Subject:	**NOTICE OF FUNDING OPPORTUNITY (NOFO)** **NUMBER: 72012120RFA00001**
Program Title:	Ukraine National Identity Through Youth (UNITY) Activity
Issuance Date: Deadline for Questions: Full Application Closing:	February 14, 2020 March 2, 2020 by 16:00 Kyiv Local Time April 6, 2020 by 16:00 Kyiv Local Time

The United States Agency for International Development (USAID), through the Regional Contracting Office in Kyiv, Ukraine is seeking applications from qualified U.S. or Non-U.S. non-profit or for-profit Non-Governmental Organizations (NGOs), and other qualified non-USG organizations for funding of an activity entitled "Ukraine National Identity Through Youth (UNITY) Activity."

Eligible organizations interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of project sought (Section I), the application submission requirements (Sections III and IV), and the evaluation process and review criteria (Section V). To be eligible for award, the applicant must provide all information required in this NOFO and meet eligibility standards in Section III. Applications must be received by the date and time indicated at the top of this cover letter.

This funding opportunity is posted on www.grants.gov and may be amended. Any future amendments to this NOFO can be downloaded from www.grants.gov. Potential applicants should regularly check the website to ensure they have the latest information pertaining to this NOFO. Applicants will need to have available or download Adobe program to their computers in order to view and save the Adobe forms properly. 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 mail at support@grants.gov for technical assistance.

Any questions concerning this NOFO should be submitted in writing to Ms. Marina Orlova, Administrative Agreement Officer/Senior Acquisition & Assistance Specialist, via email at morlova@usaid.gov with a copy to me at dharter@usaid.gov by the deadline stated above. Responses to the questions will be made available to all applicants through an amendment to this NOFO.

Issuance of this NOFO does not constitute any commitment on the part of the U.S. Government nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of an application. Further, USAID reserves the right to reject any or all applications received. Final award cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Daniel Harter
Regional Agreement Officer

TABLE OF CONTENTS

ANNEXES

ANNEX 1 – INITIAL ENVIRONMENTAL EXAMINATION (TBD)
ANNEX 2 – Pre-Award Terms
ANNEX 3 – SF-424 (Application for Federal Assistance)
ANNEX 4 – SF-424A (Budget Information – Non-construction Programs)
ANNEX 5 – SF-424B (Assurances – Non-Construction Programs)

SECTION I – PROGRAM DESCRIPTION

Program Title: **Ukraine National Identity Through Youth (UNITY) Activity**

I.   Introduction

The purpose of the new Ukraine National Identity Through Youth (UNITY) Activity (or "Activity" hereafter) is to foster vested ownership among young people in Ukraine's democratic, European future by further mobilizing youth leadership around a values-based conception of Ukrainian identity grounded in innovation, engagement, and pluralism. This will be achieved by supporting expanded opportunities for young people to define their future together and by strengthening their skills and an enabling environment that will empower youth to meaningfully participate in civic and economic opportunities. For the purposes of this Activity, youth are defined as ages 10 through 35.[1] In an effort to help young Ukrainians define a common set of Ukrainian values and achieve their vision for Ukraine, USAID/Ukraine will provide up to $38,000,000, subject to the availability of funds, for the five-year Activity, of which a substantial amount should be sub-awarded to Ukrainian organizations.

II.   Background and Problem Statement

With the Revolution of Dignity, the Ukrainian people called for a European future characterized by democracy, independence, and a break from the country's Soviet past. The Euromaidan protests, which were led in part by students and young people ready for change, engendered a fresh conception of Ukrainian values based on freedom, pluralism and inclusivity, social responsibility, innovation, and tolerance. Ukraine's youth, who are generally more pro-reform and -EU integration than older generations, represent the key opportunity to further cement a values-based conception of Ukrainian citizenship, seizing on the driving role of young people in leading civic engagement and economic innovation.

Yet six years on, these values are under threat: from the polarizing forces of malign Russian propaganda, divisive narratives promulgated by those with an interest in halting Ukraine's European trajectory, and continued conflict in the Donbas region and annexation of Crimea. Attitudes towards the conflict, which in its early stages helped crystallize a robust pro-Ukrainian narrative, have metastasized into an accentuation of regional differences, compounded by growing far-right nationalist and anti-democratic movements within Ukraine that take a hard-line stance against any vision of the country's future that clashes with a narrow ethno-nationalist conception of Ukrainian identity. The economy's near-collapse in 2014-2015 has not yet rebounded into broad-based economic growth, and many sectors of the economy still struggle to adjust to the loss of Russian markets and the challenges of the modern innovation economy. The perceived slow pace of reforms, particularly in the latter years of the last administration, and the lack of meaningful civic, political, and economic opportunities have led many Ukrainians, but disproportionately its youth, to disconnect or emigrate. If Ukraine does not foster vested ownership among young people in the country's future, it will lose them.

Despite these trends, the current moment is a singular opportunity for Ukraine's young people to lead their country's democratic, European transition. Volodymyr Zelenskyy, who was elected in

---

[1] Note: Ukrainian law defines youth as people between 14-35 years old, mirroring European definitions of youth.

April 2019 with a broad nationwide mandate thanks in part to an engaging, social media-forward campaign style, is Ukraine's youngest president. In July 2019, Ukraine elected its youngest-ever parliament: 80% of current parliamentarians are first-time Members of Parliament (MPs), and the average age of MPs has decreased by seven years to 31. This trend extends beyond the President's Servant of the People party, with other new parties like musician Sviatoslav Vakarchuk's Holos sounding the bellwether of the growing importance of nascent, movement-oriented political formations displacing the traditional parties.

The country's new leadership has taken a forward-leaning, intentional role in forming youth policy, unifying previously disparate ministries into a new Ministry of Youth, Culture, and Sport, whose active, empowered leadership has signaled its intention to promote an inclusive, values-based conception of national unity. This new policy — a departure in both substance and tone from former President Petro Poroshenko's "Army, Language, Faith" presidential campaign message — was echoed at the Ministry's October 2019 Unity Forum by President Zelenskyy: *"Language and heritage cannot unite us. What unites Ukrainians are values — goodness, tolerance, and above all respect for one another."* New Government of Ukraine (GOU) initiatives, such as a fund for Ukrainian start-ups and attractive business loans, are explicitly targeted at Ukrainians who have migrated abroad and to the significant proportion of the youth population who would do so if given the opportunity. While these new initiatives have yet to bear fruit, the existence of active, empowered government partners is itself a shift in the enabling environment and could advance large-scale youth-driven change.

> **CIVIC VALUES include:**
>
> *Social Engagement* - The drive to improve one's community and country and hold government accountable to citizens.
>
> *Innovation and Creativity* - Social, cultural and economic issues that represent modernity, critical thinking, and new approaches to old problems.
>
> *Tolerance and Respect* - Embracing diversity in Ukraine and the acceptance of Ukraine as a multilingual and multi-ethnic nation based on these civic values.

These new signals, narratives, and initiatives from the GOU around youth, reintegration of eastern Ukraine, reform efforts, and uniting Ukraine around values of tolerance and respect present a number of opportunities to continue supporting Ukraine in its efforts to mitigate Russia's malign influence and in its transition toward EU integration. Doing so will require addressing the following key issues and trends:

Outmigration
There is significant outmigration of young Ukrainians who seek employment, education, and opportunity abroad. Ukraine's Statistical Agency estimates that around 4.6 million Ukrainians are working abroad, legally and illegally, which is 25 percent of Ukraine's economically active population.[2] Poland and Russia have been attracting the most Ukrainian workers with visa-free travel and salaries three to four times higher than those in Ukraine, in particular since the economic crisis of 2008 and the economic impacts of the conflict in the Donbas region. Surveys show that the majority of migrants make this choice primarily for economic reasons, either to meet basic needs

---

[2] Note: The UN and the Ukrainian State Statistical Service provide contradictory migration flow data. UN data shows that the number of Ukrainians who are living abroad is constantly increasing and the number of foreigners who are living in Ukraine since independence has remained steady. The State Statistical Service shows a positive migration balance since 2005 where the number of those coming to live in Ukraine is higher than the number of those who have left. See: https://voxukraine.org/en/the-great-migration-no-one-in-ukraine-knows-how-many-of-our-compatriots-have-moved-abroad/

or simply seek expanded opportunities over a longer-term. This status quo is a significant brake on Ukraine's self-reliance and puts its social and economic stability at risk.

However, the challenge of outmigration cannot be solved simply by creating jobs. Skilled workers often seek to migrate to better-paying economies while Ukraine's is still on the rebound. Foreign investors who have sought to capitalize on Ukraine's prodigious human capital have noted that the workforce's technical skills are not matched by the basic elements of career preparedness. While jobs of the future — and the skilled workforce to fill them — are still very much needed, expanded economic opportunities must also be matched by other reasons for young professionals to stay in Ukraine. Paired with the spirit that catalyzed the Revolution of Dignity, Ukraine has the opportunity to harness the significant increase in youth entrepreneurship, innovation, and creativity into more sustainable, longer-term approaches to addressing outmigration.

Disconnection and Low Sense of Agency
USAID/Ukraine's Social Cohesion and Reconciliation (SCORE) Index research shows a significant increase from 2016 to 2018 in the "disconnected" population — Ukrainians who feel disenfranchised by politics, unable to express themselves securely, and economically marginalized. Only one in five young Ukrainians in 2017 believed being politically active was important, and only a small number of young Ukrainians believe that the interests of young people are well-represented in Ukrainian politics. In the 2019 Presidential elections, only 40% of Ukrainians 18-29 years old exercised their right to vote. According to the United Nations Working Group on Youth's *2019 State of Youth in Ukraine* report, "the factors most commonly reported as preventing young people from more active participation in civic activities were lack of time, lack of belief that participation would make an impact, and no relevant or trustworthy organization being present in their community." 2018 SCORE data reports that Ukrainians' average score for self-assessed "sense of agency"— one's belief that they can bring about positive change in their community — is 4.2 on a 10-point scale. Only 9% of Ukrainians participated in volunteering activities in 2019, which is a 50% drop from 2018 (the highest year since 2013), and just 7.5% of Ukrainians claim that they actively participate in civic activities. SCORE's research has shown deepening citizen apathy and disconnectedness — for example, towards the conflict in the east — are obstacles to building a values-driven, constructive Ukrainian identity.

While President Zelenskyy's election has led to a historic high of optimism towards the future among Ukrainians, this development is fragile and tenuous: barely half of Ukrainians feel that the country is moving in the right direction,[3] and a Pew Research Center survey reports that more than half of those surveyed currently say things are worse for more people now than during the communist era.[4] The same survey also finds that Ukraine has the lowest level of life satisfaction since 1991 when compared to 16 other countries, including 14 EU nations, Russia, and the U.S. Despite the fact that young people tend to identify themselves as Ukrainian more often than older generations, reports still show that they don't have a shared national identity based on inclusive, pluralistic values. As of 2017, only 61% of Ukrainian youth felt proud of the fact that they are citizens of Ukraine and only 32% considered themselves European. Ukrainians' local and regional identity is often stronger than the national one, and belonging to a certain ethnic or cultural group

---

[3] Note: SCORE defines civic optimism as, "the extent to which the present generation is believed to be in a better or worse position compared to past generations."

[4] European Public Opinion Three Decades After the Fall of Communism. Pew Research Center. (October 15, 2019). Available at: https://www.pewresearch.org/global/2019/10/15/european-public-opinion-three-decades-after-the-fall-of-communism

is considered key in defining one's national identity. This creates a basis for geographic divisions and stereotypes, which feeds into low trust between different groups in society.

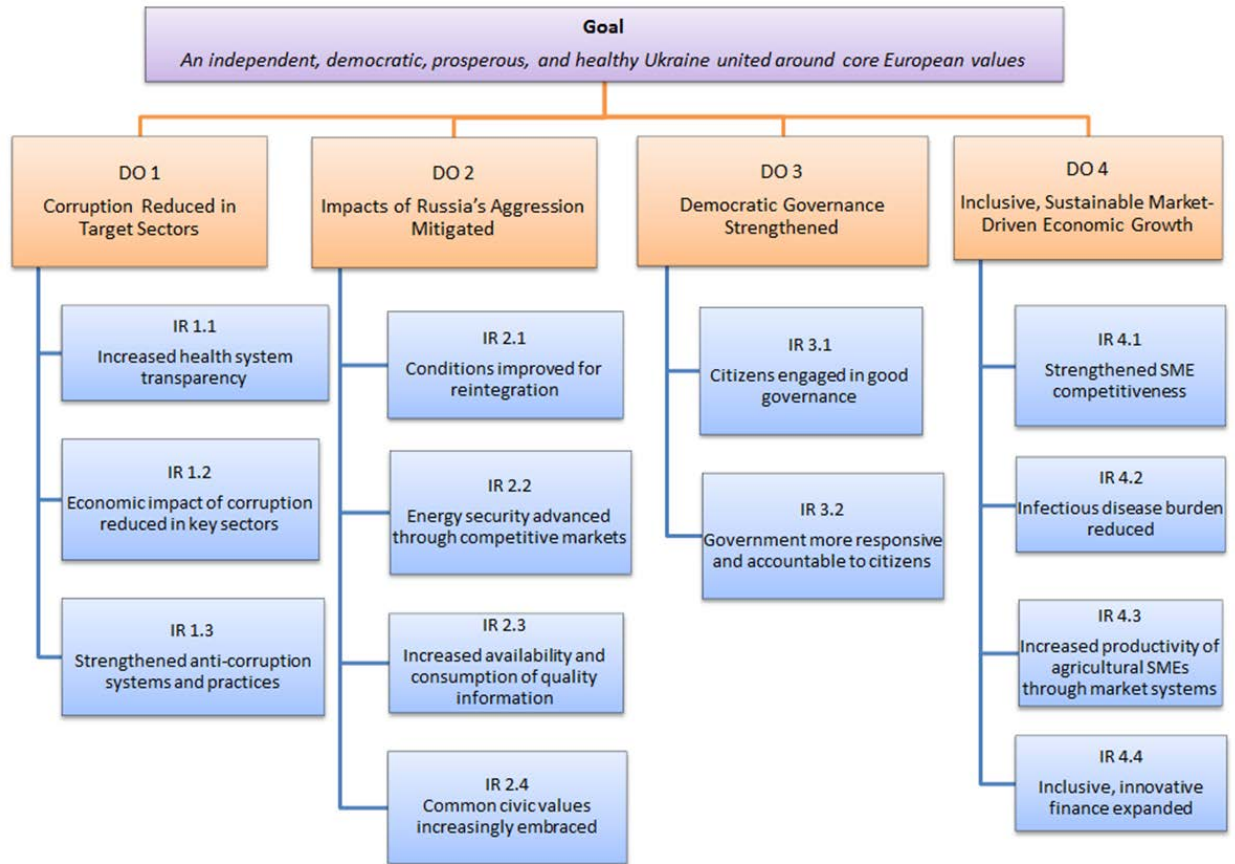**Divisive Narratives and Emboldened Non-Democratic Groups**

As Ukraine is entering its sixth year of active conflict in eastern Ukraine and continues to suffer from a disinformation war waged by Russia, young people remain vulnerable to divisive rhetoric, hostile and over-simplified narratives, as well as recruitment by far-right radical groups. Studies, such as the SCORE Index, show growing levels of intolerance, which are linked to disruptive and divisive political rhetoric and attitudes toward the reintegration of occupied territories in the Donbas region. While SCORE research shows that 51.7% of the overall population in Ukraine are socially tolerant citizens who are open to different groups in society and believe that everyone who lives in Ukraine can be called Ukrainian, on the whole, support for a conception of Ukraine as a linguistically and ethnically diverse country is eroding, particularly in western and central Ukraine. Young Ukrainians are less tolerant than older generations of marginalized groups such as ethnic, religious, and sexual minorities, drug addicts, returned prisoners, etc. Even more pointedly, a 2017 poll found that most Ukrainian youth do not want to see people from these groups living in their neighborhood. Pew research also finds that only 14% of respondents in Ukraine say homosexuality should be accepted by society.

USAID's Ukraine Confidence Building Initiative (UCBI) and human rights organizations tracking these issues report that after Ukraine's Euromaidan Revolution and Russia-backed occupation, far-right radical groups with extreme nationalist views have been trying to impose their agenda on Ukrainian society—with strong, and sometimes violent, opposition to feminist, liberal, and LGBTI activists; human rights defenders; and ethnic and religious minorities. Many of these far-right groups are becoming emboldened, and actively recruit among young people, including Anti-terrorist Operation (ATO) veterans. They have also been focusing on strengthening their organizational structures and legitimizing their platforms by actively organizing local actions through their regional branches, youth groups, and sport clubs. These organizations offer compelling, even values-oriented social, cultural, and extracurricular opportunities for young people living in depressed socio-economic areas. If left unaddressed, they will erode the democratic, pluralist values that form the bedrock of Ukraine's stability and European future. Without overstating the threat these groups pose, it is nonetheless important to recognize the impact they can have on creating common civic values and on the democratic development of Ukrainian society.

