | | | | | | | | | | | | |
| Travel and Transportation | | | | | | | | | | | | | | | |
| Equipment & Supplies | | | | | | | | | | | | | | | |
| Other Direct Cost | | | | | | | | | | | | | | | |
| Subawards | | | | | | | | | | | | | | | |
| Total Direct Costs | | | | | | | | | | | | | | | |
| Indirect Cost | | | | | | | | | | | | | | | |
| Total Estimated USAID Amount | | | | | | | | | | | | | | | |
| Cost Share | | | | | | | | | | | | | | | |
| Total Costs | | | | | | | | | | | | | | | |

- 4) The Detailed Budget must contain the following budget categories and information, at a minimum:

- 1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant’s budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant’s written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.
- 2) Fringe Benefits – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
- 3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant’s normal travel

policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

- 4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
- 5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant’s budget, including those related to fringe and indirect costs.
- 6) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.
- 8) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA

Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency’s discretion, a provisional rate may be set forth in the award subject to audit and finalization. See [USAID’s Indirect Cost Rate Guide for Non Profit Organizations](#) for further guidance.

Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)

Eligibility: Any applicant that does not have a current NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200 for further information.

If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

- 9) **Cost Sharing** – The applicant should estimate the amount of cost-sharing resources to be provided over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting award.

For the purpose of this RFA, the Applicant must apply a uniform currency exchange rate of ID Rp.14,500 to US \$1.

(4) Required Certifications and Assurances

The applicant must complete the following documents and submit a signed copy with their application:

- (1) “Certifications, Assurances, Representations, and Other Statements of the Recipient” ADS 303mav document found at <https://www.usaid.gov/ads/policy/300/303mav>
- (2) Assurances for Non-Construction Programs (SF-424B)
- (3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

(5) Conflict of Interest Pre-Award Term

a. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term “conflict of interest” includes situations in which financial or other

personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

2. The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

b. Organizational Conflict of Interest

The applicant must notify USAID of any actual or potential conflict of interest that they are aware of that may provide the applicant with an unfair competitive advantage in competing for this financial assistance award. Examples of an unfair competitive advantage include but are not limited to situations in which an applicant or the applicant's employee gained access to non-public information regarding a federal assistance funding opportunity, or an applicant or applicant's employee was substantially involved in the preparation of a federal assistance funding opportunity. USAID will promptly take appropriate action upon receiving any such notification from the applicant.

(6) Prior Approvals in accordance with 2 CFR 200.407

Inclusion of an item of cost in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

(7) Approval of Subawards

The applicant must submit information for all subawards that it wishes to have approved at the time of award. For each proposed subaward the applicant must provide the following:

- Name of organization
- DUNS Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred

- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.332(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

(8) History of Performance

The applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed 3 awards, as follows:

- Name of the Awarding Organization;
- Award Number;
- Activity Title;
- A brief description of the activity;
- Period of Performance;
- Award Amount;
- Reports and findings from any audits performed in the last three (3) years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

If the applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an applicant's history of performance from any sources and may consider such information in its review of the applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

(9) Responsibility Determination

To assist the Agreement Officer to make a determination of the Applicant's risk, the Applicant is requested to demonstrate:

- 1) Applicant has adequate financial resources or the ability to obtain such resources, as required during the performance of the award;
- 2) Applicant has the ability to meet the award terms and conditions, considering all existing prospective recipient commitments, both non-governmental and governmental;
- 3) Applicant has a satisfactory record of business integrity;
- 4) Applicant is otherwise qualified to receive an award under applicable laws and regulations.

(10) Branding Strategy & Marking Plan

USAID seeks to achieve a high level of public visibility through an array of communication activities, including media coverage, social media engagement, and events. USAID policy on the

branding and marking of the work products of this agreement is contained in 2 CFR 700.16; USAID ADS Chapters 320, 557, and 558; and the USAID Graphic Standard Manual and Partner Co-Branding Guide.

The Applicant must submit a Branding Strategy and Marking Plan as part of the Full Final Application. The Agreement Officer will review it for adequacy and compliance with USAID/Indonesia's Branding Strategy and Marking Plan Guidance and Agency policies. The negotiated and approved Branding Strategy and Marking Plan will be incorporated into the Cooperative Agreement at time of award.

USAID encourages the use of social media and online platforms to publicize work, and to engage with development partners and learn from stakeholder communities in coordination with the existing media outreach and efforts of the USAID/Indonesia mission. If the Applicant intends to utilize social media, the Applicant must prepare a complementary social media strategy that is incorporated in the Branding Strategy and Marking Plan.

For more information on Branding Strategy and Marking Plan guidance, please see Annex 2 and visit: <https://www.usaid.gov/sites/default/files/documents/1868/320.pdf>.

The following provides additional minimum requirements for the Branding Strategy and Marking Plan:

1. BRANDING STRATEGY – ASSISTANCE (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
 - (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.

- (2) The intended name of the program, project, or activity.
- (I) USAID requires the applicant to use the “USAID Identity,” comprised of the USAID logo and brand mark, with the tagline “from the American people” as found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
 - (ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.
 - (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
 - (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- (3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.
- (4) Planned communication or program materials used to explain or market the program to beneficiaries.
- (i) Describe the main program message.
 - (ii) Provide plans for training materials, posters, pamphlets, public service announcements, billboards, Web sites, and so forth, as appropriate.
 - (iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, “USAID is from the American People.”
 - (iv) Provide any additional ideas to increase awareness that the American people support this project or program.

(5) Information on any direct involvement from the host-country government or ministry, including any planned acknowledgement of the host-country government.

(6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

2. MARKING PLAN - ASSISTANCE (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brandmark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency and is found on the USAID Web site at <http://www.usaid.gov/branding>. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Marking Plan must include all of the following:

(1) A description of the public communications, commodities, and program materials that the applicant plans to produce, and which will bear the USAID Identity as part of the award, including:

(i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;

- (ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
 - (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.
 - (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.
- (2) A table on the program deliverables with the following details:
- (i) The program deliverables that the applicant plans to mark with the USAID Identity;
 - (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
 - (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
 - (iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and
 - (v) The rationale for not marking program deliverables.
- (3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:
- (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.

