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Issuance Date:	**January 3, 2018**
Deadline for Questions:	**January 19, 2018, 17:00 Kinshasa Time**
Closing Date and Time:	**February 7, 2018, 17:00 Kinshasa Time**

Subject: Request For Applications (RFA) Number: 72060518RFA00002

Program Title: "USAID-Funded Community Based Counter Wildlife Trafficking Activity"

Dear Prospective Applicants:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified U.S. and Non-U.S. organizations to implement an activity entitled "USAID Funded Community Based Counter Wildlife Trafficking Activity." Eligibility for this award is not restricted.

Subject to the availability of funds, an award will be made to the responsible Applicant whose application best meets the objectives of this RFA and the selection criteria contained herein. While one award is anticipated to be made as a result of this RFA, USAID reserves the right to fund any or none of the applications submitted.

For the purposes of this RFA, the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer." Eligible organizations interested in submitting an application are encouraged to read this RFA thoroughly to understand the type of program sought, application submission requirements and evaluation process.

To be eligible for award, the Applicant must provide all information as required in this RFA and meet eligibility standards in Section C of this RFA. This RFA is posted on www.grants.gov, and may be amended. Potential Applicants should regularly check the website to ensure they have the latest information pertaining to this RFA. Applicants will need to have available or download Adobe program to their computers in order to view and save the Adobe forms properly. It is the responsibility of the Applicant to ensure that the entire RFA has been received from the internet in its entirety and USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the RFA, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

The successful Applicant will be responsible for ensuring the achievement of the activity's objectives. Please read each section of the RFA.

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

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Thank you for your interest in USAID programs.

Sincerely,

Amy McQuade
Regional Agreement Officer
USAID/Democratic Republic of the Congo

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ABBREVIATIONS AND ACRONYMS

ADS	Automated Directive System
AMELP	Activity Monitoring, Evaluation and Learning Plan
AO	Agreements Officer
AOR	Agreements officer's Representative
APN	African Parks Network
AU-RTF	African Union - Regional Task Force
AWF	African Wildlife Foundation
BEO	Bureau Environment Officer
CAFEC	Central Africa Forest Ecosystems Conservation
CARPE	Central Africa Regional Program for Environment
CBCWT	Community-Based Countering Wildlife Trafficking
CBFP	Congo Basin Forest Partnership
CBNRM	Community-Based Natural Resource Management
CCN	Cooperating Country National
CDCS	Country Development Cooperation Strategy
CFR	Code of Federal Regulations
C-LRA	Counter Lord’s Resistance Army
COP	Chief of Party
CPARS	Contractor Performance Assessment Reporting System
CRCA	Community Resilience in Central
CWT	Countering Wildlife Trafficking
DCOP	Deputy Chief of Party
DDL	Development Data Library
DDRRR	disarmament, demobilization, repatriation, resettlement, and reintegration
DEC	Development Education Clearinghouse
DO	Development Objective
DQA	Data Quality Assessment
DRC	Democratic Republic of the Congo
DRG	Democracy, Rights and Governance
DUNS	Data Universal Numbering System
EA	Environmental Assessment
EMAPS	Environmental Monitoring and Policy Support
EMMP	Environmental Mitigation and Monitoring Plan
END	Eliminate, Neutralize and Disrupt Act
FAA	Foreign Assistance Act
HF	High Frequency
ICCN	Institut Congolais pour la Conservation de la Nature

IEE	Initial Environmental Examination
IR	Intermediate Result
IUCN	International Union for the Conservation of Nature
LOC	Letter of Credit
LRA	Lord’s Resistance Army
M&M	Mitigation and Monitoring
MINUSCA	Multidimensional Integrated Stabilization Mission in the Central African Republic
MONUSCO	UN Stabilization Mission in the DRC
MOV	Means of Verification
MTDC	Modified Total Direct Costs
NGO	Non-Government Organization
NICRA	Negotiated Indirect Cost Rate Agreement
NOFO	Notice of Funding Opportunity
NRM	Natural Resource Management
NTFP	Non Timber Forest Products
OAA	Office of Acquisition and Assistance
OMB	Office of Management and Budget
OSFAC	Observatoire Satellital des Forêts d’Afrique Centrale
OU	Operating Unit
PA	Protected Area
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PPIRS	Past Performance Information Retrieval System
PVO	Private Voluntary Organization
RCE	Request for Categorical Exclusion
RDCS	Regional Development Cooperation Strategy
REDD+	Reducing Emissions from Deforestation and Forest Degradation plus conservation, sustainable management of forest and enhancement of forest carbon stocks
RF	Results Framework
RFA	Request for Application
SAM	System for Award Management
SECC	Secure, Empowered, Connected Communities
SGBV	Sexual- and Gender-Based Violence
SPLA	Sudan People’s Liberation Army
TIN	Taxpayer Identification Number
TRAPS	Trafficking Response and Priority Setting
UMD	University of Maryland
UN	United Nations