III. Relationship to Mission Strategy and GOU Priorities

This Activity contributes to Development Objective 2 (DO2): Impacts of Russia's Aggression Mitigated under USAID/Ukraine's five-year Country Development Cooperation Strategy (CDCS) for the 2019-2024 time period. Specifically, the Activity will help advance the following lower-level results:

- IR 2.4: Common Civic Values Increasingly Embraced
  - Sub-IR 2.4.1: Strengthened civic and economic connections between Donbas and other regions
  - Sub IR 2.4.2: Diversified community engagement fosters democratic and inclusive Ukrainian values

Goal
An independent, democratic, prosperous, and healthy Ukraine united around core European values

DO 1
Corruption Reduced in Target Sectors

DO 2
Impacts of Russia's Aggression Mitigated

DO 3
Democratic Governance Strengthened

DO 4
Inclusive, Sustainable Market-Driven Economic Growth

IR 1.1 Increased health system transparency

IR 1.2 Economic impact of corruption reduced in key sectors

IR 1.3 Strengthened anti-corruption systems and practices

IR 2.1 Conditions improved for reintegration

IR 2.2 Energy security advanced through competitive markets

IR 2.3 Increased availability and consumption of quality information

IR 2.4 Common civic values increasingly embraced

IR 3.1 Citizens engaged in good governance

IR 3.2 Government more responsive and accountable to citizens

IR 4.1 Strengthened SME competitiveness

IR 4.2 Infectious disease burden reduced

IR 4.3 Increased productivity of agricultural SMEs through market systems

IR 4.4 Inclusive, innovative finance expanded

Specifically, the Activity will help advance DO2 results by increasing the number of youth across Ukraine who embrace inclusive, pluralistic, and democratic values. The Activity will help mobilize youth to become more civically and economically engaged, leading Ukraine to continue making progress across reform areas and democratic consolidation. This progress has been consistently undermined by the Kremlin, which seeks to maintain its traditional political, economic, and military influence on the country through a mix of Soviet-era "active measures"—including the use of kinetic (e.g., direct military intervention, support of proxy forces, assassinations, cyberattacks, and electronic warfare, etc.) and non-kinetic tools (e.g., economic and energy pressure, misinformation and propaganda, etc.) that are designed to stoke public mistrust in Ukraine's reform process and European integration. Expanding civic and economic opportunities, connecting youth across Ukraine, and fostering vested ownership in a united Ukraine that is inclusive and pluralistic will help counter Russia's aggression and Kremlin malign influence.

The GOU recently released a five-year Action Program that includes concrete, ambitious objectives and performance measures for all line ministries. The Ministry of Youth, Culture, and Sports aims, among other things, to increase the civic participation of youth and form a unified national identity through increasing youth mobility. The Ministry is currently developing a National Youth Strategy and other programs, like the Youth Mobility Program, that aim to address some of the challenges highlighted in this Activity. The Ministry of Education has committed to improving higher and vocational education, while engaging civil society partners in a dialogue about needs-based continuous education for teachers. Overall, the new government demonstrates interest in improving the social, political, and economic environment for youth, and the Activity will take appropriate steps to engage with national level institutions to promote its goals and to increase the sustainability of their solutions.

IV. Activity Purpose, Objectives, Sub-level Results and Activities

USAID will seize on the window of opportunity offered by Ukraine's recent political changes to further mobilize youth leadership in civic engagement, economic innovation, and pluralism. In addition to countering divisive narratives and the growing traction of illiberal values, the Activity will help foster vested ownership among youth in a values-driven conception of Ukraine's present and future that is grounded in pluralistic democratic values, which is essential to Ukraine's reform-oriented, Euro-Atlantic-trajectory. Throughout each of the objectives, the Activity will integrate approaches that promote inclusion, tolerance, respect for diversity, and will dispel negative stereotypes.

Understanding that "youth" is not a homogenous group, the Activity will target young Ukrainians in the 10-35 age range. While Ukrainian law defines youth as people between 14-35, USAID/Ukraine will also engage Ukrainians who are 10-14 years old, recognizing the importance of early adolescence when young people begin to set their lifelong attitudes as well as social and behavioral patterns. This activity will also engage people beyond student age or outside of schools/universities, such as young parents, young professionals, unemployed and under-employed individuals, and those who did not complete formal education. As the dearth of social and economic opportunities continue to spur disconnection, young adults in this group look to move abroad in search of opportunities or take on negative coping mechanisms. Under each of the objectives described below, the Activity will prioritize gender-appropriate approaches and interventions for different age groups of youth as defined in this program description.

Development Hypothesis:

IF Ukrainian youth drive innovation, civic engagement, and pluralism,

THEN Ukraine will accelerate its transformation toward a pro-democratic, European future, thus reducing malign Kremlin influence.

The purpose of the Activity is to foster vested ownership among young people in Ukraine's democratic, European future by further mobilizing youth leadership of a values-based conception of Ukrainian identity grounded in innovation, engagement, and pluralism. This will be achieved through the following interconnected objectives: 1) Youth innovation, entrepreneurship, and career preparedness expand economic opportunities; 2) Youth broaden their engagement in civic and community problem-solving; 3) Youth drive Ukraine's pluralism and respect for diversity; and 4) Research and learning on youth-related data, trends, and approaches inform youth policy and programming.

Overall Expected Results
- Youth innovation and entrepreneurship drive Ukraine's economic transformation and European integration.
- Youth are mobilized to actively participate in civic life and are key actors in shaping and implementing youth-friendly policy at local and national levels.
- Youth are more resilient to divisive and exclusionary narratives.
- Youth-focused policies and initiatives are evidence-based.

Objective 1: Youth innovation, entrepreneurship, and career preparedness expand economic opportunities

While Ukraine's economic growth is on the rebound and investor confidence is returning following the 2014-2015 economic crisis and loss of Russian markets, economic opportunity is still concentrated in the hands of an oligarchic elite and big business, and the system has not yet fully reoriented away from its traditional industrial base disrupted by the conflict. The result is a multifaceted, complex exodus of human capital — that is, outmigration. Ukraine's outmigration problem goes beyond simple solutions such as job creation: economic migrants encompass rural populations seeking higher-salaried seasonal work, highly-skilled young professionals unable to find compelling opportunities in the modern economy at home, and conflict-affected groups in eastern Ukraine who have not yet reoriented away from the pre-2014 status quo. High outmigration — or, even more worryingly, intention to emigrate — among youth is an existential threat to Ukraine's European future and self-reliance.

The purpose of this objective is to bolster youth to lead Ukraine's economic transformation, thus building the foundation for its further self-reliant development. Interventions under this objective will harness youth innovation and creativity — two key civic values — in expanding meaningful economic opportunities, and reorienting Ukraine to new markets, which will stem out-migration and inspire young people to remain and invest in Ukraine. The Activity will engage with various formal and non-formal stakeholders in order to improve competitive competencies and career development for young Ukrainians.

Capability: The World Bank reports that there is still a significant gap in skills that employers value, noting in particular the lack of mixed, advanced cognitive, socioemotional (i.e., soft skills), and technical skills. Under this objective interventions should address this gap by building both hard and soft skills among youth.[5] Hard skills can include generalized technical skills such as financial literacy, project management, and business planning. The curricula for soft skills such as negotiation, teamwork, and problem solving will reinforce democratic civic values of pluralism, tolerance, and inclusion. Activities under this objective will support rural and urban youth, including more marginalized, disconnected, and vulnerable youth. Applicants should propose approaches that are not limited solely to students and those in the formal school system, but also should work with young Ukrainians who are no longer in school to re-skill and help them transition into different opportunities or better reintegrate back into their communities.

Career Orientation: Young people are often unaware of prospective career paths or changes in industries, and receive very little career orientation from government bodies, educational institutions, and employers. The perceived lack of economic opportunities domestically pushes young people to emigrate and often seek unskilled labor opportunities abroad. Under this objective, interventions should help youth, to include but not limited to students, prepare for different professions by better matching their skill sets with the needs of employers and the realities of modern industries.

---

[5] World Bank. Why Ukraine's Education System is not Sustainable. September 12, 2018. Available at:
https://www.worldbank.org/en/news/opinion/2018/09/12/why-ukraines-education-system-is-not-sustainable

Practical Experience: Lack of work experience and the availability of work-based learning mechanisms reduces youth competitiveness in the job market. In addition to equipping youth with critical skills and empowering them to make informed decisions about their career options, interventions under this objective should facilitate opportunities for youth to apply their knowledge and skills and connect to their field of interest. Interventions should provide ample practical experience for youth to put their skills into practice, to gain more professional opportunities, and expand their networks. This can include entrepreneurial competitions, business incubators, internships, apprenticeships, mentorships, and coaching — particularly through models that foster cross-regional, intra-Ukrainian exchanges.

Enabling Environment: There are several structural and social barriers for youth that impede their contributions to Ukraine's economic growth. The education system in Ukraine, for example, is failing to provide students with soft and competitive skills that would prepare them for new and growing industries. Research also shows low levels of financial literacy and high levels of short-term attitudes when it comes to longer-term planning and saving. Additionally, due to limited financing, there is little financial space to continue or expand the services of youth-targeting institutions (youth employment centers, youth business incubators, youth job fairs, experience and innovation clubs, etc.). At the same time, there has also been a decline in national investment in active labor market programs, such as state support to finance youth entrepreneurship and enterprise development. Social norms also dictate which occupations are perceived as prestigious, with low value attributed to self-employment. Finally, limited educational opportunities for young people from lower-income households creates more complicated pathways to stable and secure jobs. To the extent possible, this Activity should engage with relevant stakeholders at national and sub-national levels to address obstacles that hinder youth's ability to realize their economic potential.

Sublevel Results for Objective 1
- Youth's sense of various professional and career trajectories are more accurate and better reflect the needs of diverse and growth industries, particularly in the knowledge economy.
- Youth social and technical skills better-match the needs of employers or prepare them to be more successful entrepreneurs.
- Youth demonstrate participatory and inclusive leadership through joint economic activities that bring together youth from different life experiences and backgrounds and/or promote social entrepreneurship.
- Youth have access to economic opportunities through seed funding, competitions, and incubators.
- Youth gain skills and experience through internships, apprenticeships, mentorships, and coaching.
- Formal and informal economic connections among young entrepreneurs in different regions of Ukraine are increased.

Objective 2: Youth broaden their engagement in civic and community problem-solving

Even though Ukraine has the youngest government in Europe (the average age of a Minister is 39) and a growing number of prominent young civil society leaders, the majority of Ukrainian youth remain apathetic to civic engagement. Many young Ukrainians do not see their elected officials as a reflection of themselves, feel disconnected from the work of civil society, and believe the national-level government is responsible for solving all the problems within Ukraine. Young Ukrainians' limited knowledge of governmental roles and responsibilities, overall weak participation in civic

life, low sense of agency, and continuing disconnectedness reduce their confidence in their government and Ukraine's ability to achieve a pro-democratic, European future.

The purpose of this objective is to increase youth participation within their communities and throughout decision-making processes in order to build youth's confidence in government across Ukraine. Youth's efforts to drive positive change that is pro-democratic, pluralistic, and inclusive have directly contributed to Ukraine's reform progress and are critical to accelerate Ukraine's democratic transition and European trajectory.

Capability: Stakeholders from civil society and the private sector report that youth predominantly lack the skills necessary for young people's effective performance both as civic actors and as professionals. Under this objective, interventions will expand support to building the practical skills for civic participation, including, but not limited to organizing, advocacy, political communication, education on governmental and political process and governmental roles and responsibilities. Complementing existing initiatives focused on youth political leaders, applicants will propose approaches that democratize and make accessible the knowledge, tools, and confidence for youth to help solve the problems they see in their community. These efforts will help youth troubleshoot their environment, identify the appropriate key stakeholders, effectively mobilize their communities, identify approaches, find necessary resources, and partner with their peers and decision-makers to find workable local solutions and feel the direct benefit of civic engagement.

Increased Engagement: One of the reasons for low levels of youth engagement in civic activities is the belief that participation will not make a difference. As such, interventions under this objective should identify opportunities to engage youth in their communities to demonstrate that their actions can have a meaningful impact. Interventions will support youth-led initiatives and advocacy efforts, and provide appropriate guidance to successfully show that sustained engagement can lead to impact. Interventions under this objective should focus primarily on local-level engagement, but also identify opportunities for youth to be represented and engaged at a national-level. Applicants should propose adaptive, iterative approaches that capture youth opinions and perspectives in a positive feedback loop to influence initiatives and reforms.

Volunteerism: For many Ukrainians, volunteering outside of a crisis situation, such as the Euromaidan protests or the military conflict, is not traditional practice. There are very few incentives to do so — universities and employers in Ukraine usually do not view volunteering or community engagement as a valuable aspect of an applicant's background or practical skill-building that can complement classroom-based learning. The Activity will promote a culture of volunteering by demonstrating the values of servant leadership, participation, commitment, and stressing the benefits of volunteering for one's personal development as well as that of the community. The Activity will also work towards creating an institutional demand for leadership skills and volunteering experience as valuable factors in addition to academic and technical qualifications.

Building Links with Authorities: In general, Ukrainians have limited opportunities to engage directly with decision-makers, which contributes to their lack of trust in government officials. For younger Ukrainians, there are few opportunities to influence policy making and when opportunities do exist, such as youth councils, they are often ineffective or only for show. Interventions will be aimed at building meaningful connections between youth and decision-makers. The voices and priority concerns of youth, including those from marginalized groups, must be heard in the design and delivery of public services. In order to increase the opportunities for youth to engage directly

with decision-makers, interventions will strengthen meaningful youth leadership through experiences such as internships, mentorship programs, and representation through participatory governance mechanisms. The Activity will work with relevant champion government institutions to expand connections with young Ukrainians, and to demonstrate how links with authorities and constituents improves communities and builds confidence.

Physical Spaces: Ukraine's smaller cities and rural areas lack physical spaces where young people can feel at home, gather, host events, or organize civic activities. Municipal efforts to renovate or improve houses of culture (DK) can be seen as top-down or overly Soviet-style, failing to reflect a modern, European aesthetic that can attract even skeptical youth. While the Ministry of Culture, Youth, and Sports is exploring options to expand the nationwide network of youth centers, demand currently outstrips their resources. The Activity is expected to engage with Ministry, local, and regional stakeholders, including existing youth hubs and educational institutions, to support the creation and further development of safe and accessible spaces for youth. The Activity may support renovation of public physical spaces for youth, including minor restoration, improving their aesthetic state, accessibility and infrastructure. Such spaces would serve not only as entry points for young people to find information about and join civic or after-school activities, but also as safe spaces to find support and information about youth-friendly services.

Sublevel Results for Objective 2
- Youth show improved understanding of the role of citizens, the civic sector, and government in a democratic society, know their rights, and have the tools to claim them through training and practice.
- Youth are more fluent in the crucial skills necessary for successful civic leadership, including but not limited to critical thinking, teamwork, problem solving, and advocacy.
- Youth are better-able to analyze problems in their environments and find the necessary resources to lead the resolution of community problems.
- Youth have more opportunities to participate in communities through volunteering with national/international organizations, youth-led initiatives, and government initiatives.
- Youth have greater access to physical spaces and more opportunities to participate in healthy, positive, and inclusive activities.
- Youth are more meaningfully engaged in decision-making processes at the local, regional, and national levels.
- Youth experience and feel the impact of youth-responsive services, laws, policies, and strategies that reflect their needs and realities.

Objective 3: Youth drive Ukraine's pluralism and respect for diversity

The Kremlin continues to wage a disinformation war within Ukraine, designed to sow division, mistrust, and negative stereotypes among Ukrainians. The growing influence of non-democratic groups, illiberal civil society, and nationalist youth groups reinforces hostile and over-simplified narratives, increases young people's vulnerability to ideologies that promote the use of violence and puts youth, including Anti-Terrorist Operation (ATO) veterans, at risk of recruitment by far-right radical groups. While positive examples of pluralism and strength through diversity are increasingly resonating across the country as an alternative to the polarizing forces of malign propaganda, disinformation, and ultranationalism, these values have had varying traction in different parts of the country. More than half the population in southeastern Ukraine sympathize with malign narratives about the ongoing conflict; simultaneously, Ukrainians in the west are

increasingly hostile toward the east, and are less accepting of a pluralistic Ukrainian national identity.