- (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
 - (iii) Undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
 - (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
 - (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
 - (vi) Offend local cultural or social norms or be considered inappropriate. The applicant must identify the relevant norm and explain why marking would violate that norm or otherwise be inappropriate.
 - (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.
- f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

8. Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

9. Apparent Successful Applicant Selection

USAID reserves the right to select another applicant from the pool of Initial Applicants participants in case final agreement and award is not reached with the initially selected Apparently Selected Applicant (ASA).

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SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format.

2. Review of and Selection Process

There will be two Merit Review phases. The purpose of this process is to identify an Applicant that will have the greatest chance of success to achieve the activity objectives. The Short Initial and Full Final Technical Applications will be evaluated by a Selection Committee (SC) using the criteria described in this section.

Merit Review of Phase 1 (Short Initial Application): Once the Short Initial Application has been submitted in response to this NOFO, USAID will conduct a merit review of the Short Initial Application using the criteria outlined in the Initial Merit Review section below. The purpose of the merit review is to identify the Applicant that presents the best approach to achieve the Kolaborasi activity objectives, as described in Section A: Program Description.

Based on the review of the Initial Application in accordance with the merit review criteria, one (1) applicant will be selected as the Apparent Successful Applicant (ASA)¹⁵. Following this review, Applicants will be informed if they have been selected as the ASA or if they have not been selected for award. At the completion of Phase 1, the competitive process requirements of ADS 303 will be satisfied.

Phase 2 Co-Creation: Only the selected ASA will be invited to participate in Phase 2: co-creation phase.

Merit Review of Phase 3 (Full Final Application): Following a successful co-creation phase, USAID will request the ASA to submit its Full Final Application, which will include both technical and cost applications. USAID will review these documents and may request additional

¹⁵ Apparently Successful Applicant(s): The applicant for USAID funding recommended for an award after the merit review, but who has not yet been awarded cooperative agreement award by the Agreement Officer. Apparently successful applicant status confers no right and constitutes no USAID commitment to an award, which still must be obligated by the Agreement Officer.

clarification questions. Per USAID’s requirements, the final technical and cost/business application will be reviewed and at this stage, USAID/Indonesia will evaluate them as “Acceptable” or “Unacceptable.” If the application is deemed “acceptable,” an award will be drafted and submitted to the ASA for review.

A. Short Initial Application Merit Review

1. Technical Application

The merit review is in descending order of importance.

Factor 1 -Technical Approach: The extent to which the Applicant demonstrates a strong understanding of the local context and based thereon, how its implementation approach will achieve the intermediate results and expected outcomes as described in Section A, including its strategy toward gender equality and social inclusion.

Factor 2 - Institutional Capacity: The extent to which the Applicant (and its partners) convincingly demonstrates through its past experience in Papua or a similar context that it possesses the institutional capacity to successfully implement the proposed interventions to achieve the desired outcomes.

Factor 3 - Stakeholder Engagement & Management Approach: The extent to which the Applicant demonstrates how, while ensuring meaningful attention to the principles set forth in Section A, its management approach and collaboration with stakeholders will effectively achieve the activity’s objectives.

2. Short Initial Business Application Review

The Agency will evaluate the cost application at this phase based on whether the requirements of Cost/Business Application submission have been satisfied. The Agency will also consider, based on the information requested, the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested and whether the applicant's proposed cost share meets or exceeds the minimum requirements.

B. Full Final Application Merit Review

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the applicants should address in their final full applications, and (b) set the standard against which all applications will be evaluated.

Technical and other factors will be evaluated at the Full Final Application as acceptable or not acceptable.

1. Full Final Technical Application

The following factors will be reviewed upon submission of the Full Final Application and will be evaluated as acceptable or not acceptable:

Factor 1: Technical Approach: The Applicant's Program Description describes the clear and practical programmatic approach for the effective implementation and successful achievement of the activity objectives, including how the activity will integrate gender and inclusive development approaches throughout all aspects of implementation and other considerations described in Section A.

Factor 2: Management and Staffing Plan: The Applicant demonstrates a well-articulated management and staffing plan that will lead to successful implementation of its proposed Program Description, including the proposed Key Personnel positions.

Factor 3: M&E and CLA Approach: The Applicant demonstrates that it will have a monitoring, evaluation and learning plan that describes how it will structure its MEL system to effectively and thoroughly collect relevant data, convincingly measure programmatic progress, and facilitate adaptive learning and management.

2. Business Review

The Agency will evaluate the cost application of the applicant under consideration for an award as a result of the merit criteria review to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

The Agency will also consider (1) whether the applicant demonstrates understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

Proposed cost share will be reviewed for compliance with the standards set forth in 2 CFR 200.306, 2 CFR 700.10, and the Standard Provision "Cost Sharing (Matching)" for U.S. entities, or the Standard Provision "Cost Share" for non-U.S. entities.

The AO will perform a risk assessment (2 CFR 200.206). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective

recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” (2 CFR 200.208).

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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

2. Administrative & National Policy Requirements

The resulting award from this NOFO will be administered in accordance with the following policies and regulations.

For US organizations: [ADS 303](#), [2 CFR 700](#), [2 CFR 200](#), and [Standard Provisions for U.S. Non-governmental organizations](#).

For Non-US organizations: [Standard Provisions for Non-U.S. Non-governmental Organizations](#).

USAID/Indonesia's Office of Acquisition and Assistance will administer this award. The AO will designate an AOR to review, concur and/or approve on the items outlined in Substantial Involvement (Section B of this NOFO).

