



USAID
DEL PUEBLO DE LOS ESTADOS
UNIDOS DE AMÉRICA

GUATEMALA

January 25, 2017

Subject: Notice of Funding Opportunity (NOFO)
Request for Applications (RFA) No. RFA-520-17-000001
Amendment No. 1

Program Title: Fomenting Agriculture Incomes and Resilience

Dear Applicants:

This Amendment No. 1 to subject NOFO is hereby issued to make the following changes:

1. In the Cover letter and wherever else it appears, extend the Closing Date for submission of applications from February 15, 2017 to February 23, 2017. The Closing Time remains the same: 10:00am (Guatemala Time).
2. In Section A. Program Description, sub-section 3, IR 1.1, replace the complete paragraph with the following:

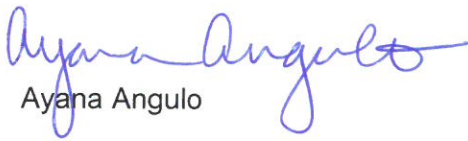
*“The project will implement activities to promote the adoption of best agricultural practices, increase yields per unit of land, and reduce post-harvest loss for target households where it would lead to increased net income generation. FAIR will support the construction of small-scale agricultural infrastructure to increase productivity and decrease post-harvest loss (e.g. drip irrigation, packing sheds, wet mills refurbishing, and cold-room storage). **The Applicant must describe in its technical approach how this activity will be implemented including how the project will***

utilize these funds to leverage resources from private and public sector. *Tying into IR 3.2, part of best agricultural practices are the improvement of communities' productive water management and efficient use of water for agriculture. One concern that arises in agriculture is the environmental effects of agricultural production, whether through agrochemical run-off, land and soil degradation, or inappropriate disposal of agricultural waste such as plastics used for hoop houses and plastic mulch. The implementation of best agricultural practices will reduce environmental impacts from agriculture."*

3. In Section H. "Other Information", replace the links included under "Other Reference Documents" with the links included in Annex A to this Amendment.
4. Annex B includes a List of Alliance for Prosperity Municipalities.
5. Annex C includes the list of answers to all questions received.
6. Definition of Leverage is included as Annex D.
7. List of Participants to Pre-Application Conference is included as Annex E.

All other terms and conditions of the NOFO remain without change and in full force.

Sincerely,



Ayana Angulo

Agreement Officer

SECTION H. OTHER INFORMATION - Other Reference Documents

1. Guatemala Feed the Future Zone of Influence Baseline Report
2. Guatemala Conflict Vulnerability Assessment
3. Nutrition-Sensitive Agriculture: Nutrient-Rich Value Chains: Technical Guidance Brief
4. Improving Nutrition for Women and Young Children
5. Growing Prosperity for a Food-Secure Future
6. Multi-Sectoral Nutrition Strategy 2014-2025 - Nutrition Sensitive Agriculture
7. SPRING Technical Assistance Reports
8. HC3 Behavior Change Communication:
 - 1) Shining a Light on Untapped Resources for Behavior Change Communication in Guatemala.
 - 2) Overarching Communication Strategy for Programs in Family Planning, Maternal Child Health, Nutrition, HIV/AIDS & Education in Guatemalan Western Highlands;
 - 3) Materiales de Comunicación de la Región WHIP de Guatemala
9. Prácticas de adaptación de la agricultura al cambio climático que ya están siendo adoptadas por los pequeños agricultores del Altiplano Occidental de Guatemala
10. Diagnóstico sobre la eficiencia de las operaciones de importación y exportación en puertos con énfasis en productos hortícolas, café e insumos para la industria alimentaria.
11. Plan de Acción para Modernizar el Servicio Civil de Guatemala.
12. Tipología Nacional de productores agrícolas, con especial referencia al Altiplano Occidental de Guatemala.
13. Diagnóstico Nacional de Riego de Guatemala.
14. Política de Promoción del Riego 2013-2023.
15. Política Nacional de Seguridad Alimentaria y Nutricional y Ley del Sistema Nacional de Seguridad Alimentaria y Nutricional.
16. Sistematización de Prácticas de Post-Cosecha y Recuperación de Valor de Mercado en la Cadena Productiva de Hortalizas del Area de Cobertura de la Iniciativa FTF.
17. Análisis Económico-Financiero y Presupuestario del Modelo de Gestión de la Infraestructura Vial Rural en Guatemala, y recomendaciones para su modernización (2006-2011).

Annex B

Enfoque geográfico en el Altiplano Occidental de los Programas de USAID y Alianza para La Prosperidad

Departamento	Alianza para la Prosperidad/Gobierno de Guatemala	USAID
Totonicapán	1. Momostenango	1. Momostenango
Totonicapán	2. Santa Lucía la Reforma	2. Santa Lucía la Reforma
Totonicapán	3. Tontonicapán	
San Marcos	4. San Miguel Ixtahuacán	3. San Miguel Ixtahuacán
San Marcos	5. Sibinal	4. Sibinal
San Marcos	6. Tajumulco	5. Tajumulco
San Marcos		6. Nuevo Progreso
San Marcos		7. San José El Rodeo
San Marcos		8. San Lorenzo
San Marcos		9. San Pablo
San Marcos		10. San Rafael Pie de la Cuesta
San Marcos	7. San Marcos	
San Marcos	8. Concepción Tutuapa	
San Marcos	9. Tacaná	
San Marcos	10. Comintacillo	
Huehuetenango	11. Chiantla	11. Chiantla
Huehuetenango	12. La Libertad	12. La Libertad
Huehuetenango	13. Todos Santos Cuchumatanes	13. Todos Santos Cuchumatanes
Huehuetenango	14. San Sebastián Huehuetenango	14. San Sebastián Huehuetenango
Huehuetenango	15. Santa Cruz Barillas	15. Santa Cruz Barillas
Huehuetenango		16. Jacaltenango
Huehuetenango		17. Cuilco