UNFCCC	United Nations Framework Convention on Climate Change
UNMISS	UN Mission in South Sudan
USAID	United States Agency for International Development
USFWS	United States Fish and Wildlife Service
USG	United States Government

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SECTION A: PROGRAM DESCRIPTION

A.1 OBJECTIVE

The United States Agency for International Development's Mission in the Democratic Republic of the Congo (USAID/DRC) is seeking applications for funding that will assist the recipient to carry out a five-year, $10-million activity to support community-based counter-wildlife trafficking efforts in Central Africa.

All funds anticipated over the life of the award are expected to be earmarked for biodiversity conservation, with a portion of these also directed for combating wildlife trafficking (CWT). In order to ensure USAID meets the intentions of legislation in support of biodiversity conservation, the Agency has a "Biodiversity Code" that defines four criteria required of programs which use funds appropriated for biodiversity. The four criteria are:

1. The program must have an explicit biodiversity objective; it is not enough to have biodiversity conservation result as a positive externality from another program;
2. Activities must be identified based on an analysis of drivers and threats to biodiversity and a corresponding theory of change;
3. Site-based programs must have the intent to positively impact biodiversity in biologically significant areas; and,
4. The program must monitor indicators associated with a stated theory of change for biodiversity conservation results.

Applications must show consistency with the above Biodiversity Code.

For years, both communities and wildlife in central Africa have faced insecurity as a result of the presence of the Lord's Resistance Army (LRA) and other armed groups. The region is attractive to armed groups because of its extreme remoteness, limited government presence, and ample opportunities to profit from wildlife trafficking and natural resource exploitation. Several groups are now active in northeastern Democratic Republic of the Congo (DRC) and southeastern Central African Republic (CAR), collectively referred to as the "Mbomou-Uele border region" in this RFA[1]. Community security and biodiversity conservation are inextricably linked in this region, with the same armed groups frequently attacking villages and poaching wildlife. USAID has therefore developed a multipronged approach to address these interrelated issues, defined by an overall results framework with the objective of *community resilience and wildlife conservation improved in the Mbomou-Uele border region.* This results framework is described in detail below, and will be achieved through three separate activities:

(1.) The Garamba-Chinko Protected Areas (GCPA) activity which will strengthen wildlife conservation in two of the principle protected area complexes in the region, implemented by African Parks (awarded in October 2016 to African Parks).
(2.) The Community Resilience in Central Africa (CRCA) activity, which will strengthen communities' ability to mitigate and recover from threats to their own security, currently under procurement (Awarded to Invisible Children on October 13, 2017); and
(3.) The Community-Based Counter Wildlife Trafficking Activity (CBCWT) outlined in this RFA will focus on developing basic needs and livelihoods that support conservation, while supporting communities'

[1] This RFA uses the name "Mbomou-Uele border region" to refer to LRA-affected areas of Haut Uele and Bas Uele provinces in the DRC, as well as Mbomou, Haut-Mbomou, and Haute Kotto prefectures in CAR. Section A(4) of this RFA describes this activity's geographic scope in more detail.

ability to mitigate conflicts and threats to both their own security and that of wildlife in the area.

A.2 BACKGROUND

The Mbomou-Uele region is home to some of Africa's most important wildlife species, but is located at the crossroads of a volatile region, surrounded by ongoing conflicts in South Sudan, CAR, and the DRC. The region lacks infrastructure, has limited government presence, is sparsely inhabited, and has minimal formal economy. The lack of governance has exposed local populations and natural resources to exploitation by various armed groups that easily cross borders to engage in criminal activities. Weak law enforcement has rendered much of the wildlife in this landscape an easy target for heavily armed poachers and natural resource traffickers from Sudan, South Sudan, and Chad; LRA fighters[2]; Other armed groups such as anti-Balaka, ex-Seleka, armed herders, rogue soldiers, Sudan People's Liberation Army (SPLA)-affiliated militia and proxy groups such as Arrow Boys. Many of the actors who are linked to armed conflicts and transboundary crime across the broader region engage in wildlife poaching and trafficking in the Mbomou-Uele border region, and regularly attack and pillage local villages. The high-value natural resources spread across this vast area have in fact become one of the main causes of insecurity.