See Annex 1, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

3. Reporting & Evaluation Requirements

The Recipient will adhere to all reporting requirements listed below; further, US Non-Governmental organizations need to be in compliance with 2 CFR 200 and 2 CFR 700 (specifically 2 CFR 200.327-329).

The Recipient will submit all reports by the due date for approval from the USAID Agreement Officer's Representative (AOR). The Recipient will consult with the AOR on the format and content prior to submission. In addition to the reports below, the AOR may request additional information to contribute to the internal USAID project reviews.

A. Annual Implementation Plans

The Recipient must work with USAID to develop and submit an annual implementation work plan within 45 calendar days of the effective date of the award. The Agreement Officer's Representative (AOR) will review and approve the plan within 15 calendar days after receipt of the draft implementation plan. Sixty (60) calendar days before the end of each USAID fiscal year, the Recipient must submit to the AOR an annual implementation work plan for the following fiscal year.

The annual implementation plan will describe activities to be conducted at a greater level of detail than the Program Description of the award, but should be cross-referenced with the applicable sections in the Program Description. All activities must be within the scope and objectives of the award. Annual implementation plans must not change such scope and objectives or any other terms and conditions of the award in any way; such changes may only be approved by the Agreement Officer, in advance and in writing. Thereafter, if there are inconsistencies between the work plan and Program Description or other terms and conditions of the award, the latter will take precedence over the workplan.

The implementation plans must include, at a minimum:

- A strategic statement, articulating major program impacts over the life of the program, including information on how proposed interventions will be implemented
- A strategic statement of challenges to be addressed in particular years, and opportunities.
- All proposed interventions, including expected accomplishments and progress towards achieving results and performance measures tied to the indicators agreed upon within the AMEL Plan
- A gender section that highlights strategic gender equitable goals, related activities, and indicators. This includes, but is not limited to, equitable gender representation of stakeholders representation of women's groups, and incorporation of violence-free as a component of sustainable district planning
- Personnel requirements and consultancy needs during program implementation, including draft position descriptions to achieve expected outcomes
- Details of collaboration with other major partners
- The initial annual implementation plan must also include the Recipient's Strategic Communications Plan as a separate annexed plan with proposed outreach and communication deliverables including strategic communication activities

B. Activity Monitoring, Evaluation and Learning (AMEL) Plan

The Recipient must develop and implement an Activity Monitoring, Evaluation and Learning (AMEL) Plan in accordance with ADS 201.3.4.10. that measures and tracks progress toward the immediate results and expected outcomes. The Recipient must submit the AMEL Plan within 90 days after the effective date of award. The Agreement Officer's Representative (AOR) will review and approve the plan within 20 calendar days after receipt of the draft implementation plan. If revisions are required, the Recipient must resubmit a further revised plan within 15 calendar days after receipt of comments provided by the AOR.

The AMEL Plan should include:

1. Overall description of the monitoring, evaluation, and learning (MEL) approach, including proposed indicators, methodologies for collection and verification, data sources, and responsible parties;
2. Collaboration with any external evaluations, including Data Quality Assessments (DQA) conducted by USAID;
3. Performance Indicator Reference Sheet (PIRS) for each mandatory and custom indicator, including the rationale for selected custom indicators at the outcome level;
4. A Logical Framework Matrix that includes all indicators and their baselines, annual target values, life of Activity target values, and disaggregate levels, including disaggregation by sex; and
5. Outline the management of data at all stages, including data collection, storage, analysis, quality and reporting.

In the AMEL plan, the Recipient must identify which indicators lend themselves to geographic representation and report accordingly. The AMEL plan must demonstrate how such geographically disaggregated indicators will be used to analyze Activity performance and inform management decisions.

The AMEL plan must include indicators that USAID uses in its own standardized reporting as well as indicators that the Recipient believes to be necessary in order to adequately measure and track progress and impact of the range of possible tasks. The Recipient must describe the rationale behind the indicators selected (relevance of the indicator, data quality, availability, cost-effectiveness of collection, etc.). The Recipient is encouraged to keep these to the minimum number necessary for monitoring needs and to propose innovative approaches and creative technologies for data collection. Outcome indicators, as opposed to output indicators, should be used whenever possible.

As part of the AMEL Plan, the Recipient must submit a CLA Plan supplement. The CLA Plan must describe how the Recipient will:

- Collaborate with USAID; government counterparts; and other stakeholders.
- Establish a learning agenda, including opportunities to reflect on progress, review challenges and successes, and learn from failure.
- Incorporate learning into the implementation of activity, including the process by which adjustments will be made.

The plan must also include an analysis of the role of gender equality and social inclusion, private sector engagement, and local ownership in implementation, as well as a dedicated focus on overall knowledge capture at Activity close out.

As part of CLA, the MEL plan should be revised as needed in response to changes in the Activity or context that occur during the life of the Activity, including changes to USAID mandatory standard indicators and indicator disaggregate categories. All changes must be approved in writing by the AOR.

In developing the AMEL plan, the Recipient should follow the guidance outlined in USAID's How-To Note: Activity Monitoring, Evaluation, & Learning (AMEL) Plan document: https://usaidlearninglab.org/sites/default/files/resource/files/cleared_-_how-to_note_-_activity_mel_plan_sep2017.pdf. The Recipient is highly encouraged to utilize the AMEL Plan template that will be provided by the SOR.

The Recipient must submit AMEL data in quarterly and annual reports.

C. Performance Reports

1. Quarterly Performance Reports

The Recipient will submit quarterly reports that give insight into the progress of planned activities. The narrative report will include qualitative and quantitative information describing activities carried out and specific results achieved during the quarter. In addition, the narrative report will indicate key implementation challenges encountered and how they were, or are planned to be, resolved. To the extent that the AMEL Plan includes quarterly targets, this should be reflected in the narrative report. The report will also contain the status and outcome of outreach and communication activities described in the annual implementation plan, and as appropriate, lessons learned and recommendations for future communications. Reporting periods will coincide with USAID fiscal year quarters, with reports due no later than thirty (30) days after

the end of each quarter, or by any other schedule agreed upon with the USAID AOR. Note that a fourth quarterly report is not required separate from the Annual Progress Report.