Departamento	Alianza para la Prosperidad/Gobierno de Guatemala	USAID
Huehuetenango		18. Concepción Huista
Huehuetenango		19. La Democracia
Huehuetenango		20. San Antonio Huista
Huehuetenango	15. Huehuetenango	
Huehuetenango	16. Malacatancito	
Huehuetenango	17. Nentón	
Huehuetenango	18. San Pedro Necta	
Huehuetenango	19. Santa Bárbara	
Huehuetenango	20. San Idelfonso Ixtahuacán	
Huehuetenango	21. Santa Bárbara	
Huehuetenango	22. San Miguel Acatán	
Huehuetenango	23. San Sebastián Coatán	
Quiché	25. Nebaj	21. Nebaj
Quiché	26. Zacualpa	22. Zacualpa
Quiché	27. Chajul	23. Chajul
Quiché	28. Chichicastenango	24. Chichicastenango
Quiché	29. Cunén	25. Cunén
Quiché	30. San Juan Cotzal	26. San Juan Cotzal
Quiché		27. Sacapulas
Quiché		28. Uspantán
Quiché	31. Santa Cruz del Quiché	
Quiché	32. Joyobaj	
Quiché	33. San Andrés Sajcabajá	
Quiché	34. San Bartolomé Jocotenango	
Quetzaltenango		29. San Juan Ostuncalco

Departamento	Alianza para la Prosperidad/Gobierno de Guatemala	USAID
Quetzaltenango		30. Concepción Chiquirichapa
Alta Verapaz	35. Cobán	
Alta Verapaz	36. Tamahú	
Alta Verapaz	37. Tukurú	
Alta Verapaz	38. Panzós	
Alta Verapaz	39. Senahú	
Alta Verapaz	40. San Pedro Carchá	
Alta Verapaz	41. Chisec	
Alta Verapaz	42. Chahal	
Alta Verapaz	43. Fray Bartolomé de las Casas	
Alta Verapaz	44. Santa Catarina La Tina	
Alta Verapaz	45. Raxruhá	
Zacapa	46. Zacapa	
Zacapa	47. Estanzuela	
Zacapa	48. Río Hondo	
Zacapa	49. La Unión	
Chiquimula	50. Jocotán	
Chiquimula	51. Camotán	

QUESTIONS AND ANSWERS

Fomenting Agriculture Incomes and Resilience (FAIR)

NOFO RFA-520-17-0000001

GEOGRAPHIC FOCUS

1. Will USAID give more emphasis to the geographic focus of the application or to its technical components? For example, will USAID prefer to give more weight to certain results that would cover all the areas? Will USAID prefer to give more weight to all the results in a reduced geographic area? Will USAID prefer to cover all the geographic area with specific interventions?

The geographic focus is widely explained in Section A, pages 8 and 9. The evaluation criteria is also explained in Section E, pages 52-54. The applicant must consider the best approach to implement this project to achieve the expected results.

The rationale of selecting the geographic focus will be evaluated. Therefore, it will be the decision of each applicant to justify the geographic selection and aligning it with the technical approach, cost application and the evaluation criteria. The applicants should consider making the necessary alliances to achieve the results required in this NOFO/RFA.

Geographic focus considered five departments of the Western Highlands in 30 municipalities (Section A, Page 8) plus the Alliance for Prosperity municipalities which are included as Annex B to this document.

2. What is the minimum number of Municipalities and Departments that can be proposed in the application?

There is no a minimum number of Municipalities to be considered in the application. Is up to the applicant but the number of Municipalities proposed in the application needs to realistically align with the technical approach, cost application and evaluation criteria as well as expected results.

3. Does the application need to include all the requirements or could it focus in only a part of it (regions, for example)?

This is an integrated project that seeks a holistic approach. Applicants must consider to include the four components in their applications.

TECHNICAL QUESTIONS

4. Since FAIR will work in the same geographic area where other USAID projects work with similar goals, could each project be able to work with the beneficiaries or would there be some kind of division?

Beneficiaries under separate USAID projects can be counted under each project only if the assistance provided is in different technical areas and complements the efforts that will be done through FAIR. New implementing partners could work with the same beneficiaries of other USAID projects as long as efforts are not duplicated and complement each other. (Section A, page 27 of the NOFO/RFA). The Applicant will ensure close collaboration and coordination with other actors.

When reporting, partners need to specify the number of beneficiaries worked in partnership with other USAID implementing partner and the number of new beneficiaries.

5. We understand that this NOFO/RFA is a continuation of a current USAID project. We would like to know if there are reports of the results of the current or previous projects that we can access to build on those results. For example, can USAID share the FY2016 annual reports from the Rural Value Chains projects or the Monitoring and Evaluation project?

USAID does not really call the project a continuation. However, it is building on the successes of previous projects. Finalized reports from current and previous projects can be accessed in the USAID Development Experience Clearinghouse (DEC)
<https://dec.usaid.gov/dec/home/Default.aspx>

FY 2016 reports/evaluations from current projects, that have not yet been finalized, can't be distributed at this time. However, when finalized, they will be uploaded into the DEC.

6. In addition to the agriculture activities, could we include other productive activities as part of the project?

As mentioned in the RFA, Intermediate Result 1.3, FAIR will promote diversification of income-generating activities at the household level. Section A, Page 12.

7. Would the assistance regarding construction be limited to post-harvest activities? Could the project invest resources in storage/harvest and water conduction to increase agriculture irrigation?

Small-scale construction activities are not limited to post-harvest (Intermediate Result 1.1 Section A, Page 12). FAIR contemplates the investment of resources to increase agriculture productivity overall. Post-harvest activities were used as an example.

8. Could an application be submitted that include all the components but only prioritize one product (coffee, cardamom, horticulture)?

FAIR seeks an innovative approach that contemplates the diversification of income generation activities (Intermediate Result 1.3, Section A, Page 12).

9. Which are the agriculture value chains that the project will consider? A) export horticulture; B) basic grains; C) other non-traditional products

USAID is not narrowing our focus in this project to particular agricultural products. Applications should include an innovative approach and propose those value chains that

generate income and contribute to the food security of families to be assisted under FAIR.

10. Would this project consider forest value chains in the agriculture sector?

USAID does not want to limit the focus of this project. However, USAID is currently implementing a project that covers forestry sector activities (Climate, Nature and Communities in Guatemala). Additionally, a new project that will build on CNCG successes is being designed. Thus, USAID did not contemplate forestry value chain activities under FAIR.

11. Would it be feasible to propose an application that would involve only one of the components of the project?

This is an integrated project that seeks a holistic approach. Applicants must consider to include the four components in their proposals.

12. Wouldn't there be a contradiction in asking for an innovative application and give continuity to a current USAID project?

FAIR is a new project that was designed based on the successes of previous projects. USAID is looking for an innovative approach.

13. Our organization is interested in research projects related to this project and in the areas of intervention or in developing a monitoring system for the project. Could we propose this or does USAID plan to do it on its own?

Research projects can be proposed as part of the holistic approach of FAIR and should contribute to the value chains that will be developed. FAIR needs to have its own M&E Plan as described in Section D, Number V. Page 42 and contribute to the USAID M&E System. Evaluation, learning and building on past successes is a foundation in all USAID projects.