The purpose of this objective is to build young Ukrainians' resilience to divisive and exclusionary narratives by further broadening the acceptance of a values- rather than symbols- or identity-based, conception of Ukrainian identity that is inclusive of all citizens regardless of ethnicity, place of birth, or home language. This objective will help reduce youth's vulnerability to divisive rhetoric and at-risk behavior by increasing young people's linkages and exposure to other parts of Ukraine and people with different worldviews; increasing youths' access to more healthy relationships and bonding with peers and adults; and enhancing levels of certain critical competencies. The Activity will bolster and amplify groups, experiences, and narratives that promote these values and connect them with a modern sense of Ukrainian identity, reduce polarization, lessen vulnerability to malign influence, foster a deeper connection to the Ukrainian state and a common Ukrainian civic identity, and enhance support for Ukraine's reforms and European trajectory. Direct, person-to-person demonstrations of inclusive social and economic connections among Ukraine's regions will inoculate young people against false, Kremlin-driven narratives depicting the opposite.

Public Discourse: In Ukraine, public debate is often reserved for presidential candidates and politicians. Political polarization, and sometimes political manipulation, reduces the space for critical thinking and public debate. As a result, average citizens lack opportunities to engage in public discourse around difficult and contentious questions that are critical to Ukraine's future with people who do not share their opinions, backgrounds, and experiences. In a country like Ukraine, with its rich history and diversity, there are inevitably varying opinions and visions about Ukraine's past, present, and future. However, with the continued conflict in the Donbas region and annexation of Crimea, as well as external and internal polarizing forces and pressures, young Ukrainians need more opportunities and spaces to reconcile their differences and build common ground. Under this objective, interventions will help foster public discourse, empowering youth to engage with other people, regardless of age or language, on topics of interest to them without fear of repercussions, intimidation, or judgement.

Debunking Myths: Physical and geographic distance and barriers can further divide people and contribute to the spread of narratives and ideas about the "other." Ukrainian youth often lack opportunities to freely move around and travel to places due to transportation limitations and economic insecurity. As such, their views and opinions of other Ukrainians are formed through media exposure, their surrounding environment, and established beliefs. Interventions under this objective should connect youth from different regions, socio-economic[6], and educational backgrounds to break down stereotypes or misconceptions and engage in debate that gives voice to different perspectives. Interventions should also bring youth together around cultural events that embrace modern/inclusive expressions of Ukrainian history and values. Throughout these activities, interventions should also intentionally include marginalized youth, such as Roma youth, LGBTI youth, youth with disabilities, younger IDPs, youth living with HIV, youth from low-income backgrounds, etc., demonstrating inclusion through practice.

---

[6] Socio-economic differences include, but are not limited to rural areas and more disconnected young Ukrainians, such as disconnected veterans, youth in vocational schools, younger parents, youth living in difficult life circumstances, or youth who have been through the juvenile justice system.

Supported and Encouraged: Generational gaps between youth and their parents have always existed; however, in recent years, due to increased access to information, mobility, and an overall faster pace of change, the divide in Ukraine is starting to feel insurmountable. Today's young Ukrainians are growing up in an environment that is very different from the times of their parents and grandparents, resulting in new social and cultural norms that affect youth's beliefs and interests. This generational divide has weakened relationships, causing youth to feel misunderstood. Moreover, civil society actors report that young Ukrainians lack positive role models and mentors who can provide support in the long-term. To address the growing divide and limited access to healthy relationships and bonding, interventions under this objective will help establish linkages, such as peer and mentorship networks, that promote cross-regional engagement, and build healthy cross-generational relationships. Interventions should also involve individuals older than 35 years of age to facilitate open dialogue between generations.

Increasing Competencies: Research on the effects of conflict provides valuable insight into how trauma limits the capacity to feel empathy and an increase in perceived threats where they do not necessarily exist. This research emphasizes the need to heal from individual and collective trauma in order to build tolerance for diversity and inclusion. The heightened sense of insecurity coupled with lower levels of empathy reinforce negative narratives and exclusionary practices. To help reverse the effects of conflict, interventions will build and strengthen youth's competencies in conflict resolution, negotiation, debate, empathy, and media literacy. Due to the lack of opportunities within the formal education system to build and practice these skills, interventions will also provide ample opportunities to apply them within safe, diverse, and inclusive settings.

Finally, many young leaders across Ukraine have been working tirelessly to promote positive conceptions of common civic values among a broader network of Ukrainians. As appropriate, this Activity will support existing initiatives that align with the objectives. Interventions will also include support for new GOU initiatives when opportunities arise.

Sublevel Results for Objective 3
- Increased acceptance among young people of a values-based Ukrainian citizenship independent of ethnic or linguistic orientation.
- Youth have stronger, positive peer-to-peer support through national and regional networks that help unify their visions and create shared experiences.
- Youth meet with diverse cohorts of youth through strengthened and institutionalized regional exchange programs.
- Youth engage in and experience modern/inclusive expressions of Ukrainian culture through formal and non-formal education, festivals, exhibitions, games, media content, etc.
- Youth address and break down stereotypes based on regional differences and other differences based on identity (e.g., nationality, race, faith, sexual orientation and gender identity, ability, socio-economic background, etc.).
- Youth have more opportunities for meaningful involvement and develop prosocial norms.
- Youth report feeling valued and recognized by their peers, adults in their lives, and local and national authorities.
- Youth demonstrate participatory and inclusive leadership through joint civic activities that bring together youth from different life experiences and backgrounds.

Objective 4: Research and learning on youth-related data, trends, and approaches inform youth policy and programming

Youth are not a homogenous group and need to be better-understood by USAID, the GOU, and other stakeholders in order for youth-focused activities to be effective. The last nationally representative survey on the socio-economic situation of Ukraine's youth was conducted in 2015. Other surveys, polls, and research include older youth, from 18-35 years old, in the sample size, but the questions are not targeted to the needs of youth specifically. Civil society leaders emphasize the need to have more accurate information about youth to inform their approaches and programming, especially as it relates to online content and mediums. The approaches to attracting youth participation will need to be tailored to the interests of youth in their various age groups.

In order to effectively engage youth and develop an approach that resonates with them, the Activity will undertake enhanced research and learning on youth-related data, trends, and programming approaches. Interventions under this objective should incorporate methodologies and/or learning from other pertinent disciplines. Through quantitative and qualitative tools, the Activity will understand youth aspirations, expectations, and perceptions about the current state of Ukraine, its future, and their future within Ukraine.

In order to improve the effectiveness and sustainability of its interventions, the Activity will consistently engage youth, relevant government representatives and local leaders in this research so that the findings help inform, shape, and modify youth-specific policies and services. The Activity will also aim to build the government's own capacity to undertake youth-focused, and when possible, youth-led research in order to ensure the relevance and impact of local and national policies going forward.

To determine changes in perceptions, research and analytics of youth-specific data will take place on at least an annual basis and in some cases more frequently. USAID will have substantial involvement in the design, timing, and thematic prioritization of youth-related research. Given the broad definition of youth for this Activity, the research and outputs will need to be tailored to the different age ranges as appropriate, as well as other factors such as sex, gender, geographic location, ethnic background, etc. The disaggregated analysis will inform the Activity and other stakeholders to better-understand preferred mediums, the type of content/messaging that is most engaging, and the sources different youth trust and do not trust, and so on.

Sublevel Results for Objective 4
- Improved understanding among stakeholders of the drivers of youth political apathy, civic optimism, intolerance, and other topics related to national unity and Ukraine's trajectory.
- More effective targeting results in a deeper understanding of how different age groups among younger Ukrainians access and digest information.
- Improved understanding of methods and approaches that resonate with young Ukrainians to promote ideas of common civic values, respect for diversity, and civic engagement.
- Developed data-driven tools and methods promote and sustain positive behaviors.
- Local and national leaders and government officials in Ukraine are better-informed about evidence-based research on youth, and use it to inform youth-focused policies.
- Ukraine's local institutions are better-equipped to gather youth-focused data and connect it to decision-making processes.

72012120RFA00001
Ukraine National Identity Through Youth (UNITY) Activity
Page 16 of 64

V.   Coordination with Other USAID and Donor Programs

As a cross-cutting effort, the Activity will be implemented in close collaboration with existing Mission activities, from all technical areas, such as democracy and governance, health, and economic growth. This will help identify areas of complementarity, ensure consistency and accuracy on policy and reform messages, and understand how potential collaboration can contribute to stronger development outcomes. This collaboration will particularly focus on USAID activities in eastern Ukraine as part of a broader effort to mitigate the impacts of Russia's aggression. Efforts to build an economy resilient against Kremlin manipulation, engage local communities around common priorities, and form a common civic identity that connects to national reforms and Ukraine's future within Europe will be amplified through coordination with this Activity. The following is not an exhaustive account of USG programming, and more details can be found on www.usaid.gov/ukraine and www.ua.usembassy.gov.

This Activity, where possible, will build on USAID's work in eastern Ukraine led by USAID's Democratic Governance East (DG East) Activity and USAID's Economic Resilience Activity (ERA). DG East and ERA have been working in eastern Ukraine since 2018 to help build trust and confidence between citizens and government in eastern Ukraine, and to diversify the region's economy and support conflict-affected populations by supporting the development of small and medium enterprises. More specifically, DG East is working with young Ukrainian activists and youth hubs. ERA is supporting universities in eastern Ukraine and the newly opened Ukrainian Leadership Academy branch in Mariupol. This Activity will also closely coordinate with USAID/OTI's Ukraine Confidence Building Initiative (UCBI). UCBI worked in eastern Ukraine from 2014-2019 to strengthen social cohesion and is continuing its work in the south and west of Ukraine. UCBI and its partners are key players in helping to promote a unified national identity and social cohesion.

Additionally, the Activity will closely coordinate with activities supporting civic education and youth engagement in democratic culture and political processes across Ukraine. The Enhance Non-Governmental Actors and Grassroots Engagement (ENGAGE) activity works to increase citizen awareness and engagement in civic actions at the national, regional, and local level. As part of this, ENGAGE aims to improve the civic education skills of teachers through off-line and on-line tools and conducts civic education courses to increase awareness of corruption among youth. The Decentralization Offering Better Results and Efficiency (DOBRE) activity provides comprehensive support to local communities to enforce decentralization reform and territorial reorganization of Ukraine's oblasts, aiming to build effective and responsible local governance processes that deliver tangible benefits to citizens. DOBRE also works to mobilize young people to engage in community development. The Support to Anti-Corruption Champion Institutions (SACCI) activity empowers government institutions to reduce and control corruption, and is lowering tolerance of corruption and reaching youth by building skills of citizens, including youth, to engage in anti-corruption activities. The Ukraine Responsive and Accountable Politics (URAP) program works with youth through civic education in universities, building the capacity of young political activists, as well as youth-focused get-out-the vote campaigns during election cycles. The Activity is also expected to work closely with Washington-managed regional USAID activities with youth components, in particular the European Democracy Youth Network (EDYN).

The Activity will also coordinate with USAID activities supporting professional development and economic growth. The Western NIS Enterprise Fund (WNISEF) Local Development Program

supports the Technovation Challenge, which is a global IT education program for teenage girls. Technovation aims to promote programming among girls, develop their professional skills in IT, and advocate for women's leadership, breaking down stereotypes about women in IT and challenging traditional gender roles in Ukrainian society. WNISEF also supports the Ukrainian Leadership Academy (ULA), a 10-month program which has branches across Ukraine in Kyiv, Lviv, Poltava, Kharkiv, Mykolaiv, and Mariupol. By 2023, WNISEF plans to operate 25 such academies across Ukraine on a sustainable basis. USAID's Energy Security Project (ESP) supports events to introduce students and young scientists to the energy market. ESP is currently developing a curriculum and certification program and plans to roll out the program on market trading strategies with universities and youth in 2020. Energy Sector Transparency, implemented by DiXi Group, envisages lectures for students, including young journalists, about the energy sector and tools to conduct research in the sector. Also, the activity plans to award scholarships for students and young graduates in the energy sector. USAID's Agriculture and Rural Development Support Activity (ARDS), in partnership with the Association of Milk Producers (AMP), launched the Uman Agrarian Lyceum (UAL), a new educational institution with the purpose of developing the leadership skills of young people (aged 14 to 16) who want to build a career in agriculture. USAID's Financial Sector Transformation (FST) activity provided financial empowerment training to vulnerable populations and developed a new curriculum and a corresponding textbook/workbook on financial literacy for students in the 10th and 11th grades. During 2019-2020, this course will be taught in 1,100 high schools to 20,000 students.

The Activity should also coordinate with USAID activities that work to reduce stigma and discrimination toward vulnerable populations. USAID's HealthLink aims to reduce stigma, self-stigmitization, and discrimination toward people living with HIV and key populations vulnerable to HIV. HealthLink provides training for healthcare providers, conducts research to identify the dynamics of stigma and discrimination, and develops anti-stigma messages targeting healthcare providers, key vulnerable populations, and the general public.

The Public Affairs section of the U.S. Department of State funds assistance programs that support organizations working to develop civic activism, mobilize voters, and increase public participation at the local level. The Activity will consult with these and any future State Department partners on relevant youth programming.

Finally, the Mission coordinates closely with donors working to support democratic processes, citizen participation, social cohesion, and the progress of national reforms to improve information sharing, leverage funding, connect technical subject-matter experts, and link activity design and implementation for greater sustainability. Maintaining clear communication on division of labor with donors regarding youth programming, as it relates to the various sectors mentioned above, will be critical. The Activity will coordinate and collaborate with a number of other donors funding and/or implementing youth activities, such as the European Union, GiZ, the Council of Europe, UNICEF, UNFPA, UNDP, the National Endowment for Democracy, International Visegrad Fund, International Renaissance Foundation, and other donors.

Once awarded, the implementing partner must provide an illustrative coordination plan outlining who they will meet, how often, what types of information they will share, etc. to demonstrate mandatory coordination and communication with other stakeholders carrying out related activities. In consultation with USAID, partners should share implementation plans and reports, as appropriate, to ensure effective coordination.

VI.   Implementation Principles and Mandatory Cross-cutting Considerations

Geographic Targeting: The Activity will implement interventions at both the national and sub-national (oblast, raion, and/or municipality) levels, including in the currently non-government controlled areas (NGCAs) should a peace process move forward. While part of its interventions, such as working with relevant national institutions and ministries on youth policy development and strategic implementation, will have national impact, the Activity will also target a substantial part of its interventions at grassroots youth engagement, including populations who are more disconnected and populations outside of oblast centers. The Activity will be intentional about working in geographic areas that are hard-to-reach and more disconnected, using research and evidence to inform its decisions. The Activity should also prioritize and amplify the work of national organizations, establishing stronger youth connections within and across regions (e.g., east to west; east to center; west to south; and so on). The Activity is expected to work collaboratively with USAID to refine this geographic and demographic targeting throughout the life of the Activity.

Diverse Partnerships and Leveraging Local Expertise: The Activity is expected to build on the achievements and lessons learned of previous and ongoing USAID/Ukraine programs related to civic engagement, professional development, entrepreneurship, and relevant youth programming. The Activity should take an inclusive and creative approach to address the aforementioned challenges. In doing so, the Activity is expected to recognize, leverage, and strengthen existing and growing national and local expertise and to collaborate with a wide range of actors. Efforts should consider working with or targeting youth-led efforts, CSOs focusing on inclusion and equality, local and national-reaching efforts related to civic and/or economic engagement, veterans' associations and hubs, private businesses and entrepreneurs, champion universities and schools, vocational schools, social influencers and opinion leaders, government representatives/champions, and educators, among others. Close and continuous coordination with relevant implementing partners and projects will be required to avoid duplication, and all interventions should be developed in consultation with local stakeholders to accurately reflect the context and challenges.

Conflict Sensitivity: USAID requires partners to take into account conflict dynamics in all activities, and to demonstrate in their applications how they will do so throughout the implementation of the Activity. Conflict sensitivity refers to the discipline and capacity of an organization to:
- Understand the conflict context in which programs are being implemented;
- Understand how the conflict context might affect programs and how programs might affect the conflict context;
- Act on this understanding to minimize risk of negative impacts on programs (i.e., staff, beneficiaries, communities, results) and the conflict dynamics; and
- Identify options for positively impacting the conflict context.

Political Awareness and Sensitivity: The Activity and prospective applicants must exhibit outstanding judgment and awareness regarding the political/social orientation of potential subgrantees, including awareness of how specific types of approaches or initiatives will be perceived more broadly. The Activity will closely monitor, research, and report on developments in the political, economic, social, and media landscape and work closely with USAID to adapt to contextual changes and adopt innovative and/or risk-mitigating approaches as necessary. Ukrainian

partners and initiatives supported by this Activity must be fully aligned with the democratic, inclusive civic values described above.