2. Annual Progress Reports

The Annual Progress Report is due 45 calendar days after the end of the reporting period covering activities of the previous USG fiscal year. A Fourth Quarter Performance Report is not required; the Recipient may include results from the fourth quarter within the Annual Progress Report.

The report will provide a succinct presentation of achievements of activity objectives and targets during the year with supporting discussion to explain any shortfalls. The report will summarize program progress, provide an analysis of program impact based on activities completed or in-progress, identify success stories, and suggest resolution of any outstanding issues. The Annual Progress Report will provide a summary of activities, accomplishments and lessons learned regarding gender equality and social inclusion efforts and efforts to collaborate with private sector stakeholders. The Annual Progress Reports will include a performance-indicator data table presenting the baseline, targets established for each fiscal year, and the actual annual performance data using indicators from the AMEL Plan.

D. Financial Reports

1. **Quarterly Accrual and Estimated Expenditures Report** – The Recipient must submit the Report no later than the 10th of March, June, September and December. The Report must include columns for: current budget, cumulative actual expenditures through the end of the previous quarter, accrued expenditures through the end of current quarter, and estimated expenditures for remaining quarters and for the next fiscal year. The AOR will inform the Recipient if obligated funds are “earmarked.” If funding is earmarked, this quarterly accrual report will include the above information as to each earmark funding item.
2. **Quarterly Financial Reporting** – Within 15 calendar days following the end of each USAID fiscal year quarter, the Recipient will submit electronic copies of Financial Reports (quarterly SF 425 and final SF 425), with a copy of the report to the AOR.
3. **Final Financial Report** – In accordance with 2 CFR 200.343-344, no later than 90 calendar days following the end of the agreement, the Recipient must submit all final financial reports to the Agreement Officer and AOR.

E. Activity Location, Geographic, and Investment by Location Data Collection and Reporting Requirements (January 2021)

In accordance with ADS 579, USAID has established its requirements governing development data collection and management.

The following provides requirements for reporting:

1. Activity Location Data Collection and Submission Standards

- a) Activity Location Data is the geographic location or locations where an activity is implemented. The geographic detail at which USAID/Indonesia Activity Location Data must be collected is “Admin 2” or “Kabupaten/Kota.”
- b) Activity Location Data must be submitted electronically in Microsoft Excel format using the USAID/Indonesia Activity Location Template (available upon request). This template describes the level of geographic detail that is required.
- c) Activity Location Data must be submitted as part of the second quarterly and annual progress report.

2. Geographic Data Collection and Asset Submission Standards

- a) In consultation with the COR, USAID will inform the Contractor of the level of geographic detail at which Geographic Data must be collected and reported.
- b) In determining the appropriate geographic data collection method, the Contractor must comply with ADS 579saam, Geographic Data Collection and Submission Standards.
- c) Geographic Data must be submitted as part of the annual progress report, with the exception of geographically tagged indicators, which must be submitted as part of the regular quarterly reports.

3. Investment by Location Data Collection and Submission Standards

- a) For the purpose of data collection, “investments” are defined as the best estimation of the total amount of U.S. Government funds distributed in each Kota/Kabupaten (admin 2) for each fiscal year for the life of the activity. This estimate is derived from the budget numbers, and not actual expenditures.
- b) Investment by Location Data must be submitted electronically in Microsoft Excel format using the USAID/Indonesia Investment Mapping Template (available upon request). This template describes the instruction on how to calculate and record the requested information.

- c) Investment by Location Data must be submitted as part of the second quarterly progress report.

4. All Activity Location Data and Geographic Data collection and submissions must comply with the standards set forth in ADS 579saam, Geographic Data Collection and Submission Standards. This information is available upon request.

Recipients are highly encouraged to review ADS 579saam, Geographic Data Collection and Submission Standards – An Additional Help For ADS 579 for supplemental guidance when preparing their data collection and reports.

F. Special Reporting

- a. Depending on the final scope of activities and results indicators agreed by USAID and the Recipient, USAID may require additional annual reporting to fulfill Agency, congressional, or presidential requirements. The Recipient will be notified of these requirements in advance and expected to incorporate them into the AMEL Plan.
- b. Government of Indonesia (GOI) Reporting: The Recipient may be required to submit GOI Reporting, which will be reviewed by USAID and then submitted by USAID to GOI counterparts. This reporting will include progress of the Activity and other similar relevant topics. These submissions will be at least annually but may be requested quarterly. USAID will provide a template for these reporting requirements upon award. The due date will be based on the schedule agreed upon between USAID and the GOI, and the AOR will inform the Recipient if and when this must be submitted.
- c. BAST Reporting. *Berita Acara Serah Terima* (BAST, which is also referenced as the “Handover Certificates”) is a report on USAID’s non-cash (goods and services) contributions to the Government of Indonesia (GOI), signed by both USAID and the GOI institution as recipient, and reported to the GOI Ministry of Finance. At least annually, the Recipient will be required to provide USAID with information on the goods and/or services that the Recipient provided to GOI institutions.
- d. VAT Reporting. In accordance with the October 12, 2017 USAID/Indonesia Office of Acquisition & Assistance Notice 03-CY17, or any subsequent amendments thereto, the Recipient must provide the required reporting related to Value Added Taxes (VAT) as set forth therein.

G. Demobilization Plan

Six months prior to the completion date of the agreement, the Recipient will submit a demobilization plan for Agreement Officer approval. The demobilization plan must include a) draft property disposition plan, b) plan for the phase-out of in-country operations, c) delivery schedule for all reports or other deliverables required under the agreement, and d) timetable for completing all required actions in the demobilization plan, including the submission date of the final property disposition plan to the Agreement Officer.