14. Would it be possible to apply for funds for a research project related to the study and quality of the soils and its resilience capabilities and management for agriculture production and food security with a focus in watershed management in the Departments of influence?

Research projects can be proposed as part of the holistic approach of FAIR and should contribute to the value chains that will be developed. If the Applicant consider this as a key intervention within its proposal it could be included (Section A, Intermediate Result 3.2, Page 18). Evaluation, learning and building on past successes is a foundation in all USAID projects.

15. Regarding the construction line item, would it be possible to build rural roads with leveraged resources from third parties? The access to roads could be proposed for a total of \$10.0 million, with stretches for each rural community of the Guatemalan Western Highlands of USD\$500,000 each, so that the infrastructure connects communities of mostly indigenous population, anticipating employment generation and self-employment opportunities for the diversification of income throughout all the beneficiaries.

FAIR does not contemplate large scale construction activities, such as building roads with USAID funds. However, with leveraged resources from third parties or the government, roads

can be built. The technical proposal would need to explain why smaller-scale¹, more numerous projects were not considered. Or, better said, why a road would be of most benefit to the communities and increase competitiveness of the producers.

16. Would it be possible to build community collection centers for the post-harvest management of agriculture products for the conservation of quality standards and to facilitate the handling and transportation in scale?

Yes. However, as part of the applicant's approach they would need to specify how these community collection centers will improve the competitiveness of small-scale producers.

17. Would it be possible to build ecological "wet mills" for coffee for community producers from the FAIR geographic focus?

FAIR will support the construction of small-scale agricultural infrastructure to increase productivity and decrease post-harvest loss. This includes investment in productivity-enhancing technologies, small-scale infrastructure, and/or value-added processing for value chain and agribusiness development. Please refer to IRs 1.1 and 2.1 of of Section A: Program Description.

18. In order to follow up on the integration process of the different phases of the process, would it be possible to invest in coffee shops (cafeterías) in areas that have been previously studied in order to add value to the production and to provide opportunities to the youth and women to establish micro-enterprises to generate employment and diversify their incomes, providing opportunities for the academic formation of the children of the farmers?

FAIR does not contemplate investments that are not agriculture or agriculture value-added related construction. However, if the approach considers the integrated process of the value chain, describes and justifies it well, it would be considered. The applicant must describe it in its technical approach how the micro-enterprise is linked to the value chain that will be developed. This might be easily described as a seed to cup/plate value chain.

19. Is it possible to submit an application exclusively for the social inclusion cross-cutting theme? If this is the case, what are the topics USAID would be interested, for example: social inclusion regarding gender and indigenous population.

No. This is an integrated project related to agriculture that seeks a holistic approach. Applicants must include the four components in their proposals, including how they will integrate all of the cross-cutting principles within the project.

20. Explain who USAID consider "key actors."

Per Section A.4 entitled "Cross-Cutting Principles" under paragraph "Engagement of Key Stakeholders for Agricultural Development and Food Security", USAID considers that the

¹ Examples of small-scale infrastructure include, but are not limited to, packing sheds, cold storage, machines/implements for value-added processing, small-scale irrigation systems, bio-composting centers, etc. Small-scale infrastructure does not include roads or large-scale irrigation.

project will work with five key stakeholders: a) Private Sector, b) Government of Guatemala, c) Local Government, d) Other Donors and e), Universities and Research Institutions. However, if the applicant would like to propose additional stakeholders, that is acceptable.

21. Has USAID contemplated making a baseline, mid-term, and final evaluation for the entire project? If not, would you consider it, if we include in our proposal a baseline, mid-term and final evaluation of the entire project (the 30-USAID / 51-GOG municipalities), regardless of whether the proposal only covers a part of the total focus of FAIR? (For example if our proposal is only to work in 5 or 10 municipalities);

Each applicant must consider their approach to a monitoring and evaluation plan in their technical application. USAID will evaluate the approaches according to the evaluation criteria. If that technical application is successful, USAID will consider the monitoring and evaluation plan. Please reference guidance on page 60 under the Monitoring section of the RFA.

22. Regardless of whether the project proposal is concentrated in part of the 30 municipalities or proposing other municipalities, should training interventions be presented for the 30/51 municipalities?

Applicants must clearly communicate the approach for their technical application. Therefore, the applicant must propose the interventions relevant to their geographic focus, the proposed cost of the project and ensure that their plan contributes to reaching the goals of the FAIR project. The monitoring and evaluation plan proposed would need to evaluate the proposed interventions in their geographic area.

23. Section D of the RFA, under guidelines for the technical approach format, indicates that the Applicant should include a Theory of Change. Would USAID like the ‘conceptual framework, theory of change’ in the technical approach or in Annex A as indicated on page 42 of the RFA? If the Theory of Change is also required in the technical volume, will it count towards the 30 page limitation since it is requested graphic.

The proposed theory of change should be described in the technical application, to explain in detail the approach that will be used. Therefore, it should be described within the 30 pages. However, if the applicant also needs to list it in the Annex A to support the logical framework or results framework, it can be re-stated there.

TYPE OF ORGANIZATIONS

24. Could local organizations from outside the USAID geographic focus submit an application? For example, could a local organization in Jalapa make a partnership with another organization?

This could be done if the organization from outside USAID geographic focus is interested in implementing activities in the Western Highlands and if the organization meets the definition in Section C.1 “Eligible Applicants”

25. The International Potato Center (CIP) is interested in participating in RFA-520-17-000001 (Guatemala FAIR) as a sub-recipient under a prime awardee. In this regard, we would like to

confirm the following: CIP, as a Public International Organization (PIO), participating as a collaborating partner under a prime applicant would, in accordance with ADS 303.3.21 (c) “for sub-awards to PIOs”, be subject to the terms and conditions contained in the “Standard Provisions for Cost-Type Awards to PIOs in ADS 308”

In accordance with ADS 303.3.21 and in the event that a local prime Recipient decides to make an award to a Public International Organization under the FAIR Project, the resulting Recipient must use the Standard Provisions for Cost-Type Awards to PIOs in ADS 308 "Awards to Public International Organizations" <http://www.usaid.gov/ads/policy/300/308>, in a resulting sub-award with the PIO, unless the award will be a program contribution award.

MUNICIPALITIES AND PRIVATE SECTOR

26. What is the difference between Local Government and Municipal Government?

Local Government is the broad term that describes all local government entities, including Municipalities, Mancomunidades, etc, as opposed to National Government entities, like the Ministries,

27. Would Municipalities proposed under the project be required to sign some kind of a document as part of the application?