Flexibility and Contingency Planning: The Activity will operate in a highly dynamic, unpredictable environment that will require flexibility in both planning and implementation. Challenges and uncertainties include adapting to Russia-linked aggression, the unresolved conflict in the Donbas and occupation of Crimea, new political dynamics, as well as the overall pace of reform. While targeting and tailoring interventions to achieve the objectives stated above, the Activity should nevertheless be flexible enough to adapt to changing circumstances. Comprehensive contingency planning will also include operational and programmatic plans for expanding activities into the Non-Government Controlled Areas of Ukraine should peace occur.

Sub-awards and Grant Mechanisms: The Activity is expected to support national and local organizations, values-based, youth-led and youth-focused initiatives, and initiatives led by marginalized groups through sub-awards and grants. A portion of grants should also be available through a rapid-response pool to capitalize on unique opportunities or emerging challenges. Mechanisms will vary depending on the program needs, nature of activities, and other factors, and may include: competitive and non-competitive grants; innovative "open door" grants to provide funding on a rolling basis for unsolicited applications that support strategic program objectives; seed grants to emerging organizations; and institutional support for core partners advancing progress. Grants may be issued to national or local non-governmental organizations, including partnerships and coalitions. The recipient will determine grant priorities in consultation with USAID. USAID will have substantial involvement in approving all sub-awards under this initiative. Activities and achievements will be closely monitored and information on successful initiatives will be shared regionally and nationally. The grant-making mechanism will be structured in such a way to allow for swift approval of grants and simplified administrative and financial reporting requirements for nascent organizations.

Positive Youth Development: Positive Youth Development (PYD) refers to a broad approach that aims to build the competencies, skills, and abilities of youth that they need to grow and flourish throughout life. PYD engages youth along with their families, communities, and/or government, so that youth are empowered to reach their full potential. PYD views youth as precious assets to be nurtured and developed rather than as problems to be solved. As such, the approach aims to build mutually beneficial relationships between youth and their family, peer groups, school, workplace, neighborhood, community, other government institutions, society, and culture.

Gender: USAID requires that all activities address gender considerations, ensuring that both men and women benefit from USAID support and that gender awareness is a built-in component of project activities. USAID/Ukraine's Gender Analysis Report summarizes the major observations and recommendations for technical support in Ukraine.[7]

Ukraine ranks 65th out of 149 countries in the World Economic Forum Global Gender Gap Report 2018. The Government of Ukraine has stated that gender equality is a priority and has demonstrated this commitment through such actions as a robust legal framework to support gender equality and the creation of a National Program on Gender Equality. However, several challenges and obstacles

---

[7] USAID Ukraine Gender Analysis. Available at: http://pdf.usaid.gov/pdf_docs/pa00mq3k.pdf

remain which contribute to and explain Ukraine's poor gender equality rankings, including: the lack of prioritization of gender equality in national policy and administrative reforms; the non-integration of gender in national statistics, planning, budgeting, and monitoring and evaluation of State programs; and overt sexism in advertising, and from public officials. Ukraine's national policy on youth does not take into consideration important differences between young men and women.

As stated in UNFPA's report, *Masculinity Today, Men's Attitudes to Gender Stereotypes and Violence Against Women*, traditional gender norms and harmful ideas of masculinity are pervasive in Ukraine. The report notes that the experience of ill-treatment from relatives or peers during childhood and youth—where, for example, every one in four Ukrainians, as a child, witnessed his father's physical violence against his mother—significantly impacts men's personal development. And every 10th man thinks that a woman should tolerate violence to keep her family together. According to the report, seven in ten Ukrainian men are convinced that women's most important role is to take care of the home. However, young men (ages 18-24), men with higher education, and urban residents were more progressive and less supportive of stereotypical statements. This age group also more commonly expressed opinions that all family responsibilities should be shared or equally divided between a husband and a wife. Still, among the youth cohort, most household duties related to daily care or care for a sick child are considered to be the mother's responsibility.

This impinges on young women's ability to advance her career or to take part in political work or civic activism. Additionally, research suggests that few young women choose to pursue either higher education or careers in agriculture.

The Activity does not envision a stand-alone gender component. However, applicants must place considerable focus on the integration of gender considerations, utilizing USAID's five domains of gender analysis, ensuring that men and women both benefit from USAID's support and are treated without discrimination; gender awareness is a built-in component of all Activity interventions; and resources are fairly distributed, taking into account the different needs of women and men, girls and boys. The Activity is required to address the recommendations of USAID's Gender Analysis report. Specifically, successful applicants must:

- Invite Ukrainian gender experts to conduct basic training for Activity partners on how to recognize and not inadvertently reproduce gender stereotypes;
- Implement events that are directed to promoting non-stereotyped depictions of women and men, and periodically review partner approaches to screen for harmful stereotypes;
- Consider supporting programming that helps young men and women to question and eliminate gender stereotypes, promotes gender equality, addresses preventing gender-based violence, etc.;
- Provide Activity sub-grant recipients briefings on gender equality and gender analysis;
- Ensure Activity staff accountability for developing performance indicators for measuring success in contributing to gender equality in Ukraine;
- Include performance indicators in the Monitoring, Evaluation, and Learning (MEL) Plan that acknowledge the impact of gender relations on expected results as well as the impact of interventions on gender relations;
- Disaggregate Activity performance indicators data by sex and age as appropriate and feasible; and
- Clearly indicate the areas or aspects of the Activity in which gender is relevant, and demonstrate through the work and MEL Plans how gender issues will be addressed, how

results will be determined taking gender into account, and what resources will be required and provided to do this.

USAID will monitor the implementation of the gender requirements. For more information about USAID requirements to address gender equality and women's empowerment in all projects, see ADS Chapter 205, Integrating Gender Equality and Female Empowerment in USAID's Program Cycle.

Inclusive Development: The inclusion of vulnerable and marginalized groups remains largely unmet in Ukraine's democratic and governance processes and reforms. Where legal protections do exist, implementation remains ad hoc or ineffective at protecting the rights of the most vulnerable. Harmful stereotypes, discrimination, stigma, and sometimes violence impact Ukraine's vulnerable and marginalized groups and prevent them from accessing the same services and opportunities as other Ukrainians. Integrating inclusive development throughout the Activity design and implementation recognizes that people have intersecting identities, which requires special attention to better-understand youth's various realities, barriers, and vulnerabilities. The Activity must propose interventions and approaches that apply USAID policies and visions on Persons with Disabilities, LGBTI, and Youth, as well as international best practices on inclusive development. The Activity should also propose interventions and approaches that demonstrate how they will reach out to, work with, and support some of Ukraine's most marginalized and underrepresented youth, such as Roma youth, LGBTI youth, and youth with disabilities.

Additionally, the Activity should demonstrate understanding of and attention to issues affecting the inclusion of persons affected by the conflict in eastern Ukraine—taking a broad definition of "conflict affected" beyond those in need of direct humanitarian assistance as a result of Russia's aggression—to include populations most vulnerable to malign influence and narratives about Ukraine, particularly regarding democratic reform and European integration. Inclusion of these conflict-impacted groups will have both geographic and demographic dimensions, which will be refined and applied by the implementing partner, in consultation with the USAID Agreement Officer's Representative, throughout the life of the program.

USAID will monitor the implementation of inclusive development. For more information about USAID guidelines to incorporate an inclusive development lens, see Additional Help for ADS 201 Suggested Approaches for Integrating Inclusive Development Across the Program Cycle and in Mission Operations.

Journey to Self-Reliance: USAID's journey to self-reliance (J2SR) prioritizes supporting host country partners to become self-reliant and empowered to lead their own development journeys. This approach is focused on improving the ability of the host country to plan, finance, and implement solutions to its own development challenges. These principles have been fundamental to USAID's work over the 50 years of its existence and are now a core part of USAID's development policy and reform agenda through J2SR. For Ukraine, J2SR support is centered on helping develop an independent, democratic, prosperous, and healthy Ukraine united around core European values. For the purpose of this Activity, JS2R will be achieved when relevant government bodies prioritize youth engagement and capacity by implementing effective strategies and policies based on sound data and analysis; when the enabling environment is more conducive to successful youth-led initiatives; when youth are addressing the development challenges of their communities;

and when youth are united around a national identity and working toward of vision of Ukraine that is democratic and inclusive.

Private Sector Engagement (PSE): USAID recognizes the value of engaging the private sector to help shape solutions that achieve sustained impact and can carry forward long after USAID's support has ended. Through its new PSE Policy, USAID has issued an Agency-wide call to action and mandate to work hand-in-hand with the private sector to design and deliver our development and humanitarian programs in all sectors. This policy signals an intentional shift towards enterprise-driven development as a more sustainable way to empower people, communities and countries on their journey to self-reliance. More on the PSE Policy: https://www.usaid.gov/work-usaid/private-sector-engagement

LIST OF ANALYTICAL RESOURCES

Links to the following documents are provided to applicants as reference only. None of the information contained in these documents should be viewed as an official endorsement of a particular approach or strategy in responding to this NOFO.

1. CES analytical note "How many Ukrainians emigrate and what should the government do about it?" Available at: https://ces.org.ua/migration/

2. International Republican Institute. Fifth Annual Ukrainian Municipal Survey. (Sep 6 - Oct 10, 2019). Available at: https://www.iri.org/sites/default/files/fifth_municipal_survey_ukraine_septoct2019_final_12-5-2019.pdf

3. New Europe Center. Ukrainian "Generation Z": Attitudes and Values. (2017). Available at: http://neweurope.org.ua/wp-content/uploads/2017/11/Ukr_Generation_eng_inet-3.pdf

4. Financial Literacy, Financial Inclusion and Financial Well-being in Ukraine Survey Report. (2019). Available at: http://www.fst-ua.info/wp-content/uploads/2019/06/Financial-Literacy-Survey-Report_June2019_en.pdf?fbclid=IwAR3-cTu0Y46Mse6ZXDbzlEGbm4q1CjH0r5M1QUUFWCKaBAWN6bzc4f2KJ4M

5. SCORE Ukraine: Tracking Trends. Available at: https://www.scoreforpeace.org/files/publication/pub_file//SCORE%20Ukarine_Tracking%20Trends%20for%20Selected%20Indicators%20(2016-2018)_ENG.pdf

6. IRI June 2019 poll on political preferences of Ukrainians. Available at: https://www.iri.org/sites/default/files/july_2019_ukraine_poll.pdf

7. Joint Letter to Ukraine's Minister of Interior Affairs and Prosecutor General Concerning Radical Groups (June 14, 2018). Available at: https://www.hrw.org/news/2018/06/14/joint-letter-ukraines-minister-interior-affairs-and-prosecutor-general-concerning

8. SCORE Civic Engagement Clusters (2018). Available at: https://www.scoreforpeace.org/files/publication/pub_file//PRE_UKR18_Civic_EngagementENG.pdf

9. UCBI 2018 SCORE Report. Available at: https://www.scoreforpeace.org/files/publication/pub_file//VIS_Ukr17_SCOREInfographicsUKRFinal.pdf

10. European Public Opinion Three Decades After the Fall of Communism. Pew Research Center. (October 15, 2019). Available at: https://www.pewresearch.org/global/2019/10/15/european-public-opinion-three-decades-after-the-fall-of-communism

11. Education in Ukraine. Olesya Friedman and Stefan Trines. World Education News + Reviews. June 25, 2019. Available at: https://wenr.wes.org/2019/06/education-in-ukraine

12. World Bank. Why Ukraine's Education System is not Sustainable. September 12, 2018. Available at: https://www.worldbank.org/en/news/opinion/2018/09/12/why-ukraines-education-system-is-not-sustainable

13. SCORE Anti-East Tendency: National Profiles & Influencing Factors in the West (2016-2018). Available at: https://www.scoreforpeace.org/files/publication/pub_file//PRE_UKR18_AntiEastTendenciesENG.pdf

14. Freedom House. Far Right Extremism as a Threat to Ukrainian Democracy. Available at: https://freedomhouse.org/report/special-reports/far-right-extremism-threat-ukrainian-democracy

15. SCORE Ukraine Phase Two (2018) Evidence-based Policy Brief. Available at: https://www.scoreforpeace.org/files/publication/pub_file/PB_UKR17_PolicyBookletFinalDraftID_Clean_20180814.pdf

16. Brian Milakovsky. Wilson Center. Ukrainians Abroad: The Economics and Politics of Labor Migration. (February 15, 2018). Available at: https://www.wilsoncenter.org/blog-post/ukrainians-abroad-the-economics-and-politics-labor-migration

17. Denys Kiryukhin. Wilson Center. Losing Brains and Brawn: Outmigration from Ukraine. (May 14, 2019). Available at: https://www.wilsoncenter.org/blog-post/losing-brains-and-brawn-outmigration-ukraine-0

18. Tetyana Tyshchuk. Vox Ukraine. The Great Migration: No One in Ukraine Knows How Many of Our Compatriots Have Moved Abroad (June 20, 2018). Available at: https://voxukraine.org/en/the-great-migration-no-one-in-ukraine-knows-how-many-of-our-compatriots-have-moved-abroad/

19. TCH Ukraine. Sociologists have calculated how many Ukrainians want to go to work abroad (August 22, 2017). Available at: https://tsn.ua/ukrayina/sociologi-pidrahuvali-skilki-ukrayinciv-hochut-poyihati-na-zarobitki-za-kordon-979858.html

20. EdCamp Ukraine. National Survey on How and Where Ukrainian Teachers Should Grow. Available at: https://docs.wixstatic.com/ugd/df4ebb_efe324089d574e64af64918b415015cd.pdf

21. Media Consumption Survey Presentation. Internews. Available at: https://www.youtube.com/watch?v=r--5qM_8u_Y&feature=youtu.be

22. Ministry of Education, About National Patriotic Education. Available at: https://mon.gov.ua/ua/osvita/pozashkilna-osvita/vihovna-robota-ta-zahist-prav-ditini/nacionalno-patriotichne-vihovannya

23. Ukrinform. Volunteering activities of Ukrainians in 2019. Available at: https://www.ukrinform.ua/rubric-society/2795150-za-rik-polovina-ukrainskih-volonteriv-zgornuli-dialnist.html

24. Reviews on Youth Policies and Youth Work in Ukraine. Council of Europe. Available at: https://pjp-eu.coe.int/en/web/youth-partnership/ukraine

25. Youth Policy in Eastern Partnership Countries. Ministry of Foreign Affairs Republic of Poland. 2018. Available at: https://www.salto-youth.net/downloads/4-17-3869/Overview%20of%20Youth%20Policy%20in%20EaP%20Countries_EN.pdf?

26. United Nations Working Group on Youth. State of Youth in Ukraine. Available at: http://www.un.org.ua/images/documents/4743/THE%20STATE%20OF%20YOUTH%20IN%20UKRAINE%20report.pdf

27. Ministry of Social Policy of Ukraine. Available at: https://www.msp.gov.ua/en/

28. Ministry of Youth, Sports, and Culture. Available at: http://dsmsu.gov.ua/index/en

29. Order of the Ministry of Youth and Sports on creation of the "Youth Worker" educational program. Available at: http://search.ligazakon.ua/l_doc2.nsf/link1/RE32630.html

30. Legislation pertaining to youth and decentralization. Available at: https://decentralization.gov.ua/youth/legislation# -

31. Ukrainian Students Abroad: Data for the 2017/18 Academic Year Available at: https://cedos.org.ua/en/articles/ukrainske-studentstvo-za-kordonom-dani-do-201718-navchalnoho-roku

32. USAID Ukraine Gender Analysis. Available at: http://pdf.usaid.gov/pdf_docs/pa00mq3k.pdf

33. Additional Help for ADS 201Suggested Approaches for Integrating Inclusive Development Across the Program Cycle and in Mission Operations. Available at: https://usaidlearninglab.org/sites/default/files/resource/files/additional_help_for_ads_201_inclusive_development_180726_final_r.pdf

34. The Adolescent Brain: New Research and its Implications for Young People Transitioning from Foster Care By Jim Casey Youth Opportunities Initiative: https://www.aecf.org/resources/the-adolescent-brain-foster-care/

35. Beyond Conflict. Available at: https://beyondconflictint.org/

36. Youth Engagement In Development: Effective Approaches And Action-oriented Recommendations For The Field (USAID sites): https://pdf.usaid.gov/pdf_docs/PA00JP6S.pdf?utm_source=youth.gov&utm_medium=federal-links&utm_campaign=reports-and-resources

37. UNFPA. Masculinity Today: Men's Attitudes to Gender Stereotypes and Violence Against Women. (2018). Available at: https://ukraine.unfpa.org/sites/default/files/pub-pdf/Masculinity%20Today%20Men%27s_Report.pdf

38. Ukrinform. Volunteering activities of Ukrainians in 2019. Available at: https://www.ukrinform.ua/rubric-society/2795150-za-rik-polovina-ukrainskih-volonteriv-zgornuli-dialnist.html

39. Model of Youth policy realization in the Decentralization environment published by the Ministry of Youth and Sports in 2017. Available at: http://dsmsu.gov.ua/index/ua/material/35035

40. Mission activities across all sectors can be found here: https://www.usaid.gov/ukraine

[END OF SECTION I]

SECTION II – FEDERAL AWARD INFORMATION

1.   Estimated Total Funding Available and Number of Awards Contemplated

Subject to funding availability, USAID anticipates awarding one (1) Cooperative Agreement with a total estimated amount up to $38,000,000 over a 5-year period. The actual funding amount is subject to availability of funds.