H. Final Report

The final performance report is a detailed report, which summarizes the accomplishments and impact in relation to the expected results, in accordance with the approved AMEL Plan. It should contain a three-page executive summary, an index of all reports and information products produced under the agreement and should discuss the elements listed in 2 CFR 200.328(b).

The report must be submitted no later than 90 days after the end-date of the agreement to the Agreement Officer, and the AOR. In addition, an electronic copy must be submitted either:

- 1) Online to the Development Experience Clearinghouse at:
<https://dec.usaid.gov/dec/content/submit.aspx> .
- 2) By mail (for pouch delivery):
USAID Development Experience Clearinghouse
M/CIO/ITSD/KM/DEC
RRB m.01-010
Washington, DC 20523-6100

** Note: Mail sent to USAID via the US Postal Service undergoes security and irradiation processing. To send sensitive items, like CDs or DVDs, please contact the Dec team at ksc@usaid.gov to arrange delivery.*

For questions on DEC submissions, contact
M/CIO/ITSD/KM/DEC
Telephone: +1 202-712-0579
E-mail: ksc@usaid.gov

4. Program Income

Program income is not expected to be created under this award.

5. Environmental Compliance

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

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

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

Based on the findings of the Environmental and Climate Risk Assessments, USAID has determined that a **Categorical Exclusion** is recommended for the Kolaborasi activity, which generally do not require an Initial Environmental Examination, Environmental Assessment or Environmental Impact Statement:

As part of its initial Implementation Plan, and all Annual Implementation Plans thereafter, the Recipient, in collaboration with the USAID AOR and Mission Environmental Officer, as appropriate, must review all ongoing and planned activities under this Cooperative Agreement to determine if they are within the program description and the scope of approved Regulation 216 environmental documentation.

If the Recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. The Recipient must not undertake any new activities prior to receiving written USAID approval of environmental documentation amendments.

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

The climate risk screening determined a **Low Risk** for all activities which means all activities under Kolaborasi will not be affected by the impact of climate change. However, the Recipient will ensure that activities such as training, workshops, and meetings will be held in safe facilities that are less affected by climate change stressors. If beneficial to the activity, the Recipient will seek the opportunity to raise environmental and risk awareness.

6. Limiting Plastic Pollution and Mismanaged Waste (March 2020)

Environmental stewardship is a USAID priority, including preventing ocean pollution from mismanaged plastic waste. USAID seeks to model environmentally aware practices. As such, the recipient is encouraged to use alternatives to disposable products to reduce environmental impacts. Further, the implementing partner should identify opportunities to support and highlight environmentally friendly, sustainable solutions during the course of implementation.

7. Special Award Requirement Relating to the Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (November 2020)

FOR U.S. ORGANIZATIONS

USAID has been granted a temporary waiver under Section 889(d)(2) that will allow the recipient to use award funds through September 30, 2022, to procure certain telecommunications and video surveillance services or equipment as specified in 2 CFR 200.216. Based on this waiver, all costs incurred for covered telecommunications and video surveillance services or equipment will be allowable through September 30, 2022, without regard to the cost principle at 2 CFR 200.471. Procurements made on or after October 1, 2022, will be unallowable in accordance with 2 CFR 200.471.

FOR NON-U.S. ORGANIZATIONS

USAID has been granted a temporary waiver under Section 889(d)(2) that will allow the recipient to use award funds through September 30, 2022, to procure certain telecommunications and video surveillance services or equipment as specified in the standard provision “Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (AUGUST 2020).” Based on this waiver, all costs incurred for covered telecommunications and video surveillance services or equipment will be allowable through September 30, 2022, without regard to the standard provision “Allowable Costs” and the cost principle at 2 CFR 200.471. Procurements made on or after October 1, 2022, will be unallowable in accordance with the standard provision “Allowable Costs” and 2 CFR 200.471.

8. Procurement of “Covered Material” (June 2020)

1. Except as provided in paragraph 2 below, and notwithstanding anything in this award to the contrary, no funds under this award may be used for the procurement of “Covered Material” as listed below without the prior written consent of the Agreement Officer. For purposes of this provision, “Covered Material” shall consist of the following:

- N95 Filtering Facepiece Respirators, including devices that are disposable, half-face-piece, non-powered, air-purifying particulate respirators intended for use to cover the nose and mouth of the wearer to help reduce the wearer’s exposure to pathogenic, biological, airborne particulates;
- Other Filtering Facepiece Respirators (e.g., those designated as N99, N100, R95, R99, R100, P95, P99, or P100), including single-use, disposable, half-mask respiratory protective devices that cover the user's airway (nose and mouth) and offer protection from particulate materials at a filtration- efficiency level equivalent to an N95 filtering facepiece respirator according to Section 84.181 of Title 42 of the Code of Federal Regulations (CFR);
- Elastomeric, air-purifying respirators and appropriate particulate filters/cartridges;
- PPE surgical masks, including masks that cover the user's nose and mouth and provide a physical barrier to fluids and particulate materials;
- PPE gloves or surgical gloves, including those defined at Sections 880.6250 (exam gloves) and 878.4460 (surgical gloves) of Title 21 of the CFR and such gloves intended for the same purposes;
- Ventilators; and
- COVID-19 test kits that are meant for the United States market.

For clarity, non-medical grade masks, including cloth masks, are not included in the list of Covered Material above. Further, USAID may modify the list of Covered Material from time-to-time, in writing; any such changes to the list shall apply prospectively.

2. The restrictions set forth in paragraph 1 above shall not apply to the procurement of Covered Material:

- (a) for the protection of and use by the Recipient’s or sub-recipient’s staff; or
- (b) for the safe and effective continuity of USAID-funded programs, including for the protection of beneficiaries, provided that such items are manufactured locally or in the same geographical region as the country in which USAID is providing assistance, as defined by the U.S. Department of State’s regional system (Africa, East Asia and the Pacific, Europe

and Eurasia, Near East, South and Central Asia, and Western Hemisphere), and provided that such items are not, and could not reasonably be expected to be, meant for the United States market.