Not for the application process.. However, once an award is made, the Recipient (s) is/are strongly encouraged to obtain written commitments with partnering Municipalities.

28. Could USAID clarify if alliances with Municipalities for the FAIR project be considered public-private alliances?

Municipalities are generally not considered private entities. Public-Private Alliances usually refers to alliances with for profit private companies or trade associations.

29. Would the producers who are participants of the project be considered as Private Sector?

Yes, producers can be considered as part of private sector. However, profit from producers that are beneficiaries of the project cannot be counted as leverage or cost share. FAIR is expected to leverage the private sector technical, managerial and financial support to invest in agriculture-related growth and opportunities (Section A, Page 26).

30. We are interested in submitting an application as a Mancomunidad (non-profit organization) as a direct implementer with the population of Municipalities that are in the Department of Sololá, therefore:

- Is our Mancomunidad eligible to submit an application as direct implementer of this program?

A Mancomunidad is only eligible in exceptional circumstances in accordance with ADS 303.3.21 including the finding that there is no alternative means to achieve the Foreign Assistance purpose other than through subawards to partner government entities.

- Are the Municipalities of the Sololá Department eligible to participate as direct beneficiaries of the FAIR Program?

Sololá is not part of the geographic focus of FAIR.

31. Are Non-participant producers and organizations considered private sector?

If the non-participant producers do not received USAID or USG funding, they can be considered private sector. However, if they are participants in other projects, receiving USG funding, they are not considered private sector because they are beneficiaries of USG funding.

AMOUNT AND PERIOD OF PERFORMANCE

32. Will the \$60.0 Million available be only for one application or could it be divided in several applications for several organizations?

One or more Cooperative Agreements could be awarded. Depending on the content of the selected application(s), the range of each individual award will vary but the total of all awards will likely be no more than \$60.0 million.

33. The www.grants.gov webpage indicates that the FAIR Project will have a ceiling of \$60.0M and a minimum of \$30.0 million each application, although the RFA does not mention this. Which is the minimum and maximum amount for each application?

USAID is required to fill in required fields in a mandatory system that sometimes does not exactly fit the situation.

This question refers to the information included in the Synopsis Tab of the Notice of Funding Opportunity/RFA No 520-520-17-000001 FAIR Project included in www.grants.gov where USAID makes references to a Total Estimated Program Funding of \$60.0 Million, an Award Ceiling of \$30.0M and a Award Floor of \$30.0M.

To clarify; the Total Estimated Cost of the resulting Project is \$60.0 million. In accordance with Section B.1 and Section C.3 of the NOFO/RFA, USAID intends to award one or more Cooperative Agreements pursuant to this notice of funding opportunity and depending on the content of the selected application(s), the range of each individual award will vary, but the total of all awards will likely be no more than \$60.0 million. There is not a particular minimum contemplated. The award ceiling and floor of each application will depend on the technical approach proposed in response to this RFA.

34. Is this a solicitation for a project of \$60.0M? Will there be a profit?

Please see the answers from the questions immediately prior to this regarding the amount of the project.

In accordance with Section D.5.c. f. “Funding Restrictions” of this NOFO/RFA, USAID policy is not to award profit under assistance instruments. 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 principle under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

35. Why only one project?

The FAIR project is only one of many projects USAID implements or will implement in Guatemala. For a list of the current USAID projects visit this website:
<https://www.usaid.gov/guatemala>

USAID publishes its funding opportunities or requests of proposals for future projects in the following two websites which you are welcome to visit to know about our projects in Guatemala”

www.grants.gov

<https://www.fbo.gov/>

36. How long will the project last?

Per Section B.2 of the NOFO/RFA, the period of performance anticipated for this project is five (5) years from the date of signature of resulting agreement (s).

37. Will the total funds requested for the execution of the project be managed by the Principal Recipient or will the funds be distributed directly for execution by 60% by the Principal Recipient and 40% by the Sub-Recipient (s)? (Is the Principal Recipient the responsible for the administrations of all funds requested?);

The local organization submitting an application as the leader on behalf of a consortium and whose application receives a positive evaluation will receive a direct award from USAID as part of this solicitation process. This organization will be responsible for the technical and the whole financial and administrative aspects of the resulting award in behalf of the Consortium, (Total Estimated Cost proposed). They will be responsible for not only the technical and financial aspects as direct awardees but also for the technical and financial aspects of all proposed sub-awardees.

38. Could USAID clarify the concept of cost share vs. leverage and the required percentage? What is the difference between the two of them? Would the requirement be then:

75% USAID
15% Cost Share
10% Leverage
100% Total

Section C.2 of the NOFO/RFA contains detailed information regarding Cost Share and Leverage. For guidance on cost sharing in grants and cooperative agreements refer to ADS 303

(ADS 303) and 2 CFR 200.306 (2 CFR 200.306)

For more information regarding leverage, please refer to ADS 303.3.27 in the link provided above and the Definition of Leverage included in Annex D to this Amendment No 1.

Please note this project does not fall under the Global Development Alliance Category, GDA. However, we are using the definition of leverage from the GDA Lab for this project,

Total Estimated USAID Cost for this project for all awards is: \$60,000,000

Suggested Cost Share Percentage is 15% : \$9,000,000

Required Percentage for Leverage is 10%: \$6,000,000

Total Program Cost for all awards: \$75,000,000

Depending on the amount proposed for each award, the total amount for each percentage may vary.

39. Could the cost share and leverage consider micro-loans for beneficiaries as part of the strategy for the FAIR project?

USAID did not contemplate cost share or leverage generated by micro-loans under this project. However, if amount of cost share or leverage can be clearly and transparently tracked, and is not prohibited under the cost share or leverage guidance in 2 CFR 200 or the links above, it can be proposed. The application would need to explain how it is advantageous for the beneficiaries as well as how it would help to achieve the results of the overall project.

40. Could USAID clarify the cost share for the project implementation? More specifically:
- With whom
 - In which manner
 - An option that would clearly be accepted.

Cost-Share 15% of the resulting award.

Leverage 10% of FAIR funds proposed for the resulting award.

Information regarding what could be proposed by the applicant as cost share can be found in Section C.2 of the NOFO/RFA. For more information regarding cost share and leverage see answer to Question No. 38 above.

41. Is the leverage suggested or required?

Per Section 3 entitled “Program Description”, Result Two, Intermediate Result 2.1 “Private Sector Investment in Value Chains Activities, a portion of the total FAIR funds (10%) will be used to leverage funds from the private sector to develop public private partnerships and mechanisms in which to foment agricultural growth and small agribusiness development across the value chain. Therefore, a 10% of FAIR funds is required as leverage.