2.   Start Date and Period of Performance for Federal Awards

The estimated start date will be on or about June 30, 2020. The anticipated period of performance will be five (5) years from the effective date of the award.

3.   Substantial Involvement

Through a Cooperative Agreement, USAID reserves the right of substantial involvement in assistance awards (including monitoring performance, reviewing reports, and/or providing approvals, in order to effectively support the achievement of the expected results, in addition to the standard prior approvals). USAID considers collaboration with the awardee crucial for the successful implementation of this program. Substantial involvement is deemed necessary and therefore is anticipated between USAID and the recipient during the performance of this activity.

Substantial involvement under the proposed award shall include the following:

- Review and approval of the Recipient's Initial Implementation Plan, Annual Implementation Plans (Work Plans), including the Monitoring, Evaluation and Learning Plan (MELP). Any significant changes to the approved Implementation Plan and the MELP will require additional approval of the Agreement Officer's Representative (AOR).
- Review and approval of key personnel and any changes by the AOR;
- Approval of Construction Activities. No Construction Activities other than those explicitly approved under the agreement may be performed as part of the Cooperative Agreement;
- USAID/AOR has the authority to immediately halt a construction activity.
- Approval of Architectural and Engineering (A&E) Firm as well as subcontract with the selected A&E Firm in order to monitor construction activities; and
- Subawards (sub-contracts and sub-grants): Approval of all subawards including extensions. The AOR will be substantially involved in approval of subawards and contracts, in accordance with 2CFR200.308 (c)(6).

The above substantial involvement will be delegated to the AOR. The AOR will be responsible for oversight and technical guidance of the Recipient, both in writing and verbally. The recipient will be expected to meet regularly (via phone, email or in person) with the AOR or his/her designee to review the status of activities, and should be prepared to make periodic briefings to USAID as appropriate.

USAID reserves the right to expand Substantial Involvement at the stage of the resultant award.

4.   Title to Property

Property Title will be vested with the Recipient in accordance with 2 CFR 200.311.

5.   Authorized Geographic Code

The authorized Geographic Code for procurement of goods and services under this award is 110 and 937 as described in 22 CFR 228.

6.   Purpose of the Award

The principal purpose of the relationship with the Recipient and under the subject activity is to transfer funds to accomplish a public purpose of support of Ukraine National Identity Through Youth (UNITY) Activity described in the Program Description, in Section I of this NOFO.

The Recipient will be responsible for ensuring the achievement of the activity 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, activity objectives, and the terms and conditions of the Federal award. The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

[END OF SECTION II]

SECTION III - ELIGIBLITY INFORMATION

A.   Types of Entities Eligible to Apply

USAID encourages applications from potential new partners. <u>USAID will not accept applications from individuals.</u>

To be eligible for award of a Cooperative Agreement, in addition to other conditions of this NOFO, organizations must have a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.

The following types of entities are **eligible** to apply for funding under this NOFO:

1.   U.S. and Non-U.S. Non-Governmental Organizations (NGOs)

a) U.S. and Non-U.S. Non-Profit Organizations

U.S. and non-U.S. private non-profit organizations may apply for funding under this NOFO.

b) U.S. and Non-U.S. For-Profit Organizations

U.S. and non-U.S. private for-profit organizations may apply for funding under this NOFO. Potential for-profit applicants should note that, in accordance with 2 CFR 200.400(g), profit, which is any amount in excess of allowable direct and indirect costs, is not an allowable cost for recipients of USAID assistance awards, and cannot be part of the project budget. However, the prohibition against profit does not apply to procurement contracts made under the assistance instrument when the recipient procures goods and services in accordance with the Procurement Standards found in 2 CFR 200.317 to 326.

c) U.S. and Non-U.S. Colleges and Universities

U.S. and non-U.S. colleges and universities may apply for funding under this NOFO. USAID generally treats colleges and universities as NGOs, rather than governmental organizations; hence, both public and private colleges and universities are eligible, except public colleges and universities in countries that are ineligible for assistance under the FAA or related appropriations acts. Please note, however, that this NOFO is focused on people-to-people programming that addresses divisions within a community and is not intended to fund academic research.

2.   Public International Organizations (PIOs)

PIOs may apply for funding under this NOFO. Please see ADS 308 for USAID policy on PIOs: http://www.usaid.gov/ads/policy/300/308

B.   Registration as a Private Voluntary Organization (PVO)

NGOs that meet the definition of a Private Voluntary Organization (PVO) as defined in 22 CFR 203 http://www.gpo.gov/fdsys/pkg/CFR-2014-title22-vol1/xml/CFR-2014-title22-vol1-part203.xml are encouraged to register as a PVO with USAID. Applicants may find registration instructions here: http://www.usaid.gov/pvo .

C.   New Partners

USAID encourages applications from new partners that have not previously received USG funding. However, resultant awards to these organizations may be delayed because USAID generally must conduct pre-award surveys of these organizations in order to make a risk assessment decision, in accordance with ADS 303.3.9 (for NGOs; ADS 308 for PIOs). Please refer to Section V of this NOFO, for additional information on pre-award surveys.

D.   Number of Applications that May be Submitted

Any one entity may submit one application for funding in response to this NOFO.

E.   Cost Sharing

ADS 303.3.10 Cost Share defines cost share as "the resources a recipient contributes to the total cost of an agreement. It is the portion of project or program costs not borne by the Federal Government." Although not required for this NOFO, USAID/Ukraine encourages the potential applicants to propose cost sharing since "it is critical that the activity continues after USAID assistance ends." These cost sharing requirements can ensure that the project establishes adequate alternate sources of funding, as well as give the applicant a financial stake in the success of the program. The applicants' proposed cost share may enable additional worthwhile activities to be undertaken which USAID funds could not support. Cost share may secure the programmatic and financial sustainability of the initiatives. USAID encourages applicants to propose for which activities and in which amount cost sharing will be applied. The exact level of cost share is left to applicants to propose per 303.3.10.1 (http://www.usaid.gov/policy/ads/300/303.pdf). For NGO recipient contributions to qualify as cost share, the cost share must be verifiable from the recipient's records; for U.S. organizations it is subject to the requirements of 2 CFR 200.306, and for non-U.S. organizations it is subject to the Standard Provision, "Cost Share"; and can be audited. If the recipient does not meet its cost sharing requirement, it can result in questioned costs. The USAID Mission Agreement Officer will determine whether any proposed cost share shall become a condition of the award. For PIO recipients, while the term "cost sharing" is not used in USAID grants and cooperative agreements with PIOs, the concept of cost sharing is manifested by the USAID requirement that USAID must have audit rights, and the recipient must comply with USAID's procurement requirements, if USAID will be the sole contributor to a trust fund established by a PIO.

Any proposed cost share will be reviewed for compliance with applicable regulations and policies describe above in this section.

F.   Third Country Participant Training

Third-country training must **not** take place in countries that are:

- Considered unfriendly by the U.S. Department of State and to which travel by U.S. citizens is prohibited; or
- Identified as terrorist countries by the Department of State.

[END OF SECTION III]

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

A.   POINT OF CONTACT INFORMATION:

The point of contact for this NOFO is Ms. Marina Orlova at morlova@usaid.gov, with a copy to Mr. Daniel Harter at dharter@usaid.gov. The point of contact will receive all questions related to this NOFO by the deadline specified in the cover letter. Responses to the questions will be made available to all potential applicants through an amendment to this NOFO and posted on www.grants.gov. The point of contact will also receive all applications related to this NOFO by the closing date specified on the cover letter.

To be considered for this funding opportunity, all applicants must follow the procedures set out in this NOFO. USAID may exclude applicants from further consideration if any submission is not within these parameters. Applications and all supporting material must be submitted in English.

B.   APPLICATION MATERIALS AND SUBMISSION INFORMATION:

The federal grant process is web-enabled, allowing for applications to be submitted on-line. Complete Application packages shall be submitted electronically through grants.gov, and must be received no later than the closing date and time as indicated on the cover letter of the NOFO. Instructions to submit applications electronically on-line in response to this NOFO are found on Grants.gov in the "For Applicants" section – under "Apply for Grants."

Applications must also be submitted electronically via e-mail to the point of contact for this NOFO, Ms. Orlova at morlova@usaid.gov, with a copy to Mr. Harter at dharter@usaid.gov. Note: Hard copy or faxed applications are not acceptable.

All applications received by the closing date and time indicated on the cover letter will be reviewed for responsiveness and programmatic merit in accordance with the specifications outlined in these guidelines and the application format. Section V. addresses the selection criteria and evaluation procedures for the applications.

Complete application packages must be received by USAID no later than the closing date and time indicated at the top of the NOFO cover letter at the place designated for receipt of applications. Failure to include all information or to organize the application in the manner prescribed may result in rejection of the application as being unacceptable. Applications which are received late or incomplete will not be considered unless the Agreement Officer determines it to be in the U.S. Government's interest.

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes should:

(i) Mark the title page with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a grant is awarded to this applicant as a result of - or in connection with - the submission of this data, the U.S. Government

shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. 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 pages___."; and

(ii) Mark each sheet of data it wishes to restrict with the following legend:

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

Applications shall be submitted in two separate parts: (a) Technical Application, and (b) Cost or Business Application. Both the technical and cost portions of the application shall have a cover page which includes the point of contact for the organization, including name, title, address, DUNS number, phone and fax numbers, and e-mail address. Applications should be submitted in **TWO** e-mails inclusive of attachments. The TWO e-mails inclusive of attachments should be labeled as follows:

1) ORGANIZATION NAME – UNITY NOFO - TECHNICAL APPLICATION
2) ORGANIZATION NAME – UNITY NOFO - COST APPLICATION

USAID will send confirmation e-mails when the electronic files are successfully received. If no email confirmation has been provided, then the electronic materials were not received. Applicants should retain for their records one copy of all enclosures which accompany their application.

Applications should be prepared according to the structural format set forth below. Technical applications should be specific, complete and presented concisely. **A lengthy application does not in and of itself constitute a well thought out proposal.** Applications shall demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. Applications should take into account the merit review criteria found in Section V. of the NOFO.

C.   FORMAT AND CONTENT OF APPLICATION

1. GENERAL APPLICATION FORMAT

Technical Applications (electronic copy) **must be in MS Word or PDF** format, single spaced, utilizing **Times New Roman 12-font size**, typed on standard 8½"x11" sized paper with 1" margins on top, bottom, left and right, numbered consecutively, and **not exceed 30 pages.** The cover page, table of contents, acronyms list, executive summary, and annexes will not count toward the page limitation of the Technical Application. Any pages that exceed the page limitation will not be considered by the review committee. All materials and supporting documentation must be submitted in English.

Applications will be evaluated on programmatic merit and subsequently on cost. As such, the Technical Application will have more significance than the Cost Application in the selection of a successful applicant. The Technical Application should demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. Therefore, it should be specific, concise, and complete. It should take into account and be arranged in the order of the merit review criteria specified in Section V.

Each applicant shall furnish the information required by this NOFO. The applicant shall sign the application and certifications and print or type its name on the cover page of the technical and cost applications. Applications signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

2. TECHNICAL APPLICATION FORMAT AND CONTENT:

The Technical Application will be the most important item of consideration in selection for award of the proposed Cooperative Agreement. Therefore, it should be specific, complete and concise. The Technical Application will consist of the sections presented below. For ease of review, please place a header at the beginning of each new section.

The following outlines the page limits for the application. **Pages exceeding these page limits will not be evaluated.** In addition, if the annexes contain information that relates to the technical application, they will not be scored (e.g. placing elements of technical understanding and proposed approaches in an annex is unacceptable). Elaborate art work and/or visual and other presentation aids are neither necessary nor wanted.

The substance of the Technical Application should be used to address those considerations in Section V, APPLICATION REVIEW INFORMATION. The cover page, table of contents, acronyms list, executive summary, and annexes are not included in the page limit of 30 pages, however the executive summary should not exceed 3 pages. The number of pages used for annexes should be reasonable and include only minimum of necessary information.

There is a 20-page limit for the combination of the Technical Approach, the Implementation Plan, and the Staffing Plan. These 20 pages, after any negotiated revisions, will be included in the resultant Cooperative Agreement. Additionally, there is a 5-page limit for the Monitoring, Evaluation and Learning Plan (MELP) and Collaboration, Learning and Adapting (CLA) Plan. There is a 3-page limit for Institutional Capability and a 2-page limit for Past Performance. The aggregate length of the technical application should not exceed 30 pages.

The following are the details of the Technical Application content. The Technical Application should be submitted in the following format:

a) **Cover Page (not included in page limitations) -**

The cover page must include at a minimum the following information:

- NOFO Number
- Activity Title
- Name of the organization(s) submitting the proposal (the lead or primary applicant clearly identified)
- Contact person for the prime applicant, including this individual's name (both typed and his/her signature), title or position with the organization/institution, address, telephone and fax numbers and e-mail address.
- Any proposed sub grantees (or implementing partners) should be listed separately

Applicants should also state clearly whether the identified contact person has the authority to negotiate on behalf of the applicant, or, if not, the contact information for the appropriate person with the authority to negotiate.

b) Table of Contents (not included in page limitations) -

This page shall list all sections of the Technical Application with page numbers and attachments.

c) Acronyms List (not included in page limitations) -

This page shall include the list of acronyms used in the Technical Application.

d) Executive Summary (not included in page limitations; should not exceed 2 pages) -

This section shall briefly describe:

- Concise summary of the approach and core activities that will lead to anticipated results and stated objectives; and
- Concise summary of how the overall activity will be managed and implemented.

e) Technical Approach (included in the 20 page limitation) -

In this section, the applicant is not to merely repeat what is already described in this NOFO. The applicant should present a program description that focuses on describing the program that the applicant will implement. In this description, the applicant should discuss how they propose to achieve the objectives and make a significant contribution toward achieving the strategic purpose and priorities identified in USAID's activity description. Applicants will present a convincing and compelling articulation of their program and technical approach and demonstrate why it is the most effective way to realize the objectives of this activity, including a reasonable course of action and tasks relevant to the current needs of Ukraine.

The technical approach must clearly and in sufficient detail describe the conceptual approach, methodology and proposed activities for the implementation, accomplishment and evaluation of the objectives. The rationale for the appropriateness of the suggested approach in the Ukrainian political and social context should be provided. The applicant's program description must clearly demonstrate the application of state-of-the-art approaches, models, tools and lessons learned from other projects.

The proposed activity must be well-conceived, clear, technically sound, innovative and ambitious, yet feasible in achieving the objectives identified in this NOFO, with specific descriptions and illustrative examples of proposed interventions. Specifically, under Technical Approach the applicant's program description should address the following:

- Discussion of the proposed interventions, and how each will ultimately lead to achievement of expected results;
- Approaches and interventions applicants believe should be prioritized and why;
- Discussion of relevant and meaningful interventions at each level – Objective and Sub-Level Result - which should each be linked or flow from each level unto the

next. For example, each intervention must correspond to a sub-level result and each outcome must correspond to the relevant objective. The relationship should be clear and/or explained in the narrative;

- Discussion on coordination with other USAID activities, stakeholders and other donor activities. Applicants should provide specific examples on how they will capitalize on possible synergies with other implementing partners and other USAID activities in this area;
- Strategy for capitalizing on existing local capacity and building on it to position the sub-recipient(s) to effectively manage the project;
- Strategy for the phase-out and sustainability of activities and results;
- Implementation timelines schedule; and
- Proposed plan for effective, timely launch of activities.

Mandatory cross-cutting considerations: The cross-cutting considerations presented in Section I, Program Description of this NOFO must be incorporated throughout applicants' program.