The AO may change the exemptions set forth in this paragraph in writing; any such changes shall apply prospectively.

3. “Staff” for the purposes of the Exception in 2(a) is defined as any individuals receiving financial compensation from the Recipient or subrecipient.
4. For each purchase of Covered Material under Exception 2(b), the Recipient must provide the AO with contemporaneously dated documentation that the order of Covered Material is not meant for, and could not reasonably be meant for, the U.S. market. The AO must then upload the statement into ASIST. This documentation can take the form of a simple email verification from a vendor or a brief, contemporaneously dated, written statement or e-mail from the Recipient confirming its conversation with the vendor.

9. Branding and Marking Requirements (March 2020)

It is a federal statutory and regulatory requirement that all USAID programs, projects, activities, public communications, and commodities that USAID partially or fully funds under a USAID grant or cooperative agreement or other assistance award or sub-award, must be marked appropriately overseas with the USAID Identity. See Section 641, Foreign Assistance Act of 1961, as amended; 2 CFR 700.16.

The Recipient will follow the Branding Strategy and Marking Plan as approved by the Agreement Officer and as incorporated into this Cooperative Agreement. The Branding Strategy and Marking Plan will be implemented in accordance with standard provision M.13 Marking and Public Communications Under USAID-Funded Assistance.

All final communication assets (e.g., public and media documents, marketing materials, speeches, and event preparation forms, press coverages) will be provided to the Mission’s Development Outreach and Communications (DOC) team at jakartadocs@usaid.gov. This is to ensure that USAID is aware of all public communication about the agency in Indonesia and that USAID is aware of how to promote the activity’s assets and impact on the USAID social media pages, press when appropriate, and to USAID/Washington.

10. USAID/Indonesia Private Sector Engagement Considerations (March 2020)

The Recipient will have a vital role to play in implementing USAID’s Private Sector Engagement Policy. However, the Recipient must also mitigate reputational and/or fiduciary risk to USAID. As such, the Recipient is reminded that it must follow all current Mission guidelines regarding private sector engagement. This includes but may not be limited to following current standard operating procedures; conducting due diligence assessments; and seeking Mission clearance for

documents that describe partnership agreements between the Contractor and any private sector entities (e.g., memoranda of understanding, letter of intent, partnership agreement, etc.).

11. Management and Operational Considerations

The activity's main offices must be in the capital city of Papua and West Papua Provinces with a small presence in Jakarta. The Recipient must ensure proper oversight and management.

It is USAID's commitment to strengthen, build and empower local capacity. Thus, USAID anticipates that the activity will engage qualified *Orang Asli Papua* (OAP) to the maximum extent possible for technical and operations positions.

Where possible, the Recipient is encouraged to minimize the use of expatriate staff. The Recipient must take into consideration that the Government of Indonesia has special requirements for travelling to Papua and staff or consultants traveling from abroad need additional time to secure the necessary travel document. In addition, it can take six months to one year, in some cases more, to secure a work permit.

When providing subawards, the Recipient must comply with USAID's policy regarding subawards as described in ADS 303.3.21. The Recipient is required to submit a grants manual at the startup of the activity.

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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

Name: Nathan Olah
Title: Agreement Officer
Email: applications-indo@usaid.gov

Name: Sabrina Simanjuntak
Title: Acquisition & Assistance Specialist
Email: ssimanjuntak@usaid.gov

Name: Eka Yosida
Title: Acquisition & Assistance Specialist
Email: eyosida@usaid.gov

2. Acquisition and Assistance Ombudsman

The A&A Ombudsman helps ensure equitable treatment of all parties who participate in USAID's acquisition and assistance process. The A&A Ombudsman serves as a resource for all organizations who are doing or wish to do business with USAID. Please visit this page for additional information: <https://www.usaid.gov/work-usaid/acquisition-assistance-ombudsman>

[The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov](mailto:Ombudsman@usaid.gov)

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SECTION H: OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

Applications with Proprietary Data

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

“This application includes data that must not be disclosed, duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government’s right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers}.”

Additionally, the applicant must mark each sheet of data it wishes to restrict with the following:

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

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ANNEX 1 - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at: <https://www.usaid.gov/ads/policy/300/303maa> and <https://www.usaid.gov/ads/policy/300/303mab>). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations. The award will also contain the following “required as applicable” Standard Provisions:

Please note that the resulting award will include all standard provisions (both mandatory and required as applicable) in full text.

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS

| Required | Not Required | Standard Provision |
|----------|--------------|-------------------------------------------------------------------------------------------|
| TBD | | RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020) |
| | | RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020) |
| | | RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014) |
| | | RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020) |
| X | | RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012) |
| | X | RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009) |
| | X | RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998) |
| | X | RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004) |
| X | | RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985) |
| X | | RAA10. COST SHARING (MATCHING) (FEBRUARY 2012) |
| | X | RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999) |
| | X | RAA12. INVESTMENT PROMOTION (NOVEMBER 2003) |

| | | |
|---|---|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| X | | RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014) |
| X | | RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012) |
| | X | RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012) |
| | X | RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014) |
| | X | RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014) |
| X | | RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004) |
| | X | RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004) |
| | X | RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012) |
| | X | RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012) |
| | X | RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012) |
| X | | RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020) |
| X | | RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020) |
| | X | RAA25. PATENT REPORTING PROCEDURES (NOVEMBER 2020) |
| | X | RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013) |
| X | | RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014) |
| X | | RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016) |
| | X | RAA30. PROGRAM INCOME (AUGUST 2020) |
| X | | RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020) |