42. Could a successful project obtain leverage through USAID?

As explained above, 10% of FAIR funds could be used to leverage funds from the private sector to develop public private partnerships an mechanism to achieve Intermediate Result 2.1.

43. What does IR 2.1, 10% refer to?

See answers to Questions No. 41 and 42.

44. Is the cost share only a cash contribution?

In accordance with ADS 303 Required as Applicable, RAA, Standard Provision entitled “Cost Share”, the recipient’s Cost Share under this award may include project costs incurred by the recipient from its own funds, or project costs financed with cash, services, or property contributed or donated to the recipient from other non-U.S. Government sources, including sub-recipients. Not all Cost Share require cash outlays by the recipient; examples are depreciation and use charges for buildings and equipment.

For more specific information regarding the RAA Standard Provision on Cost Share, refer to the ADS 303 link included in the answer to Question No. 38.

45. Could the amount used by members of an associations that are participants of the project be accepted as cost share or leverage?

Membership fees or other type of cash contributions from members of associations may be considered leverage or cost share if they are directly tied to this project. Applicants would need to thoroughly explain in their application how the proposed amount would clearly and transparently be linked and tracked in the project.

46. In relation to cost share, I would like to know if funds donated by U.S. firms could be used as cost share.

Funds donated by U.S. firms could be used as cost share as long as these funds meet the requirements in the Cost Share Required As Applicable Standard Provision of ADS 303.

47. What would USAID propose to organizations that could not achieve the required cost share or leverage for the project?

Per Section C.2 of the NOFO/RFA entitled “Cost Sharing and Leverage”, the 15% of cost share is a suggested amount. Based on the experience of previous and current USAID projects similar to this one, the suggested 15% of cost share is achievable and applicants should provide a justification in the event they propose a percentage that is lower than this amount.

Per Section 3 entitled “Program Description”, Result Two, Intermediate Result 2.1 “Private Sector Investment in Value Chains Activities” a 10% of FAIR funds will be used to leverage funds from the private sector to develop public and private partnerships to achieve this Intermediate Result. The 10% of leverage is required. We are looking at utilizing USAID funds to mobilize private sector resources particularly for the construction of small scale infrastructure.

Therefore USAID funds should be used to attract private sector engagement. USAID is providing a large amount of money to attract that investment.

48. When is the estimated date or the effective date of the resulting award?

USAID estimates to make an award as a result of this NOFO/RFA o/a May 2017.

49. Can Cost Sharing and Leverage come from both the Primary Recipient and Sub-Recipients, as well as from other external donors?

Per Required as Applicable Standard Provision entitled “Cost Share”, the Recipient’s Cost Share under the resulting award may include project costs incurred by the recipient from its own funds, or project costs financed with cash, services or property contributed or donated to the recipient from other non-U.S. Government sources, including sub-recipients.

OTHER

50. Could only one organization/recipient submit an application or should it be only Consortium?

One local organization can submit an application. Also, the applications can be submitted by one organization or by a consortium led by one local organization as a prime. (Section D, Application and Submission Information, III. Management and Staffing Strategy)

51. Could an organization be part of more than one application? For example, could an organization be the leader of an application and be part of the Consortium in another application?

Organizations are not required to sign exclusivity agreements under USAID regulations. A local organization can be a prime in one application and sub-awardee in another application.

52. Is there a pre-qualification requirement for submitting the application?

Under Section C, Eligibility Information, Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. Only the successful Applicant(s) will be subject to a Pre-Award Risk Assessment by the Agreement Officer (AO).

The Recipient must be a responsible entity. The AO may determine a pre-award survey is required to conduct an examination that will determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award.

USAID will not ask all applicants to meet this requirement at the moment of submitting applications.

53. Would the partners of a Consortium (sub-partners) be also required to comply with the requirement of being registered in the United States, for example having a DUNS #, etc.?

At the moment of submitting an application only the lead organization (prime) will need to have a DUNS number. However, the resulting Recipient will need to ensure that all sub-awardees have their DUNS numbers before signing a sub-agreement or a sub-contract under the resulting award.

54. Explain the argument that it is not possible to gain profit during the implementation of the FAIR project.

2 CFR 200, Subpart E, Cost Principles applicable to Assistance Awards, prohibits profit to recipients and sub-recipients of assistance awards. While profit is not allowed for sub-awards, the prohibition does not apply when a recipient obtains goods and services for the recipient's own use and the award creates a procurement relationship with the contractor.

For more specific information regarding profit under Assistance awards visit the following link:

[Profit under USAID Assistance Instruments](#)

55. Is there a risk that the new Administration (elected President Trump) increases, decreases or cancels this Notice of Funding of Opportunity?

Actual funding amounts for the FAIR project are subject to availability of funds as described in Section B.1. entitled “ Estimate of Funds Available and Number of Awards Contemplated”. This is a standard policy under USAID projects regardless of a new Administration or the continuation of an Administration in the U.S. Government.

56. What benefit does an organization have to submit an application if it is not selected for an award? Could USAID motivate applicants by paying an amount of \$2,000 to cover for expenses and time invested in preparing the application?

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

A benefit that a company could receive, even if not selected is that USAID will provide feedback for the future, in how to structure their application, which would then improve chances of being awarded a large amount of funding to better the lives of fellow Guatemalans. Please see ADS 303.3.7.1

57. Considering that the NOFO was published on December 15, 2016, would it be prudent to extend the deadline to submit the application?

The date to submit applications is being extended as part of Amendment No. 1 to this NOFO/RFA. The new date to submit Applications is extended from February 15, 2017 to

February 23, 2017 at 10:00 am Guatemala time.

58. Would construction activities need to comply with the Government of Guatemala environmental requirements or would the project need to be approved by the Ministerio de Ambiente y Recursos Naturales?

The selected Recipient must comply with the both Guatemalan regulations and USAID environmental requirements (Regulation 216). Please refer to Section F: Federal Award Administration Information, No. 16 Environmental Compliance. The project does not need to be approved by the Ministry of Environment and Natural Resources before award.

The applicant must ensure that in their cost application, they take into consideration the costs associated with licenses for construction activities required by municipalities or the Ministry of the Environment. As a note, the costs for licensing could be considered as leverage from the municipalities. That would have to be approached or negotiated by the applicant.

59. Are the applications required to be written in English and in Spanish?

As stated in Section D.4 entitled “Technical Application Format,” application must be written in English language.