- *Context:* Demonstrating a clear understanding of the context in Ukraine, including the institutional, political, economic, and cultural context of Ukraine as outlined in the Program

- *Geographic Targeting:* Ukraine features both urban centers and vast rural areas, some that are very hard to reach, with varying political, economic, and social dynamics. Applicants should demonstrate both an understanding of these geographic factors, identify strategy for determining at which level (national or sub-national level) interventions would be appropriate, and an ability to monitor, observe, and analyze development in all regions of the country.

- *Conflict Sensitivity and Political Awareness:* Demonstrating the applicant's understanding of Ukraine's conflict dynamics and integrates conflict-sensitivity in all interventions.

- *Partnering Approach & Sustainability:* Applicant should demonstrate an approach to identify, engage, and support a broad range of Ukrainian stakeholders inside and outside the government in addressing the activity objectives through a coordinated, Ukrainian-led approach. Applicant's approach should also demonstrate a strategy for building Ukrainian capacity and ownership of UNITY's interventions to sustain the results beyond the life of the activity.

- *Gender Integration & Inclusion:* Address gender issues in a substantive and integrated manner, describing specific approaches for addressing gender constraints and capitalizing on opportunities. Identify gender-related dynamics and/or inequalities that may affect the activity and describe how the activity will address those issues as well as ensuring an inclusive approach for all citizens, particularly women, youth, and marginalized populations.

- *Synergies:* How the applicant will understand, complement, and leverage relevant USAID- and other donor-funded programs, as well as GOU, civil society, and private sector initiatives.

f) Implementation Plan (included in the 20 page limitation) -

Applicants shall include a draft implementation plan that describes how and when specific core interventions will be developed over the life of the activity. Applicants must present a detailed explanation for the first year, with illustrative *key* activities, benchmarks, and results for the

remaining years. The implementation plan should clearly outline links between the proposed results, conceptual approach, performance milestones, and a realistic timeline for achieving the semi-annual, annual, and end-of-program results. The implementation plan serves several purposes including a guide to program implementation, a demonstration of links between activities, strategic objectives and intended results, a basis for budget estimates, and the foundation for the monitoring and evaluation plan.

The implementation plan, at a minimum, shall include:

- Brief situation analysis in the context of what other donors and implementing partners and host-country governments are contributing;
- Milestones (or benchmarks) toward achieving those results during the first year of implementation;
- Partner involvement and contributions to achieving the results;
- Timeline.

g) Staffing and Management Plan (should be included in the 20 page limitation) -

This section shall include the composition and organizational structure of the proposed team and a description of each team member's role, technical expertise, and estimated amount of time to be devoted to each relevant activity. The applicant should specify the structure of the entire program team, including home office support and implementing partners (i.e., sub-recipient(s)), and the applicant's overall approach to managing the program. The applicant should demonstrate how it will ensure effectiveness and efficiency, in order to achieve maximum benefits and results, and how it will utilize Ukrainian professionals for country staff.

It should also include identification of key personnel and long-term staff positions, including their technical and managerial roles and responsibilities and qualifications, experience in international technical assistance projects, and abilities of proposed key personnel relevant to successful implementation of the proposed technical approach.

A one-page organizational chart may be included as an Annex that does not count against the 20-page limit.

Applicants must propose two key leadership positions which will be designated as Key Personnel under the resulting award.

Example:
- *Chief of Party (COP) or equivalent title*
- *Deputy Chief of Party (DCOP) or equivalent title*

Applicants must demonstrate that the proposed Key Personnel have:

- Experience managing complex donor-funded development programs in areas such as youth development, confidence building, civic engagement, inclusion, or related areas.
- Track record of successfully building and effectively managing diverse teams of employees.
- Ability to analyze complex, politically sensitive issues and ensure strategic program coherence in dynamic environments.

- Expertise in youth development, civic engagement, inclusion, and/or democracy development technical disciplines.
- Effective interpersonal skills, creative problem-solving, and outstanding judgement.

Applicants should include in the staffing plan the desired complement of local personnel, including position titles, qualifications, and how their inclusion would best achieve the results of this project. Other information required includes:

- Organizational chart for the program team, including sub-awardee staff, if applicable (sub-awardee/subcontractor excludes local media organizations receiving support under this project);
- A plan which allows for early identification and proposed resolution of problems by the prime awardee and provision of related information to USAID;
- Description of lines of communication between the prime recipient and its sub-awardees (including both Ukrainian local partners or other non-local partners) which ensures a cohesive working relationship and achievement of results;
- List of proposed staff with attention to gender balance, and the development of indigenous Ukrainian capacity;
- If the applicant plans to collaborate with other organizations for the implementation of this activity, the services to be provided by each organization shall be described. [Note: Ukrainian organizations receiving sub-awards or technical assistance from the project would be considered recipients, and therefore should not be included in the proposal]
- The activity should have at minimum one staff member with gender and inclusive development programming and integration skills and expertise.

In an Annex to the Technical Application, applicants should provide résumés for the candidates proposed **for all Key Personnel positions.** The résumés should demonstrate that the proposed Key Personnel possess the skills and knowledge to effectively carry out their proposed responsibilities. Résumés may not exceed two pages in length and shall be in chronological order starting with most recent experience. Each résumé shall be accompanied by a signed Letter of Commitment from each candidate indicating his/her: (a) availability to serve in the stated position, in terms of days after Award; (b) intention to serve for a stated term of the service; and, (c) agreement to the compensation levels corresponding to the Cost Application. References may be checked for all proposed key personnel; **a minimum of three references for each proposed key personnel is required.** There is no special format for the references. Applicants should provide current phone, e-mail address information for each reference contact.

Applicants are encouraged to maximize the use of local staff wherever possible. Local staff should be fluent in Ukrainian and English. Knowledge of other languages from the region is a plus.

Applicants may propose additional non-key personnel positions to address cross-cutting activity themes, such as Gender and Inclusion Advisor, Construction Manager, Grants Manager, MELP/Research Specialist, etc.

   h) Collaborating, Learning and Adapting (CLA) and Monitoring, Evaluation and Learning Plan (MELP) (not to exceed 5 pages) -

In presenting its approach to CLA, the applicant shall take into consideration:

- Flexibility in adapting to changing needs and circumstances, as well as plans and methods for assessing, mitigating, and adapting to risk factors.
- Clarity, appropriateness, consistency, and soundness of an illustrative (draft) Monitoring, Evaluation and Learning Plan (MELP) for measuring progress in achieving expected results of the program, including suggested performance indicators and a plan for collecting baseline and actual data.
- Appropriateness and clarity of an implementation plan for efficient start-up and meeting objectives during the project period.

The Application shall contain an illustrative (draft) Monitoring, Evaluation and Learning Plan (MELP). The MELP should explain how the applicant proposes to monitor the program and assess performance and progress toward achieving program results.

The applicant shall draft an illustrative MEL Plan using the guidelines set forth in SECTION VI – AWARD AND ADMINISTRATION INFORMATION, REPORTING, *B. Monitoring, Evaluation and Learning Plan (MELP)*, of this NOFO.

In designing the overall MELP, applicants should consider the human and financial resources necessary for its implementation. It is the applicant's responsibility to ensure that all costs related to the implementation of the MELP are included in the Cost Application.

i) Institutional Capability (not to exceed 3 pages) -

Applicants must provide evidence of their technical and managerial resources and expertise (or their ability to obtain such) in program management, grants management, budget/financial management, technical assistance and capacity building, training, and other technical assistance, as well as their experience in managing similar activities in the past.

The applicant should provide similar information for major partnering organization(s) *(if proposed)* that will be directly involved in program implementation. Information in this section should include (but is not limited to) the following:

- Brief description of organizational history/expertise;
- Past experience and examples of accomplishments in developing and implementing similar activities, including:
  - Provision of technical assistance and organizational development and institutional capacity building in the areas of youth development, confidence building, civic engagement, inclusion, or related areas.
  - Collaborations with donors, host country governments, and other stakeholders including civil society, youth, and the private sector.
- Relevant experience with proposed approaches;
- Institutional strength as represented by breadth and depth of corporate experience in project relevant disciplines/areas.

j) Past Performance (not to exceed 2 pages) –

Past Performance information will only be reviewed as part of the Apparently Successful Applicant risk assessment and is not evaluated at the merit review stage.

Applicants must list all contracts, grants and cooperative agreements which the organization, both the primary applicant as well as any partnering organization(s) *(if proposed),* has implemented involving similar or related programs over the past five years.

Please include the following information under past performance information:

- Name, address, current telephone number and email address of responsible representative(s) from the organization for which the work was performed;
- Contract/grant name and number (if any), annual amount received for each of the last five years and beginning and end dates;
- Brief description of the project/assistance activity.

Past performance of the applicant and any major partnering organization(s) *(if proposed)* will be reviewed based on the implementation of programs or program elements of similar size and scope, and ability to achieve results. References may be asked to comment on both quality and timeliness of service, business relations, customer satisfaction with performance, effectiveness of key personnel, and effectiveness in quickly staffing a project and launching program activities.

k) Annexes (are not included in 30 pages) -

In the annexes the applicant shall include resumes for all key personnel candidates (per the details above, prescribed in section Staffing Plan).

Applicants shall also include signed letters of commitment for any major partnering organization(s) *(if proposed)* that will have significant role in the implementation of the program (excluding Ukrainian organizations that will receive assistance under this program).

Exclusivity arrangements with potential sub-partners are not required.

3. COST/BUSINESS APPLICATION FORMAT AND CONTENT:

Cost is a required evaluation criterion and will be evaluated separately. Although the Cost Application will not be assigned points, it is an important evaluation criteria, although less significant than technical merit criteria.

The Cost/Business Application is to be submitted under separate cover from the technical application. Budget spreadsheets **must be in U.S. Dollars**, **in unlocked Microsoft Excel** format, pages with signatures in Word or PDF format.

The budget should be for 5 years and for $38,000,000 and should reflect the Technical Application.

The following sections describe the documentation that applicants for an Assistance award must submit to USAID prior to award. While there is no page limit for the cost application, applicants

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

- **Detailed Budget (no page limit),** which provides a breakdown by elements of cost (e.g. personnel, fringe benefits, travel, equipment, supplies, contractual, construction, other direct costs, indirect costs, cost sharing (if any)) for the total estimated amount of implementation of the project according to your organization's approach. The budget shall include costs associated with all programmatic activities during the project implementation. Budget must be in U.S. Dollars.

- **Budget Narrative**, which provides detailed budget explanations and supporting justification of each proposed budget line item. It must briefly describe programmatic relevance and clearly identify the basis of estimate (i.e. how the budget number was determined fair and reasonable) for each cost element, such as market surveys, price quotations, current salaries, historical experience, etc. The budget narrative should demonstrate how the budget supports and allocates sufficient and appropriate funding for all elements of the program activities described in Section I. Funding Opportunity Description (Program Description) of this NOFO.

The applicant must sign and submit the following MANDATORY standard forms as a part of the cost application:

- **(MANDATORY) SF-424 (Application for Federal Assistance):** This form is provided in Annex 3 of the NOFO, or applicants may also download the form from the Grants.gov website. Applicants need only complete the fields in the form that are marked with an asterisk(*), as applicable. The form <u>must </u>be signed and dated by an authorized representative of the applicant organization. Instructions on how to complete the form are available on the Grants.gov website at:
  http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html.

- **(MANDATORY) SF-424A (Budget Information – Non-Construction Programs):** This form is provided in Annex 4 of the NOFO, or applicants may also download the form from the Grants.gov website. Instructions for completing this form are available on the Grants.gov website at:
  http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html.

- **(MANDATORY) SF-424B (Assurances – Non-Construction Programs):** This form is provided in Annex 5 of the NOFO, or applicants may also download the form from the Grants.gov website. Instructions for completing this form are available on the Grants.gov website at:
  http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html

The cost application should contain the budget categories as shown on the SF-424A:

- *Personnel/Labor:* Direct salaries and wages should be proposed in accordance with the organization's personnel policies. Details on the basis of estimate for each proposed salary should be sufficiently addressed in the budget narratives for all positions [key, consultants, short term technical assistance and non-Key Personnel]. Any proposed salary increase must

be sufficiently justified and supported with the organization's personnel policies (to be provided as annex to the cost application).

Note: **Annual salary increase** and/or promotional increase may be granted in accordance with the applicant's established policies.

- *Fringe Benefits:* If accounted for as a separate item of cost, fringe benefits should be accounted in accordance with local labor law.

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

- *Equipment:* The application should specify the procurement of any tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds the lesser of the capitalization level established by the non-Federal entity for financial statement purposes, or $5,000. The application should indicate the quantity of the equipment to be purchased, the unit cost and the total price.

- *Supplies:* The application should specify the procurement of all tangible personal property other than those described in Equipment. A computing device is a supply if the acquisition cost is less than the lesser of the capitalization level established by the non-Federal entity for financial statement purposes or $5,000, regardless of the length of its useful life. The application should indicate the quantity of the equipment to be purchased, the unit cost and the total price.

- *Contractual*: The application should include, if any, subaward(s). Applicants who intend to utilize other partnering organization(s) should indicate the extent intended and a complete cost breakdown, as well as all the information required herein for the applicant. **Major partnering organization(s) financial plans should follow the same cost format as submitted by the applicant.**

- *Construction:* Small-scale construction may be funded by USAID for the UNITY Activity. "Construction" means: construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration and refurbishment. The term includes, without limitation, roads, power plants, buildings, bridges, water treatment facilities, and vertical structures. Any construction activities should be in compliance with ADS 303 supplementary guidance: https://www.usaid.gov/ads/policy/300/303maw.

  Approximately $3M of the proposed $38M shall be designated for small scale infrastructure projects, as described in the Section I – Program Description, *Physical Spaces,* and in Section VI - Award and Administration Information, Special Provisions.

- *Other Direct Costs (ODC):* could include costs related to program activities described in the PD; communications, office rental, utilities, report preparation costs, other office operation costs, branding/marking costs, supplies, etc. The narrative should provide a complete breakdown and support for each item of other direct costs.

- *Cost share:* ADS 303.3.10 Cost Share defines cost share as "the resources a recipient contributes to the total cost of an agreement. It is the portion of project or program costs not borne by the Federal Government." Although not required for this NOFO, it is encouraged.

The following information should be taken into consideration when developing the budget:

(1) Salaries and wages must be reflective of the "market value" for each position. Salaries and wages may not exceed the applicant's established written personnel policy and practice, including the applicant's established pay scale for equivalent classifications of employees, which shall be certified by the applicant. Salaries for locally employed staff should not exceed the Local Compensation Plan for USAID/Ukraine.

The US Embassy/USAID local compensation plan is an objective benchmark for evaluation the reasonableness of proposed salaries of local employees. Ukrainian labor market conditions are the same for USAID-funded contracts or assistance agreements.

The maximum daily rate <u>for senior locally hired specialists</u> is $251 under USAID contracts. Applicants are expected to conduct their own market research for determining the salary scale for locally hired positions in Ukraine or rely on their previous work experience and other implementing partners' experience in the region.

(2) This USAID-funded project implemented under the anticipated cooperative agreement will be for an estimated period of performance of five (5) years; also referred to as the award period. Unless the applicant/Recipient demonstrates otherwise to the USAID Agreement Officer's satisfaction, Cooperating Country Nationals (CCNs) employed by the applicant/Recipient solely to work under the USAID-funded project under this agreement are considered by USAID as employed by the applicant/Recipient for a specified period not to exceed the agreement period.

(3) The name (if identified), annual salary, and expected level of effort of each candidate named or TBD and charged to the activity. Provide annual salary history for at least the three most recent years for all proposed key personnel.

(4) If applying fringe benefit rates, the applicant must provide information regarding how this rate is being applied for each category of employees and an explanation of the benefits included in the rate. Should the applicant have a negotiated indirect cost rate agreement (NICRA) with the U.S. Government, submission of their approved NICRA is all that is required.

(5) Travel, per diem and other transportation expenses detailed to include number of trips, expected itineraries, number of per diem days and per diem rates.

(6) All equipment proposed to be purchased.

(7) Applicants should include any estimated USAID branding and marking costs in their budget. It is the applicant's responsibility to ensure that all costs related to the implementation of the MEL Plan and Activity Location Data are included in the cost application. Applicants need to account for resources required for implementing and monitoring the environmental compliance activities in the technical application and in the budget and describe associated costs in detail to the degree possible in the budget narrative.

(8) Details regarding the level of cost share your organization is proposing for this activity **if any**. Cost sharing is desired but not required.