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

| Required | Not Required | Standard Provision |
|----------|--------------|------------------------------------------------------------------------------------------------------------------------|
| TBD | | RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020) |
| | | RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014) |
| TBD | | RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020) |
| | | RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012) |
| | | RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020) |
| X | | RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (NOVEMBER 2020) |
| X | | RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020) |
| X | | RAA8. SUBAWARDS (DECEMBER 2014) |
| X | | RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014) |
| X | | RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012) |
| X | | RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012) |
| | X | RAA12. PATENT RIGHTS (JUNE 2012) |
| X | | RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012) |
| | X | RAA14. INVESTMENT PROMOTION (NOVEMBER 2003) |
| X | | RAA 15. COST SHARE (JUNE 2012) |
| | X | RAA16. PROGRAM INCOME (AUGUST 2020) |
| X | | RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012) |
| | X | RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004) |
| | X | RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012) |

| | | |
|---|---|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| | X | RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012) |
| | X | RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012) |
| | X | RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012) |
| | X | RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009) |
| | X | RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012) |
| | X | RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014) |
| | X | RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014) |
| X | | RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014) |
| X | | RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014) |
| X | | RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016) |
| X | | RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020) |

ANNEX 2: USAID/INDONESIA - ASSISTANCE BRANDING STRATEGY, MARKING PLAN and STRATEGIC COMMUNICATION PLAN GUIDANCE

USAID’s policy is that programs, projects, activities, public communications, or commodities implemented or delivered under co-funded instruments – such as grants, cooperative agreements, or other assistance awards that usually require a cost share – generally are “co-branded and co-marked.” In accordance with 2 CFR 700.16, this policy applies to these assistance awards even when the award does not require any cost sharing. (see ADS 303.3.10). Please note that while USAID promotes a consistent approach to branding and marking across all the Agency’s programs and maintains a brand identity that they are “from the American People.”

“Co-branding” and “co-marking” means that the program, project, or activity marking represents both USAID and the implementing partner.

Every Apparent Successful Applicant must submit a Branding Strategy and Marking Plan. The following provides guidance in developing such Branding Strategy and Marking Plan.

Branding Strategy

USAID seeks a very high level of public visibility for this activity through co-branding. Co-branding helps show unification between USAID and partners.

The Applicant must develop its **Branding Strategy**. In order to expedite the review and approval of the proposed Branding Strategy, the Apparent Successful Applicant should include:

- **Activity Name:** The name of the activity is “Kolaborasi: Papua Collaborative Governance Initiative”. In every public event or document and in discussions with the Government of Indonesia and other counterparts, the Recipient will identify the activity as “Kolaborasi” on each reference.
- **Communicate Sponsorship:** USAID is mandated to mark its foreign assistance with the USAID identity (logo) and tagline, “From the American People.” Therefore, in all USAID-funded and related activities, the activity will consistently highlight USAID through co-branding. The following provides details regarding where and how such USAID Identity will be used:

a. TEXTUALLY:

[Example: Recipient will include references to USAID in all printed outreach and communications materials, including but not limited to, reports, press releases, website content, social media postings, invitations, publications, fact sheets, presentations, and promotional materials relating to the activity.]

b. VERBALLY:

[Example: Recipient will ensure that USAID is publicly credited in all verbal outreach and communications activities, including but not limited to, speeches, press conferences, media interviews, presentations, training workshops, videos, films, public service announcements, and community meetings when referencing the activity.]

c. VISUALLY:

[Example: USAID's identities will be co-branded on all outreach and communications materials, including but not limited to, reports, press releases, website content, invitations, publications, fact sheets, presentations, videos, films, public service announcements, banners, and other promotional materials.]

d. WHEN ENGAGING WITH THE MEDIA:

[Example: USAID will be acknowledged at all media events and in reporting on the activity. Successes and achievements of the development objectives should be credited to USAID's assistance as appropriate through dissemination of press materials, including but not limited to press releases, media interviews, op-eds, etc. Media coverage of the work may include, but not be limited to, radio, local TV, videos, films, webcasts, and print (magazines, newspapers, etc.).]

e. THROUGH DIGITAL CONTENT (Websites, Social Media, Blogs, etc.):

[Example: USAID will be acknowledged appropriately through all Recipient's social media channels and content about the activity. All visual content about the activity published through the Activity's digital channels will be co-branded with the USAID logo, although the logo will not be used as the profile picture. Efforts will be made to communicate USAID's sponsorship to the activities on these digital products when appropriate.]

In addition, the Branding Strategy should describe:

Activity Description

Provide a basic description of the activity in simple language. Avoid jargon, abbreviations, and explain what the activity is doing, how it's accomplishing its objectives, and why the work is important.

Branding and Marking Objectives

List the branding and marking objectives that complement the activity's programmatic objectives and communicate USAID's support to the activity. The objectives should directly support the activity's development objectives. The objectives can range from an increase of awareness,

encourage behavior change, increase support, encourage adoption of best practices, etc.

Audiences

List the activity's external audiences. The audiences are those who are the decision makers that are critical to achieving the activity's development objectives. In addition, people who influence those decision makers are also part of the key audiences.

Be specific and clear about your target audiences and user groups and prioritize them according to importance and influence relative to your objectives. Don't just think about the 'usual suspects' and think beyond just the actual "recipients" of the assistance.

Key Messages

The awardee needs to develop key messages to explain the "what," "how" and "why" aspects of the activity to explain the important work of the activity to its key audiences. The message triangle must include a WHAT, HOW, and WHY statement as described below.

a) WHAT: This is the problem we are working to solve and provides the reason why our goals are within reach. A successful "what" statement provides our audience with a reason to believe.

b) HOW: Here we explain the method we will use to achieve our goals through our unique position.

c) WHY: The "why" message appeals to the common interest and values of our audiences. It connects to their sense of reason and emotion, and it tells them why they should care.

Communications Activities

The apparently successful applicant will outline communication activities that are designed to achieve the communications objectives. The activities should be in line to achieve a very high-level of public visibility through an array of communications activities, media coverage, and social media engagement.

We recommend that the apparently successful applicant conduct research on what existing publications, online platforms, events, conferences, and information sources the apparently successful applicant can tap into in order to reach the activity's key audiences.