Community buy-in and support for measures that dissuade poaching are key to combating wildlife trafficking and addressing one source of funds for armed groups and other actors involved in destabilizing the region. In order to provide the context for this RFA, the sections below describe the biodiversity of the area, threats to wildlife and local community livelihoods and natural resource use patterns.

A.2. 1 Biodiversity in the Mbomou-Uele Border Region

The Mbomou-Uele border region covers a range of ecological zones including the Congo River Basin rain forest, the Sudanian/Sahelian grasslands, and the forest savanna mosaic that transitions between the two areas. As a result, the region supports high biodiversity and provides a unique and rich habitat for a number of important species. Conflict and poor governance, however, have had a devastating effect on these habitats and the species that live within them, especially as armed groups and displaced populations disrupt ecosystems and engage in poaching. A number of protected areas exist in the region, and initiatives are underway to counter the effects of these threats and promote biodiversity conservation in each.

- ***Garamba National Park:*** Created in 1938 and designated a World Heritage Site in 1980, Garamba National Park is one of Africa's oldest and most well-known national parks. The Garamba Complex is comprised of Garamba National Park and three *domaines de chasse* (hunting reserves) – Azande in the west, Gangala na Bodio in the south, and Mondo Missa in the east. With both forest and savanna habitats, Garamba is home to 163 species of mammals, 345 species of birds, 82 species of reptiles, and 42 species of amphibians. Since the 1970s, the elephant population has fallen from roughly 20,000 to less than 1,300 today. The giraffe population has also dropped substantially from roughly 350 in 1974 to only 40 individuals today. In October 2005, the DRC government signed an agreement with the African Parks Network (APN) for a 10-year mandate to manage the Garamba complex in partnership with the Congolese Institute for Conservation of Nature (ICCN), which has recently been renewed.

- ***Bili Complex:*** The Bili complex is the largest protected area in DRC, and includes Bili-Uele Hunting Domain (32,748 km²), Bomu Wildlife Reserve (6,542 km²) and Bomu Hunting Domain (4,126 km²).

[2] Further details are available in USAID's 2015 Assessment, "An Assessment of Poaching and Wildlife Trafficking in the Garamba-Bili-Chinko Transboundary Landscape", (Wildlife TRAPS report, in prep) and "Deadly Profits Illegal Wildlife Trafficking through Uganda and South Sudan" (The Enough Project, July 2017).

This complex lies between Garamba and Chinko, and includes important biodiversity as part of the larger landscape. Bili is an extremely important area for chimpanzees, harboring the largest remaining population of the eastern subspecies *Pan troglodytes schweinfurthii*. The elephant population is not well known, but may reach several hundred. However, hunting and other activities in the complex have been largely unregulated, and the chimpanzees and other wildlife are under intense pressure from bushmeat hunters. In September 2016, ICCN signed a 5-year agreement with the African Wildlife Foundation (AWF) for co-management of Bili-Uele. Currently protection activities are focused on a core area of 11,000 km².

- ***Chinko Nature Reserve:*** The Chinko Nature Reserve is situated in the east of CAR and serves as refuge for the last remaining elephants in eastern CAR. Due to its wide diversity of habitats, it is an important ornithological site with more than 400 bird species recorded. Chinko is also home to a healthy number of large antelopes, notably the Giant Eland and the Bongo. Recently, researchers documented more than 10 species of primates, both forest and savannah elephants, 23 ungulates, 4 ant-eating mammals and 21 carnivores including the African wild dog, lion and 9 species of mongoose. Elephants have been heavily poached, and the remaining population is small. In 2013, APN entered into a 50-year public-private partnership for the management of Chinko Nature Reserve with the CAR government.

A.2. 2 Illegal activity and threats to wildlife

The presence of armed groups in the Mbomou-Uele border region is motivated, at least in part, by opportunities to engage in natural resource trafficking. USAID's 2015 Assessment concluded that "there is a clear connection between revenue generation for armed groups from poaching, the looting of diamonds and gold, and the illicit trafficking of ivory and conflict minerals in DRC, CAR, and South Sudan."[3] With weak governance and ongoing conflict, however, wildlife trafficking has thrived. Several populations are now under threat.

The effect of extreme poverty and instability in the region leads local populations to engage in activities that threaten wildlife. High levels of poverty and the general lack of economic alternatives for isolated rural agricultural communities and nomadic pastoralists severely limit opportunities for long-term, sustainable development. With few opportunities to strengthen or stabilize their own livelihoods, local populations turn to bushmeat hunting, artisanal mining within protected areas, and other potentially harmful practices. Whereas poaching of elephants and other high value species has a serious negative impact on wildlife populations, the degree to which such local hunting of bushmeat and other illegal activities constitute a threat to biodiversity is less well known.