(9) Indirect Charges: The applicant and/or Major Partners must provide the organization's Negotiated Indirect Cost Rate Agreement (NICRA) if it has one.

D. RISK ASSESSMENT PRIOR TO ANY AWARD

The AO will make a risk determination as required by ADS 303.3.9 and 2 CFR 200.205 prior to making an award.

Specifically, applicants must submit the following information:

1. **Indirect Cost Rate Agreement**

The applicant must submit a Negotiated Indirect Cost Rate Agreement NICRA if the organization has such an agreement with an agency or department of the U.S. Government. If no NICRA the applicant should submit the following:

Reviewed Financial Statements Report: a report issued by a Certified Public Account (CPA) documenting the review of the financial statements was performed in accordance with Statements on Standards for Accounting and Review Services; that management is responsible for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework and for designing, implementing and maintaining internal control relevant to the preparation. The account must also state the he or she is not aware of any material modifications that should be made to the financial statements; or

Audited Financial Statements Report: An auditor issues a report documenting the audit was conducted in accordance with Generally Accepted Auditing Standards (GAAS), the financial statements are the responsibility of management, provides an opinion that the financial statements present fairly in all material respects the financial position of the company and the results of operations are in conformity with the applicable financial reporting framework (or issues a qualified opinion if the financial statements are not in conformity with the applicable financial reporting framework.

2. **Certifications, Assurances and other Statements of the Applicant**

Required assurance, certifications and representations: Applicants are required to complete Certifications, Assurances and other Statements of the Recipient. Please note that these certifications are required for both the applicant and all sub-grantees. Applicants may view the current Certifications, Assurances and Other Statements of the Recipient in ADS 303: http://www.usaid.gov/ads/policy/300/303mav (Parts I-V).

3. **Additional Information**

Applicants shall submit any additional evidence of financial responsibility deemed necessary for the Agreement Officer to make a positive risk assessment to manage USG funds. The information submitted should substantiate that the applicant:

- Has adequate financial, management and personnel resources and systems, or the ability to obtain such resources as required during the performance of the award;
- Has the ability to comply with the award terms and conditions, taking into account all existing and currently prospective commitments of the applicant, both nongovernmental and governmental;
- Has a satisfactory record of performance. Generally, relevant unsatisfactory performance in the past is enough to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance or the applicant has taken adequate corrective measures to assure that it will be able to perform its functions satisfactory;
- Has a satisfactory record of integrity and business ethics;
- Is otherwise qualified to receive an award under applicable laws and regulations.

4. **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. **Statutory and Regulation Certifications:**

The applicant shall complete the certifications in Required Certifications (see above) and sign and date in the signature space provided. The signed and dated printout must then be submitted with the application as an attachment to the cost application.

E. **DUN AND BRADSTREET UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER AND SYSTEM FOR AWARD MANAGEMENT (SAM)**

USAID may not make an award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements and, if an applicant has not fully complied with the requirements 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.

Each applicant (unless the applicant has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

(i) Be registered in SAM (www.sam.gov) **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;
(ii) Provide a valid unique entity identifier DUNS number in its application; and
(iii) Continue to maintain an active SAM registration with current information at all times during which it has an active U.S. Government award or an application or plan under consideration by a U.S. Government awarding agency.

It is the applicant's responsibility to ensure that all necessary documentation is complete and received on time.

Prospective applicants who are not currently registered in SAM are advised to begin the registration process IMMEDIATELY. For assistance with registering in SAM, please contact the supporting Federal Service Desk (FSD) at https://www.fsd.gov/. To obtain a DUNS number, please visit http://fedgov.dnb.com/webform.

Quick reference guides for new grantee registration in SAM are provided in Annexes of this NOFO.

F.   FUNDING RESTRICTIONS

Any award will not allow for the reimbursement of pre-award costs.

USAID policy is not to award profit under assistance instruments to the Prime recipient. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principles under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

G.   POTENTIAL REQUEST FOR ADDITIONAL DOCUMENTATION

Upon consideration of award or during the negotiations leading to an award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to make an affirmative determination of responsibility. **Applicants should not submit the information below with their applications.** The information in this section is provided so that applicants may become familiar with additional documentation that may be requested by the Agreement Officer.

The information submitted should substantiate:

- Bylaws, constitution, and articles of incorporation, if applicable.
- Whether the organizational travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding salary, promotion, leave, differentials, etc., submitted under this section have been reviewed and approved by any

agency of the Federal Government, and if so, provide the name, address, and phone number of the cognizant reviewing official. The applicant should provide copies of the same.

[END OF SECTION IV]

SECTION V – APPLICATION REVIEW INFORMATION

A.   MERIT REVIEW CRITERIA

USAID will conduct merit reviews of all applications received that comply with the instructions in this NOFO. Technical Applications will be evaluated in accordance with the merit review criteria set forth below. The cost application of the "Apparent Successful Applicant" will be reviewed for general reasonableness, allowability, and allocability.

Applications will be evaluated using an adjectival evaluation scale (exceptional, very good, satisfactory, marginal and unsatisfactory).

The criteria set forth below will be used by the technical review committee to evaluate all applications submitted in response to this NOFO. <u>The criteria are listed in descending order of importance.</u>

1. **Technical Approach:** The technical and implementation approach will be evaluated on the extent to which the applicant provides a sound, innovative, and flexible approach that will effectively achieve the objectives of the Activity, taking into consideration the institutional, political, economic, and cultural context of Ukraine as outlined in the Program Description. The extent to which the draft Initial Implementation Plan presents a realistic and feasible plan to launch Activity operations in a timely manner, achieve results in Year 1, and addresses cross-cutting considerations. The extent to which the Applicant demonstrates its ability to build partnerships among youth, government, civil society, and the private sector to achieve the expected results.

2. **Staffing and Management Plan:** Appropriateness of the Applicant's approach to achieve the objectives/results and manage the composition and organizational structure of the in-country team in an effective way. The extent to which the applicant demonstrates an ability to operate independently and effectively, including a clear and effective staffing plan with roles and responsibilities among different positions, and headquarters, adequately delineated to demonstrate an efficient use of human resources. The extent to which the proposed personnel and their experience are relevant and necessary for the implementation of the activity.

3. **Collaboration, Learning and Adapting (CLA):** The extent to which the draft MEL Plan demonstrates an effective system for monitoring, evaluating and managing performance while incorporating learning. The extent to which the Applicant demonstrates an understanding of innovative MEL and CLA approaches that allow for flexibility and the ability to adapt activity interventions throughout the course of implementation.

4. **Institutional Capability:** The extent to which the applicant's organizational capability and experience demonstrates its ability to manage technical and administrative aspects of similarly complex cross-sectoral economic and civic engagement programs, achieve measurable results, and work effectively and efficiently with key stakeholders leveraging expertise to enhance impact.

II.   COST REVIEW

Review of Proposed Award Budget

Cost is less important than programmatic merit and is not weighted. USAID will review the cost application of only the apparently successful applicant. Other considerations are the completeness of the application adequacy of budget detail and consistency with elements of the technical application.   In addition, the organization must demonstrate adequate financial management capability, to be measured under a risk assessment.

If USAID does not successfully negotiate an award with the apparently successful applicant, based on programmatic merit, then USAID will consider the next highest ranked applicant and review its cost application.

Estimated costs should be in compliance with 2 CFR 200, USAID's and applicants' policies. Estimated costs will be evaluated for realism, reasonableness, allowability, allocability, and cost effectiveness. The applicant must justify in advance the proposed costs for each element of the program. The pre-award evaluation of cost effectiveness will include an examination of the application's budget detail to ensure it is a realistic financial expression of the proposed program and does not contain estimated costs which may be unallocable, unreasonable, or unallowable.

Proposed costs may be adjusted, for purposes of evaluation, based on results of the cost analysis and its assessment of reasonableness, completeness, and credibility.

To facilitate review of Cost Applications, please present your budget per SF-424A structure provided in the Annex of this NOFO.

III.   PRE-AWARD SURVEYS

Prior to making an award under this competition, the USAID Agreement Officer may perform a pre-award survey of a prospective NGO recipient if he/she determines that any of the following criteria apply, in accordance with USAID ADS Chapter 303.3.9.1:

- USAID is uncertain about the prospective recipient's capacity to perform financially or programmatically.
- The prospective recipient has never had a USAID grant, cooperative agreement, or contract. This requirement does not apply to Fixed Amount Awards.
- The prospective recipient has not received an award from any Federal agency within the last five years. This requirement does not apply to Fixed Amount Awards.
- USAID has knowledge of deficiencies in the applicant's annual audit (Single Audit or equivalent).
- The USAID Agreement Officer determines it to be in the best interest of the U.S. Government.

Accounting systems, audit issues, and management capability questions may be reviewed as part of this process in order to determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills in order to

achieve the objectives of the program, or whether specific conditions will be needed. If notified by USAID that a pre-award survey is necessary, applicants must prepare in advance the required information and documents. A pre-award survey does not commit USAID to make an award to any organization.

[END OF SECTION V]

SECTION VI – AWARD AND ADMINISTRATION INFORMATION

A.   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.

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

2. Applicants must set forth full, accurate and complete information as required by this NOFO. The penalty for making false statements to the Government is prescribed in 18 U.S.C. 1001.

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

4. USAID reserves the right to perform a pre-award survey which may include, but is not limited to: (1) interviews with individuals to establish their ability to perform agreement duties under the project conditions; (2) a review of the prime recipient's financial condition, business and personnel procedures, etc.; and (3) site visits to the prime recipient's institution.

B.   Award Administration

USAID/Ukraine Mission will be responsible for the negotiation and obligation, and subsequent management and administration, of award which develop from successful application. The Mission Agreement Officer will be responsible for conducting negotiations, making the awards, and obligating costs to recommended partner(s). He/she will only do so after making a positive risk assessment or responsibility determination that the applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID. The Agreement Officer will also designate an Agreement Officer Representative (AOR) to assist in the technical management and oversight of the award.
Resulting awards to **U.S. non-governmental organizations** will be administered in accordance with 2 CFR 700, 2 CFR 200, and Chapter 303 of USAID's Automated Directives System (ADS),

including ADS 303maa, Standard Provisions for U.S. Nongovernmental Organizations. These policies and federal regulations are available at the following websites:

- 2 CFR 700:
http://www.ecfr.gov/cgi-bin/text-idx?SID=c51d0ac519854fd1da7a3c31f3b3f301&node=pt2.1.700&rgn=div5

- 2 CFR 200:
http://www.gpo.gov/fdsys/pkg/CFR-2014-title2-vol1/xml/CFR-2014-title2-vol1-subtitleA-chapII.xml

- ADS 303maa, Standard Provisions of U.S. Nongovernmental Organizations:
http://www.usaid.gov/ads/policy/300/303maa

- ADS Chapter 303:
http://www.usaid.gov/ads/policy/300/303

Resulting award to **non-U.S., non-governmental organizations** will be administered in accordance with Chapter 303 of USAID's Automated Directives System (ADS), including ADS 303mab, Standard Provisions for Non-U.S. Nongovernmental Organizations. The Standard Provisions for Non-U.S. Nongovernmental organizations are available at http://www.usaid.gov/ads/policy/300/303mab. ADS Chapter 303 is available at http://www.usaid.gov/ads/policy/300/303.

Additional policies and federal regulations are available at the following websites:
- 2 CFR 700:
http://www.ecfr.gov/cgi-bin/text-idx?SID=c51d0ac519854fd1da7a3c31f3b3f301&node=pt2.1.700&rgn=div5

- 2 CFR 200:
http://www.gpo.gov/fdsys/pkg/CFR-2014-title2-vol1/xml/CFR-2014-title2-vol1-subtitleA-chapII.xml

Resulting awards to **public international organizations** will be administered in accordance with Chapter 308 of USAID's Automated Directives System (ADS), including the Standard Provisions set forth in ADS 308.3.14. ADS Chapter 308 is available at http://www.usaid.gov/ads/policy/300/308 .

Authority to Obligate the Government: The Agreement Officer is the **only** individual who may legally commit the Government to the expenditures of public funds. No costs chargeable to the proposed Cooperative Agreement may be incurred before receipt of either a fully executed Cooperative Agreement or a specific, written authorization from the Agreement Officer.

REPORTING:

      1.   Financial Reporting

Financial reporting will depend on the payment provisions of the award, which cannot be determined until after the successful applicant(s) is/are selected. Financial reporting requirements will be specified in awards. In accordance with 2 CFR 200.327, financial reporting will be required no less frequently than annually nor more frequently than quarterly except in unusual circumstances, for example where more frequent reporting is necessary for the effective monitoring of the award or could significantly affect program outcomes.

      2.   Program Reporting

The Recipient will provide the following documents to the USAID Agreement Officer (AO) and the Agreement Officer's Representative (AOR), as specified below and in the Substantial Involvement Provisions.

      A.   *Initial Implementation Plan:*

Within 60 days of the signing of Cooperative Agreement, the Recipient will present an Initial Implementation Plan to the USAID AOR for review and approval (electronic copy). The AOR must provide written comments on the draft Plan and when the Plan is finalized, the AOR will provide written approval.

The Initial Implementation Plan should include a list of tasks to be completed during the year, grouped under the objective that they seek to support. For each task, the Awardee should 1) explain in brief its connection to the objective; 2) define the necessary steps to complete the tasks; 3) assign responsibilities for completing those steps; 4) provide any quantitative or qualitative targets; and 5) a timeline for the implementation of the task.

The AOR will review the Plan and provide comments and recommendations for changes no later than 30 days after receipt of the draft. The Recipient shall incorporate AOR's comments and recommendations into the final version of the Initial Implementation Plan and submit it for AOR's written approval. All substantial changes in the Initial Implementation Plan require prior written approval of the AOR.

      B.   *Monitoring, Evaluation and Learning Plan (MELP):*

Within 60 days of signing the Cooperative Agreement and before major activity implementation actions begin, the Recipient shall submit a MELP for Ukraine National Identity Through Youth (UNITY) Activity together with the Initial Implementation Plan to the USAID/AOR for review and approval.

Based on the draft MELP submitted as part of its Application, the Recipient will develop a detailed Monitoring, Evaluation and Learning Plan to monitor performance data, ensure progress is made towards expected results, understand the impact of new interventions on outcomes, and to use data to adapt activity implementation as necessary to achieve activity results.

This plan will include at least two Standard Program Structure & Definitions (SPSD) indicators *in order to advance self-reliant youth engagement in Ukraine:*

1. (Program Element DR.4.4: Civic Education and Democratic Culture) To support civic education (information on the role of citizens, government officials, and institutions in a democratic society) in its role in building a democratic culture and developing an informed citizenry, and

2. (Program Element EG.6.3: Workforce Readiness) Create and sustain pre-employment and employability programs for male and female youth and men and women in formal and non-formal settings.

The performance indicators should comply with the following criteria: be direct, objective, practical, adequate, and useful in managing results. MELP data collection will be based on the US fiscal year (October 1 – September 30). As appropriate, indicator data will be disaggregated by sex, age and other categories as required. Only those indicators that the Mission needs for activity management rather than the entire set of all indicators an implementer uses for its management purposes will be included in this MELP. These should be outcome and/or impact level indicators. The number of these indicators should be limited to fifteen. The final list of indicators will be confirmed in collaboration with USAID.

The AOR will review the plan and provide comments and recommendations for changes no later than 30 days after receipt of the draft. The Recipient shall incorporate AOR comments and recommendations into the final version of the MELP and submit it for AOR written approval within 15 days. After the plan is finalized, the AOR will provide written approval. All substantial changes in the MELP require prior written approval of the AOR.

The program budget must include costs of data collection, analysis, and reporting as a separate line item to ensure that adequate resources are available.

The MELP should include a comprehensive strategy for monitoring and reporting progress made towards activity purpose and results.

The MELP will include the following elements:
- activity purpose and results with brief description of the linkages between the activity outputs and its expected results;
- performance indicators and their descriptions;
- unit of data measurement;
- data sources;
- description of data collection methods;
- baseline information (year and value) or a timeline for collecting baseline information;
- annual targets for indicators or a timeline for developing targets;
- disaggregation by sex, age, geographic locality, type of assistance, etc. as needed;
- rationale for indicator and target;
- reporting level;
- data limitations;

- schedule for data collection;
- names of individuals responsible for data collection;
- availability of data at USAID;
- detailed plans for data analysis, review and reporting to USAID;
- Learning Section.

The Recipient will prepare the Performance Indicator Reference Sheets (PIRS) for each indicator in its MELP.

The MELP for this Activity will also be consistent with and meet the data collection needs of the Project MELP, the USAID's Performance Management Plan (PMP), and the Mission's annual Performance Plan and Report (PPR).