Communications activities can include but are not limited to launching the program; online campaigns; community events; announcing research, reports or publications; email marketing; spotlighting trends in the sector; highlighting activity impact or beneficiaries' stories; media briefings, contests; community awareness activities; and media visits to the activity sites.

This section should also outline the types of communications products that will be developed through this activity and how these tools will be used to publicize the activity in the host country. Such products can include but not limited to the following:

- Press releases;
- Press conferences;
- Media interviews;
- Site visits;
- Success stories;
- Testimonials from beneficiaries;
- Professional photography;
- Public Service Announcements (PSAs);
- Videos;
- Webcasts;
- E-invitations or group emails;
- Social media; and
- Other Internet activities, etc.

The communications activities and products should be part of the activity's Strategic Communications Plan and will be incorporated into the Activity's Implementation Plan.

Success Criteria

The apparently successful applicant will need to develop measurement tools to determine whether the strategy has successfully achieved the communications objectives of the activity. These metrics will be incorporated into the monitoring and evaluation plan of the award.

Marking Plan

In accordance to 2 CFR 700.16, a Marking Plan means a plan details the public communications, commodities, and program materials and other items that will visibly bear the USAID Identity.

USAID policy is that all programs, projects, activities, public communications, and commodities must be marked appropriately overseas with the USAID Identity, of a size and prominence equivalent to or greater than the recipient's, other donor's or any other third party's identity or logo. Program materials include the examples set forth in 2 CFR 700.16.

USAID reserves the right to determine that a program's goals require that the USAID Identity be larger and more prominent, if USAID is a majority donor and the USAID-funded program, project or activity is especially important to USAID; any such requirement will be on a case-by-case basis depending on the audience, program goals and materials produced.

To the extent possible, the apparently successful applicant will provide the text that will be used to acknowledge USAID support on printed communication materials and products as well as for the verbal acknowledgement of USAID at events.

We recommend that the apparently successful applicant create a table and list the public communications materials and products that will be co-marked. Deliverables to be co-marked include but are not limited to the following:

- Products, equipment and inputs delivered;
- Plaques, signs or banners for places where activities or technical assistance are carried out;
- External public communications such as media invitations, press releases, online success stories, beneficiary testimonials, professional photography, brochures, leaflets, and fact sheets;
- Public services announcements, videos, DVDs, CDs, posters, newsletters, publications, and mass distribution of electronic mail sent for program purposes;
- Studies, reports, research results, training manuals, workbooks, guides, and evaluations;
- Letterhead used for program-related purposes (Invitations to workshops, trainings, seminars, public events, etc.), as opposed to apparently successful applicant administrative purposes;
- PowerPoint or program related presentations;
- Newspaper supplements, advertisements, and other paid placements; and
- Signs and banners at public events such as press conferences, briefings, seminars, exhibitions, workshops, conferences, fairs, and trainings.
- Website pages and other online external pages.

Studies, reports, publications, Web sites, and all informational and promotional products not authored, reviewed, or edited by USAID must contain a provision substantially as follows:

This study/report/Website (specify) is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this (specify) are the sole responsibility of (name of organization) and do not necessarily reflect the views of USAID or the United States Government.

If an implementing partner intends to mark with its own logo, the strong presumption is that marking with the USAID Identity is also required. The apparently successful applicant may request approval of presumptive exceptions in their submitted Marking Plans. Exceptions are programmatic in nature and reflect the categories of foreign assistance that USAID generally does not want marked. See 2 CFR 700.16 [g-h] and M.13 Marking and Public Communications Under USAID-Funded Assistance (December 2014) for additional guidance. Waivers to the market requirements are discussed in ADS 320.3.2.6 and 320.3.3.3.

Further, to ensure that the marking requirements “flow down” to subrecipients of subawards, recipients of USAID funded grants and cooperative agreements or other assistance awards are required to include a USAID-approved marking provision in any USAID funded subaward, to read as outlined in CFR §700.16.

Strategic Communications Plan

The Recipient will develop a Strategic Communications Plan as part of their Initial Implementation Plan detailing the overarching communications efforts and tools it will use to achieve widespread awareness, knowledge, and understanding of the Activity’s objectives and results among key stakeholders and the Indonesian public. The plan must state the Activity’s

strategic communications objectives and detail how the Recipient will achieve these objectives when creating deliverables and conducting other communications activities (e.g., media engagement, community mobilization, and use of social media). In formulating this plan, the Recipient must ensure that USAID's contribution to the achievement of communication and programmatic objectives are significantly recognized by the Activity's potential audience, as appropriate. Based on this Strategic Communications Plan, the annual implementation plan will identify specific outreach and communication deliverables and strategic communication activities for the upcoming year; the annual progress report will report on such deliverables and activities.

Social Media

In accordance with ADS 558, under cooperative agreements and grants, sites will reflect USAID co-branding policies and regulations as stated in ADS 320 and 2 CFR §700.16. Sites funded by multiple partners will be evaluated on a case-by-case basis by USAID and other partners.

If social media is expected to be utilized, the apparently successful applicant must prepare a complementary social media strategy that is incorporated in the Branding Strategy. Social media must only be used for the activity's development objectives and no other purpose.

All digital content to promote the activity including but not limited to, digital success stories, promotional videos, infographics, must be provided to the AOR and the DOC team and distributed via the official USAID/Indonesia social media platforms. The apparently successful applicant must determine the appropriate clearance process for posting content to the activity's official social media account.

USAID reserves the right to have social media accounts closed if the AO, in consultation with the AOR and DOC, determines that the applicant is not using these platforms appropriately (see 558.3.1.5 for appropriate activity usage).

Web sites

Websites that are produced under USAID-financed assistance instruments and fall outside the scope of ADS 557.3.4 must comply only with USAID branding guidelines. The apparently successful applicant must notify of the URL as far in advance of the site's launch as possible. The web sites must not reside on a .gov domain.

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

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