60. Is the FAIR Project a replacement of the CEO Project?

No. These are two different USAID/Guatemala Projects.

61. When is the CEO Project going to be published?

The USAID Mission Competitive Forecast information will be updated shortly. USAID Guatemala anticipates to release the Solicitation for the CEO Project o/a February 17, 2017. Please access the USAID Mission Competitive Forecast <https://www.usaid.gov/work-usaid/mission-competitive-forecast-excel> in order to access the Agency competitive opportunities.

62. Is there a specific format that USAID wants to be used for the cost application? If there is one, where can we access the excel document?

The Cost/Business application must contain the following sections:

- a) Cover page
- b) Signed SF 424 Forms
- c) Budget
- d) Budget Narrative
- e) Dun and Bradstreet and SAM.gov Registration
- f) Funding Restrictions
- g) Certifications, Assurances and Other Statements of the Applicant
- h) Additional Requirements

Applicants should refer to Section D.5 for complete instructions for submission of the cost application.

63. Could the application be sent electronically?

Applications must be submitted BOTH electronically and in hard copy format (original and three copies). See Section D.3 of the NOFO/RFA entitled “Application Submission Procedures” for specific submission instructions. Please note per this modification, we are changing the deadline for submission.

64. Is the financial audit necessary to be sent before the submission of the application or with the submission of the application?

In accordance with Section D.5.c.11 of the NOFO/RFA entitled “Indirect Costs”, The Applicant must support the proposed indirect cost rate with a letter from a cognizant, U.S. Government audit agency, a Negotiated Indirect Cost Agreement (NICRA). The Budget Narrative should clearly explain the base and the calculation for the indirect costs.

If no NICRA the Applicant should submit the following:

Reviewed Financial Statements Report
Audited Financial Statements Report

For more information about the content of these documents, refer to Section D.5.c.11 of the NOFO/RFA.

65. Explain the topic of Consortium regarding the percentage that would correspond to each entity involved in the implementation of the project.

There are no percentages predetermined; that is a decision from the applicant depending on the technical approach proposed. It depends on the applicant’s approach and the role of each consortium member in the design of the approach.

66. Could we include the procurement of fixed assets in the financial part of the application as part of the strengthening and access for the producers?

In accordance with 2 CFR 200.439 entitled “Equipment and Other Capital Expenditures” Capital expenditures for general purpose equipment, buildings, and land are unallowable as direct charges, except with the prior written approval of the Federal awarding agency or pass through entity.

The Applicant must describe in its technical approach how this assets would contribute to the results of FAIR and how they would strengthen the capabilities of producers. However, note that the acquisition of land is not contemplated as part of this project but this could be proposed as part of the Cost Share or Leverage for the project.

67. Is it allowable the use of USAID funds to reward “successes” as part of project activities?

All costs included in a proposal must meet the requirements in 2 CFR 200.403 “Factors affecting allowability of costs”. One of these requirements is that costs must be necessary and reasonable

for the performance of the award and be allocable thereto under these principles.

Based on the little information received on this question, USAID believes that rewarding project beneficiaries or personnel to achieve the results of the award is not a prudent use of Government funds. Therefore, we do not consider it to be an allowable cost.

68. How can one innovate with tight budgets and such a detailed administration like the one from USAID?

Innovation depends upon the applicant. USAID is required by the government of the US to ensure that we are good stewards of that funding. Additionally we are responsible to the US taxpayers. Therefore, the applicant must provide a clear and realistic approach that is linked to the funding being requested.

69. What is the financial/administrative application?

An application for this funding opportunity consists of two parts: the technical application and the Cost application. It seems that the term Financial Application refers to the Cost Application. Please refer to Section D.5 of the NOFO/RFA for specific instructions to submit your Cost Application.

70. Does USAID have a limit in time and cost for the proposed sub-contracts under the Project?

The limit in time for any sub-award (sub-agreement or sub-contract) under the resulting project is five years upon signature of the prime award. The cost for each sub-award depends on the technical approach proposed by each applicant but it needs to be within the Total Estimated Cost of the Project as indicated in Section B.1 of this NOFO/RFA.

71. Is there any limitation for the number of sub-agreements under the Project?

No, there is no limitation. It depends on the approach of the application, the strengths of the sub-awardees and the capacity of the prime to manage sub-awards under the Project. FAIR applications will be evaluated based on the criteria in Section E, which include appropriateness, innovation, clarity of conceptual framework, etc.

72. Would USAID accept the 10% of indirect costs for organizations that do not have an authorized NICRA? If the answer is positive, would the organization need to support these expenses with invoices or with receipts from the organization?

Please refer to Section D: Application and Submission Information, 5. Cost Application, c. Budget, 11. Indirect Costs which states the following:

If the apparently successful Applicant has never received a negotiated indirect cost rate, the apparently successful Applicant may choose to charge the administrative/management costs as direct costs or to charge a de minimis rate of 10% of modified total direct costs (see 2 CFR 200.414(f)). If the prospective Applicant chooses the de minimis rate, the AO must incorporate the 10% indirect cost rate in the award budget and the Recipient must follow the requirements in 2 CFR 200.414(f).

Per USAID regulations, the auditors will be responsible for reviewing the calculations and actual expenditures supported by the 10% de minimis rate of modified total direct costs. In that case, the resulting Recipient is responsible to ensure that appropriate documentation, whether these are invoices, receipts or other, is in the files to justify the 10% de minimis rate charged under the project during the annual audits and provide such documentation to the auditors during the annual audits..

73. According to the information provided in the pre-application meeting, USAID will issue an amendment to the RFA since the RFA does not indicate the percentage of leverage that will be required

The requirement of leverage is already included in the NOFO/RFA. An amendment will not be issued to clarify this requirement. For more information refer to the answers to Questions No. 38 and 41.

74. In relation to the “EXCLUSIVITY AGREEMENT,” could an application be submitted directly, as part of the members of a particular Consortium and simultaneously participate in another application as co-implementer in different but complementary actions for the agro-industrial and agricultural production?

Organizations are not required to sign exclusivity agreements under USAID regulations. A local organization can be a prime in one application and sub-awardee in another application.

75. Would it be possible to include as part of the budget of the project, the procurement of a vehicle or an all-terrain motorcycle?

Yes, the application can include the procurement of these vehicles as long as they are needed for the successful implementation of the project. See also, Section F: Federal Award Administration Information, No. 8 Use of Project Vehicles. Additionally, please keep in mind that the quantity and/or type of vehicles must be supported by the proposed projects and activities.