According to USAID regulations, performance indicator data reported externally, including annual Performance Reports sent to USAID/Washington, must have a data quality assessment (DQA). The purpose of the DQA is to ensure that managers are aware of the strengths and weaknesses of the data and the extent to which the data can be trusted to influence management decisions. DQA must be conducted within twelve months prior to reporting data to USAID for new indicators, and every three years thereafter. Conducting DQA on a rolling basis will reduce the burden of handling indicators all at once.

To be useful in managing for results and credible for reporting, the Recipient should ensure that the performance data meet the following five data quality standards: validity, reliability, timeliness, precision and integrity. If performance data do not fully meet all five standards, the known data limitations should be documented. The AOR can combine a random check of Recipient's data during a regularly scheduled site visit and include data quality items into site visit reports. This minimizes the costs associated with the DQA. When conducting a DQA, AOR will examine the data considering the five quality standards noted above, reviewing the systems and approaches for collecting data and whether they are likely to produce data of an acceptable quality over time.

A Recipient, as part of the award, can conduct the DQA, provided that USAID staff review and verify DQAs. This may entail site visits to physically inspect records maintained by the activity implementing partner. The activity implementer will document DQA findings, including decisions concerning data quality problems and steps identified to address them. The activity implementer will share DQA findings and action plan to address data quality issues with the AOR. The AOR will follow up with the activity implementer to check progress on implementation of the action plan within the timeline outlined in the action plan against each action.

In addition, Ukrainian National Identity Through Youth Activity MELP will contribute to higher level performance monitoring and information needs aligned with USAID/Ukraine priorities, including measuring progress towards CDCS objectives.

The MELP is subject to final approval by USAID and is separate from the regular financial and other reports required by the standard Cooperative Agreement provisions.

USAID reserves the right to propose an activity implementer to integrate into the MELP a number of indicators to help USAID measure the immediate activity and relevant project results.

NOTE: The MELP must be developed strictly in accordance with the criteria stipulated in ADS 201.

Collaborating, Learning and Adapting (CLA)

USAID/Ukraine is committed to obtaining stakeholder input into all activities, coordinating implementing partners' efforts for greater efficiency and effectiveness, and measuring high-level indicators in an effort to apply the following Monitoring, Evaluation, and Learning objectives: evaluate the level of collaboration with other USG and other donor-supported programs and improve synergies; use lessons learned to strengthen management systems and activity implementation; and provide recommendations and improvement to adapt current activities and follow-on programs.

Ukraine National Identity Through Youth (UNITY) Activity is expected to contribute to USAID/Ukraine's commitment to a multi-faceted Collaborating, Learning and Adapting (CLA) approach to development. The CLA approach is based on the understanding that development efforts yield more effective results if they are coordinated and collaborative, test promising new approaches in a continuous yet also rapid, targeted search for generating improvements and efficiencies, and build on what works and eliminate what does not.

- **Collaborating**: Active outreach, knowledge sharing, and dissemination efforts are crucial to achieve UNITY's objectives and purpose. The Implementing Partner will participate in stakeholder meetings as convened by USAID/Ukraine which may include sharing of summary annual implementation plans, bi-annual progress reports, best practices, and challenges.

The Activity will coordinate with other USG partners, other donors, civil society, the private sector, and the Government of Ukraine to achieve the following objectives:

- *Youth innovation, entrepreneurship, and career preparedness expand economic opportunities*
- *Youth broaden their engagement in civic and community problem-solving*
- *Youth drive Ukraine's pluralism and respect for diversity*
- *Research and learning on youth-related data, trends, and approaches inform youth policy and programming.*

For UNITY to succeed, the Implementing Partner will employ a collaborative approach with other relevant USAID projects and donors, other stakeholders, exchanging knowledge and ensuring complementarity rather than duplication of activities.

- **Learning**: UNITY will systematically and continuously review evidence from program-based research and Activity implementation, as well as external sources to inform activity strategy, design, and management. UNITY will generate evidence through program performance data, formative research to guide the design of new interventions, periodic evaluations, and operational research - documenting and sharing results with all relevant stakeholders, including the Government of Ukraine.

● **Adapting**: UNITY will translate learning from its implementation experience and external sources, while also considering changing conditions that impact the achievement of expected results into strategic and programmatic adjustments throughout the course of the activity. A key feature of UNITY will be its flexibility to effectively and rapidly adapt *to advance the self-reliance of the civic and economic sectors in Ukraine.*

C. *Program Evaluation:*

Evaluation enables the Mission to account for success and failure, and to assist management decision making. Evaluation also offers opportunity to learn from prior experience, identify the results of innovative approaches to problems, and inform future project design by recognizing prior successes or failures and drawing conclusions on the cause.

USAID/Ukraine intends to conduct at least one evaluation of the Ukrainian National Identity Through Youth Activity. A mid-term program performance evaluation in FY 2023 will inform the Mission on overall activity progress towards higher-level outcomes as well as any necessary course-correction in the second half of activity implementation. The Mission may elect to conduct a final performance evaluation of UNITY, or to include this Activity or components thereof in evaluating progress towards higher level project and/or strategy-level outcomes. Deviations in meeting performance indicator targets set up for intermediate results, as well as significant changes in the operating environment, could trigger unplanned performance evaluations of UNITY. The activity implementer shall fully cooperate with USAID and the evaluation team to ensure that the evaluation accurately reflects activity results, outcomes, and/or impacts.

Sample evaluation questions for the UNITY Activity may include:

● To what extent are Ukraine's youth leading the country's democratic transformation?
● To what extent have USAID/partner interventions broadened the traction of a democratic values-based civic identity among Ukrainian youth?
● To what extent have youth increased their acceptance of prosocial values and norms, such as respect for diversity, pluralism, and inclusion?
● To what extent did the implementing partners(s) effectively collaborate to achieve the activity objectives?
● To what extent did the program successfully achieve activity objectives at the local level and increase the connectivity of youth across regions?
● To what extent did the Activity equip and mobilize youth to participate in solving problems in their communities?
● To what extent did the Activity prepare or reskill younger Ukrainians for their professional lives through capacity building and greater opportunities to gain professional experience?
● How did the program improve youth's access to innovative economic opportunities in Ukraine?
● To what extent did the implementing partner use and contribute to evidence-based learning and research?
● What Activity results will be (may be) sustainable without USAID support?

D. *Annual Implementation Plans:*

Annual implementation plans for subsequent years are due to the AOR 60 days before the end of the preceding award year (electronic copy). Annual Implementation Plans should include all the sections as the initial implementation plan discussed above. In addition, the subsequent annual Implementation Plans shall review the activities of the year that is ending, the activities that were implemented, the results achieved, and problems that existed and how they were resolved. These subsequent Annual Implementation Plans shall propose program adjustments to reflect any lessons learned.

The AOR will review the plan and provide comments and recommendations for changes no later than 30 days after receipt of the draft. The Recipient shall incorporate AOR comments and recommendations into the final version of the Annual Implementation Plan and submit it for AOR written approval within 15 days. After the Plan is finalized, the AOR will provide written approval. In addition, all substantial changes in Implementation Plan require prior written approval of the AOR.

E. *Semi-annual Performance Reports:*

The Recipient shall submit semi-annual performance reports (an electronic copy) to the USAID AOR. These reports shall summarize the outcomes of the Recipient's activities during the particular reporting period, document any program accomplishments or progress towards results during the reporting period, compare those results to the planned tasks in the Implementation Plans and Monitoring, Evaluation and Learning Plan (MELP), and discuss any potential constraints that might prevent the Recipient from meeting agreed upon targets and benchmarks. Reports should also contain, as an attachment, a list of all subgrants issued under the award during the reporting period, information on study tours and their participants taken place during the reporting period and other relevant information. The list should contain the name and contact information for each subgrantee, the title and duration of the program, the amount of the award, and a brief description of the program. At least one success story which provides information that demonstrates the impact that the activity/program has had during the reporting period through materials such as narratives, quotes, photos and captions. These success stories shall also be submitted separately via the Agency's Telling Our Story website (http://www.usaid.gov/stories/). Note: the USAID/Ukraine Mission's Communications Officer can assist in editing stories prior to their posting on the website.

Semi-annual reports are to be submitted to the AOR within 30 calendar days of the end of the reporting period.

F. *Annual Performance Reports:*

The Recipient shall submit annual performance reports (an electronic copy) to the USAID AOR in lieu of the second semi-annual report for each project year. The Annual Report shall be due by September 30 of each year.

The second semi-annual report of each award year will provide USAID annual data on the agreed upon performance indicators as well as any additional qualitative results information the awardee would like to include to demonstrate the results achieved vis-à-vis the project's objectives during that particular reporting period.

Additionally, the Recipient will be expected to gather and provide data for USAID's Annual Report, Operational Plan, and periodic portfolio reviews.

G. *Geospatial Reporting Requirements:*

Activity Location Data
The Recipient must submit Activity Location Data to indicates the geographic location or locations where the activity is implemented according to the following requirements:

I. Level of Geographic Detail
The activity location(s) must be recorded at the National: whole Ukraine; Sub-national: oblast, rayon; Local: municipal/ city or town. When collected, latitude and longitude coordinates must be submitted in Decimal Degrees (hddd.ddddd) with at least five decimal places using the Geographic Coordinate System World Geodetic System 1984 (GCS WGS 1984) spatial reference.

II. Data Submission Frequency
Activity Location Data must be submitted twice annually as part of the 2nd Quarterly Performance Report and the Annual Report. If the Activity Location Data has not changed since the previous data submission, it must be indicated when the data is submitted.

III. Data Submission Method
Activity Location Data shall be compiled in the "General Info & Locations" worksheet in the Geographic Location Report Template (GLR) and submitted electronically. If Activity Location Data exists in a Geographic Information Systems (GIS) format: 1) it must also be submitted in a Shapefile (.shp) or GeoJSON (.geojson) file format; 2) use the Geographic Coordinate System World Geodetic System 1984 (GCS WGS 1984) spatial reference; and 3) include metadata ISO 19115 using the ISO 19139 XML implementation schema.

H. *Final Report:*

A final performance report (two hard copies and one electronic) will be required under this award. The Final Report is due 90 days after the award's completion date. USAID will review and comment within 30 days of receipt. The Final Performance Report shall contain the following information:

- Overall description of the activities under the program during the period of this Cooperative Agreement, and the significance of these activities;
- Description of the methods of assistance used and the pros and cons of these methods;
- Life-of-project results towards achieving the project objectives and the performance indicators;
- Analysis of how the indicators illustrate the project's impact (impact data will be supplied as approved in the M&E Plan and will be measured against projections);
- Summary the program's accomplishments, as well as any unmet targets and the reasons for them;
- Summary of challenges, issues and problems that emerged during program implementation and the lessons learned in dealing with them;

- Comments and recommendations regarding unfinished work and/or future needs and directions for assistance in Ukraine;
- Recommendations for what issues no longer require donor assistance;
- Possible lessons learned.

The Recipient shall submit the original and one copy of the USAID approved Final Report to the AOR and Agreement Officer and one additional copy shall be submitted to the Bureau for Program and Policy Coordination, Development Experience Clearinghouse PPC/DEC.

E-Mail all documents via the web at: http://dec.usaid.gov. Paper copies or non-electronic materials should be sent to:

> Development Experience Clearinghouse
> M/CIO/KM
> RRB M.01
> U.S. Agency for International Development
> Washington DC 20523

The title page of all reports forwarded to USAID must include a descriptive title, the author's name, grant number, the project number and title, the grantee's name, the name of the USAID office, and the publication or issuance date of the report.

BRANDING STRATEGY AND MARKING PLAN:

It is a federal statutory and regulatory requirement (see Section 641, Foreign Assistance Act of 1961, as amended and 2 CFR 700.16) 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. In accordance with ADS 320.3.3 Branding and Marking Requirements for Assistance Awards 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."

The Apparently Successful Applicant will be required to submit a branding strategy and marking plan for the Agreement Officer approval prior to award. The applicant may request a presumptive exemption to marking requirements established in 2 CFR 700.16. More information on Branding strategy and Marking plan are available at https://www.usaid.gov/branding/assistance-awards.

The branding strategy and marking plan will become a material element of the cooperative agreement. Information on USAID's branding "assistance" applies to this NOFO. ADS Chapter 320 sections concerning "acquisition" do not apply to this NOFO. ADS Chapter 320 can be found on USAID website: http://www.usaid.gov/policy/ads/300/320.pdf.

When requesting a Branding Strategy and Marking Plan, the Agreement Officer will establish a reasonable time frame for submittal, review, and negotiation. If the Apparently Successful Applicant(s) fail(s) to submit or negotiate an acceptable Branding Strategy within the time specified by the Agreement Officer, that/those applicant(s) become(s) ineligible for award.

The Agreement Officer will review the proposed Branding Strategy and Marking Plan for adequacy to ensure that it complies with the Agency branding and marking guidance that can be found at http://www.usaid.gov/branding/ and at http://www.usaid.gov/policy/ads/300/320.pdf .

Applicants need to include anticipated costs for branding strategy and marking plan in the budget and describe these costs in detail to the degree possible in the budget narrative. The Agreement Officer will ensure that any estimated costs associated with branding and marking are included in the Total Estimated Amount of the grant or cooperative agreement or other assistance award.

Pre-Award Terms for the Branding Strategy and Marking Plan are provided in Annex 2 of this NOFO.

ENVIRONMENTAL COMPLIANCE:

1)   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) ADS 201 and ADS 204, 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. Applicant's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

2)   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.

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

4)   The Initial Environmental Examination (IEE) (TBD, approved IEE will be included in the Amendment No.01 of this NOFO) has been approved for the Activity funding this Cooperative Agreement and defines environmental compliance terms and conditions for this award. It will cover program activities during the implementation period. USAID has determined that a **Negative Determination with conditions** applies to one or more of the proposed activities discussed in Program Description. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The Recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this award.

5)   As part of its initial Implementation Plan, and all Annual Implementation Plans thereafter, the Recipient, in collaboration with the USAID Agreement's Officer's Representative (AOR) and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this award to determine if they are within the scope of the approved Regulation 216 environmental documentation.

6)   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. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

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

Applicants need to account for resources required for implementing and monitoring the environmental compliance activities in the technical application and in the budget and describe associated costs in detail to the degree possible in the budget narrative.

SPECIAL PROVISIONS (to be finalized at the stage of award):

A.   SMALL-SCALE INFRASTRUCTURE

USAID activities involving construction are subject to the following ADS 303 supplementary guidance: https://www.usaid.gov/ads/policy/300/303maw. "**Construction"** for purposes of this policy means: construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration and refurbishment. The term includes, without limitation, roads, power plants, buildings, bridges, water treatment facilities, and vertical structures.

UNITY may support the renovation/restoration of public physical spaces for youth, participating communities, and other stakeholders to ensure the implementation of project initiatives. UNITY will not make payments, transfer funds, or reimburse costs directly to local government entities, however, assistance may be provided through in-kind support.

Small-scale infrastructure activities could include in-kind support such as equipment, furniture or other materials, or may cover expenses, through sub-grants or contracts, for activities such as specialized technical assistance, consulting services, community-initiated projects, training, public facility renovation or other small scale infrastructure projects. These activities should be aligned with local government, youth and community workplans or strategies, and, where possible, may include cost-share commitments in collaboration with these groups.

Prior to construction activities, the Recipient must subcontract the services of an independent Architectural and Engineering (A&E) Firm and follow the substantial involvement requirements.

A.   CONSTRUCTION PLAN (small infrastructure projects)

Prior to the implementation of any small-scale infrastructure project, the Recipient must submit a Construction Plan for AO approval.   Further guidance and requirements of the Construction Plan will be provided by the AO at the implementation stage.

[END OF SECTION VI]

SECTION VII – AGENCY CONTACTS

Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment of this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Any questions or comments concerning this NOFO must be submitted in writing by emails to morlova@usaid.gov and dharter@usaid.gov by the deadline for questions indicated at the top of this NOFO's cover letter.

[END OF SECTION VII]

SECTION VIII – OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted.

ANNEXES:

ANNEX 1 – INITIAL ENVIRONMENTAL EXAMINATION (IEE) (TBD)
(Approved IEE will be included in the Amendment No.01 of this NOFO)

ANNEX 2 – Pre-Award Terms (ATTACHED)

ANNEX 3 – SF-424 (Application for Federal Assistance) (ATTACHED)

ANNEX 4 – SF-424A (Budget Information – Non-construction Programs) (ATTACHED)

ANNEX 5 – SF-424B (Assurances – Non-Construction Programs) (ATTACHED)

[END OF NOTICE OF FUNDING OPPORTUNITY]