76. Will the personnel hired to work under the project be allowed to receive the local labor benefits authorized in Guatemala or would they be hired as consultants?

Personnel hired to work under FAIR must be proposed in accordance with the Applicant’s personnel policies. The Applicant can propose short-term expert services rendered by persons who are members of a particular profession or possess a special skill and who are not officers or employees of the Awardee/Recipient. The selected Recipient(s) must comply with Guatemala labor laws for full time employees under the Project.

77. I would like to know where I can find the answers to the questions asked in the January 6th public meeting.

The answers are being provided as part of this document and will be available in the following website:

<http://www.grants.gov/>

78. What does ADS 303 and 2 CFR 200.306 refer to?

These are USAID and U.S. Government regulations that apply to assistance awards like the one USAID will be negotiated as a result of this NOFO/RFA. You may access these regulations in the following links:

[ADS 303](#)

[2 CFR 200](#)

79. Could USAID please confirm if tables, charts, and any graphics to be included in the technical volume are also subject to the Times New Roman size 12 font?

Please see page 37 of the NOFO/RFA for directions on submission of applications. USAID did not specify size of font for charts or graphs because it depends on the chart table or graph, as to what should the size of the information be. The lettering and graphics should be appropriately sized to the information to be conveyed.

80. Under Intermediate Result 1.1, the RFA states that “The Applicant must describe in its technical approach how this activity will be implemented including a description of the amount that they anticipate investing with project funds for this type of activities and how the project will utilize these funds to leverage funds from private and public sector.” Does USAID want applicants to specify cost related information in the technical volume?

What the RFA meant to communicate was: “The Applicant must describe in its technical approach how this activity will be implemented including how the project will utilize these funds to leverage resources from private and public sector.”

The cost application must include a line item related to construction and or infrastructure. Then the budget narrative must have a clear link that supports the technical approach and the amount stated in the cost application.

Based on this question, Modification 1 is answering the questions, but also changing the language listed under Intermediate Result 1.1 to reflect this answer.

81. Does USAID prefer the one page biographical sketches and position descriptions in the technical approach or contained in the annex with CVs?

According the NOFO/RFA, on page 37, “A page in the technical application that contains a table, chart, graph, etc., not otherwise excluded below, is subject to the 30 page limitation. Not included in this page limitation are the following: Table of Contents; Dividers; Appendix attachments which contain biographical information (i.e., resumes (CVs) and other supporting documentation provided by the Applicant) for proposed candidates...”

We consider biographical sketches to be supporting documentation to CVs and not included in the 30 page limitation.

82. Regarding Program Income, in accordance with Section F.14, should applicants address Program Income in the Technical or Cost Volume?

In the technical approach, an applicant would take into consideration if their approach will include program income and how it will be tracked and reinvested in the project. In the cost application, it should be considered in a line item, the amount that the applicant expects to receive, that will be reinvested in the project. It will be informational, mainly to show that there is an expectation of program income.

LEVERAGE

The information that follows is currently undergoing review. Please [contact us](#) for further guidance.

LEVERAGE DEFINITION

Under a GDA, *Resource Partners* are those non-traditional USAID partners who bring resources to a partnership. These resources are called "leverage," an often misunderstood GDA concept. Leverage is new, non-public resources - whether money, technologies, or expertise - brought by the private sector and other non-traditional USAID partners to a GDA partnership. **Leverage is not cost share and it cannot be audited.**

The most valuable leverage is:

- Significant in amount and in its ability to help USAID further its development impact. A good target is a 1:1 leverage match of USAID's investment in the partnership.
- Resources that USAID would not be able to easily procure on its own.
- Resources that contribute to USAID's outcomes in a measureable way.

Official leverage guidance can be found in [Acquisition and Assistance Policy Directive \(AAPD\) 04-16](#)(link is external). Based on the AAPD guidance, leverage may be proposed in a variety of forms, such as:

- anything of value that can be measured;
- financial contributions;
- third party contributions;
- donated services or property; and/or
- intellectual property.

WHAT IS/IS NOT LEVERAGE?

Many Missions and Operating Units are confused about "what counts" as leverage, especially when trying to reach a 1:1 leverage goal. If you are struggling with whether to count a contribution as leverage, be sure to ask these two questions first:

1. Is this partnership a true GDA? GDAs meet the following criteria:

- At least 1:1 leverage (in cash and in-kind) of USAID resources;
- Common goal defined for all partners;
- Jointly-defined solution to a social or economic development problem;

- Non-traditional resource partners (companies, foundations, etc. - Resource partners are considered co-donors. They provide resources, whether in cash or in-kind, to support development programming. Traditionally, resource partners have included other bi- and multilateral donors and public-sector agencies. Implementing partners are contractors or NGOs who manage and deliver projects on behalf of USAID.);
- Shared resources, risks and results, with a preference for additionality of impact; and
- Innovative, sustainable approaches to development.

2. Is the leverage that I want to report adding real value to the partnership and USAID? And if not, is this a partnership worth doing?

A few additional guidelines on leverage may help:

- **Leverage is an input, or contribution, made to the partnership's activities, not the outcome of the partnership activities.** For example, USAID and a bank develop a partnership to increase financial services to small businesses. The partnership's activities include small business training, awareness raising and market analysis. The bank contributes their experts' time and the production of training materials to the partnership. These contributions would be considered "leverage." As a result of the partnership, the bank increases their loans to small businesses by \$5 million. The \$5 million in loans is not leverage, it is an outcome of the partnership. Leverage is an input, not an outcome.
- **Generally, numerous small contributions are not leverage.** For example, if you find yourself counting up tens or hundreds of small contributions like meeting space, training refreshments, transportation costs, etc. in order to get a 1:1 leverage match, these contributions may not be leverage. You have to ask yourself: are these contributions (and the time it takes to track and verify them) adding real value to this partnership? Would the partnership be able to have the development impact it does without these contributions? If you are considering a partnership that is leveraging only small contributions that lead to minimal impact on USAID's development work, you should evaluate whether or not it is a GDA worth implementing at all. GDAs are time consuming and USAID should not engage with partners unless they add real, significant development value.
- **Generally, traditional USAID beneficiaries are not considered resource partners.** For example, if USAID has a program to support 50 small and medium-sized enterprises (SMEs), you cannot count the SMEs' own investments or revenue as "leverage." In this situation, the SME is not a resource partner, it is a beneficiary. Its own revenue and investments are not being contributed to a USAID program, but to the SME itself. Again, the GDA model is looking for non-traditional private sector partners that jointly plan and provide resources for development programs.
- **Generally, NGO partnerships are not GDAs.** USAID partners with NGOs to implement development programs, often with cost-sharing arrangements. This is USAID's traditional model and generally not considered a GDA. If, however, a NGO partner is bringing a non-traditional private sector actor and its resources to a partnership with USAID, then it may be considered a GDA.
- **Generally, cost share is not GDA leverage.** Cost share (also known as "match") refers to that portion of a project or program costs not borne by the Federal Government and is normally associated with contributions from the prime and sub-recipient sources that receive USAID funds. Leverage also refers to that portion of a project or program costs not borne by the Federal Government, but in the GDA context it is normally associated with the contributions of resource partners that are not receiving USAID funds. Cost share, which must be verifiable from the recipient's records, is subject to the requirements of 22 CFR 226.23 and is subject to audit. Leverage is not subject to these requirements and is not subject to audit, although it must be verifiable. In any event, it is important to advise the Agreement Officer whether the contributions under a GDA should be treated as "cost share or match" and/or "resource

leveraging" consistent with agency policy on determining appropriate cost share/match. In addition, ADS 303.3.10 provides additional information about cost share and leverage under assistance instruments.

Acquisition and Assistance staff may be consulted at the GDA formation stage about leverage under Implementing Partner award instruments.

ROLE OF THE MEMORANDUM OF UNDERSTANDING (MOU)

Generally, leverage commitments should be documented in the MOU. The MOU is the core partnership document, which lays out the objective of the partnership, roles and responsibilities, and contribution estimates. The MOU is a non-obligating, non-legally binding document. The MOU forces the partners to discuss and decide on the amount and type of leverage at the very beginning of the partnership. The MOU helps ensure that the partners are in agreement and expectations aligned, and decreases the likelihood of a partner not honoring its leverage commitment.

However, there may be situations where it is difficult to provide leverage commitments in the MOU. If a partner is unable or unwilling to clarify its expected contribution under an MOU, it is important for USAID to consider the reasons for this. If a partner does not yet know what it plans to provide under the alliance, USAID should consider whether the partnership is really ready to be formalized in an MOU. If a partner's contribution includes a significant in-kind component, a partner may hesitate to provide a figure because it does not know how to value that contribution or does not want to release that valuation methodology outside the company. In that event, USAID should consider whether it is comfortable moving forward with an MOU that perhaps describes the in-kind contributions without providing a dollar value. Ultimately, there may be situations where USAID concludes that it makes programmatic sense to sign an MOU where the expected contributions are not spelled out. **In any case, it is important for everyone to understand that the expected funding contributions set forth in an MOU are not legally binding and do not represent actual commitments by any party to the MOU.**

[Please see the MOU overview and MOU templates for more information.](#)

HOW TO DOCUMENT AND VERIFY LEVERAGE

Even though GDA leverage is not auditable, it is important for Missions and Operating Units to document and verify the leverage that they receive through a partnership. This ensures that partners uphold their commitments to the partnership and that USAID is fairly representing partnership data to internal and external stakeholders.

General guidelines for documenting and validating partner contributions include:

- Discuss the valuation methodology for the leverage with the resource partner and ensure that USAID considers the methodology reasonable. A resource partner may value its contributions based on its costs to produce the good or service or based on the market rate for such good or service. Either methodology could be reasonable, depending on the circumstances. While USAID generally defers to resource partners in their determination of the value of their leverage contribution, USAID should ensure that the amount is reasonable and does not appear to be inflated. All of this should be discussed and ideally included in the MOU prior to the launch of the alliance.
- Request that Resource or Implementing Partners provide a quarterly summary of all contributions to the partnership, keeping in mind the guidelines above.
- Discuss with USAID's Financial Management staff and implementing partner about how to best validate the type of contributions being reported.
- Record the method of validation and the individual who completed the validation.

WHAT IF YOU DO NOT KNOW HOW TO VALUE THE LEVERAGE

While leverage is often easy to value (e.g., cash, many in-kind resources), there be instances when establishing leverage value may be difficult.

For example, GDA private sector partners may bring value that cannot be easily monetized such as brand value, reputation, market access, etc. In this case, such contributions are often considered desirable outcomes but are not counted as leverage. These assets can be invaluable to USAID's work and should not be discouraged just because they cannot be reported as a dollar figure. GDAs are about working with non-traditional private sector partners to increase the agency's development impact. If a private sector partner's contribution leads to significant development impact, then a powerful GDA is created, whether or not its contribution can be monetized as leverage.

In other cases, resource partners may not know how to value certain contributions or may suggest a leverage valuation that seems unreasonable or inflated. When these cases arise, USAID program staff may find it helpful to discuss possible valuations with the Agreement Officer, the Regional Legal Officer, Financial Management staff, and/or the GDA Office. This negotiation is part of the necessary exercises whose end result should be recorded in the MOU. Remember that the end goal is ultimately not to argue dollar for dollar but to ensure that proposed leverage is reasonable and strategic so that all stakeholders are equally invested in the partnership.

ROLE OF THE IMPLEMENTER

Implementing Partners can play a crucial role in evaluating and documenting leverage. The Missions should provide the implementer with leverage guidance and a reporting template. The implementer can then incorporate leverage data collection, verification and reporting into their quarterly or other standard reports to

USAID. Be sure that the implementer has budgeted costs that reflect these responsibilities. USAID's Financial Management team can work with the implementer and review the reports to ensure that they are using acceptable methods to document and verify leverage reported by the partners.

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17	Asociación Esperanza del Futuro	Karen Cardona	karencardona84@gmail.com	4217-7340
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PRE-APPLICATION CONFERENCE FOMENTING AGRICULTURE INCOMES AND RESILIENCE PROJECT
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30	Asociación de Mujeres Emprendedora K'o Samuj Junan (Trabajemos juntas)	Edwin Mutzut, Director de Proyectos	kaslemche@outlook.com	5555-1681
31	Asociación de Pequeños Caficultores de Guatemala - ASPECAGUA	Vivian Haydee Mack de Lau, Secretaria, Junta Directiva	vivian.mack.chang@gmail.com	5966-1702
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33	Asociación de Productores Agrícolas Laguna del Hoyo (APALH)	Jorge Teo, Presidente	lagunadelhoyo@gmail.com	4556-7284
34	Asociación de Profesionales de Centro América y el Caribe (APRODECCA)	Herbert Rolando Chávez González, Tesorero	chavezhr@gmail.com	5511-7466
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PRE-APPLICATION CONFERENCE FOMENTING AGRICULTURE INCOMES AND RESILIENCE PROJECT
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