In addition, livelihood activities such as cattle herding by nomadic pastoralists[4] and artisanal mining by local communities can pose significant challenges to wildlife if not carefully managed, and are becoming increasingly common. The movement of cattle and people in much of the region disturbs wildlife and threatens natural resources in several ways. For example, herdsmen and miners shoot wild animals for direct consumption and for dried meat to be sold later in regional markets. Herdsmen may also poison large predators to protect their cattle.

[3] USAID/DRC, Performance Evaluation and Needs Assessment Report of USAID Programming to Communities Affected by the Lord's Resistance Army in Central Africa (Nov. 2015), prepared by International Business and Technical Consultants, Inc. http://pdf.usaid.gov/pdf_docs/pa00ks66.pdf.

[4] Most nomadic pastoralists that travel through LRA affected areas are members of the culturally diverse Fulani (or Peuhl) people, the largest pastoral nomadic group in the world. The Mbororo are a subgroup of Fulani cattle herders. Mbororo pastoralists often travel into the Mbomou-Uele border region.

Both informal and unregulated small-scale artisanal gold and diamond mining hunting are associated with habitat degradation. Minerals are a source of revenue for armed groups as well as government troops, although the scale of minerals theft and trafficking is unknown.[5] The Mbomou-Uele border region has numerous deposits of gold and diamonds, which are mostly extracted by artisanal miners. International NGOs operating in CAR have reported numerous incidents where armed groups have attacked or pillaged artisanal mining camps.

A.2. 3 Natural Resources and Local Community Livelihoods

People in the Mbomou-Uele border region live in extreme poverty and depend on natural resources for their survival. The local population consists mainly of smallholder farmers living in villages around protected areas, as well as pastoralists who regularly cross the region to reach cattle grazing areas and livestock markets. Agriculture is the main source of income around Garamba, whereas hunting is reportedly a major source of income around Bili and Chinko. Land is of quintessential importance, with most families farming 1 to 2 fields with an average size of 0.6 hectare each. Most fields are cultivated for food crops of which rice is the most prevalent, followed by cassava, peanuts, corn, beans, tomatoes, potatoes, vegetables and coffee. Free ranging animals, including poultry (chickens and ducks), small ruminants (goats and sheep), and pigs are raised in the region. In general, agricultural products are sold locally, the surpluses sent to occasional markets held in other localities.

Since the 1980s, pastoralists have migrated into the Mbomou-Uele region, having been pushed south from Chad, northern CAR, Sudan, and South Sudan by the combined effects of conflict and climate change. Many of the cattle herds serve as the bank accounts of wealthy investors from Chad and Sudan. As in other parts of Central Africa, tensions are high between farming and pastoralist communities, and outbreaks of violence are common. The tensions are heightened by the cultural differences between these groups, especially as the agricultural communities tend to be Christian and the pastoralists tend to be Muslim.

Besides agriculture and pastoralism, people rely heavily on the use of local natural resources. Hunting for bushmeat has become a secondary activity for a number of communities in the area. People hunt with guns, wire snares and dogs in the savannah throughout the year, but mostly during the rainy season. Bushmeat is intended for both household consumption and local markets, although it is not uncommon for products to be transported to more distant towns and across borders. Fishing has developed into an essential subsistence activity. It provides an alternative to meat and is a significant protein dietary supplement, particularly in the dry season. Much of the fishing is carried out by women and children and the catch is almost entirely consumed by the family. Fishing is not regulated and the techniques used are rudimentary. The collection of non-timber forest products (NTFPs) is an important contribution to livelihoods of people living in this landscape and is not confined to the areas where they only practice agroforestry. People go much further into the forest to collect bark, caterpillars, fungi, Gnetum, Marantaceae, and seeds.

There are a number of artisanal mine sites throughout the region that are potential areas of concern due to the lack of governance and oversight. Many communities rely on mining for a substantial portion of their income; mining camps also create their own micro-economies where various goods and services—including bushmeat—are traded. In many cases, armed groups (as well as DRC and CAR military elements) have targeted mining camps, by attacking sites, maintaining long-term control over mining areas, and taxing the minerals trade.

Throughout the region, the ability of people to travel freely outside their villages is essential to their

[5] For example, see International Peace Information Service, IPIS (2014), Mapping Conflict Motives: The Central African Republic.

livelihoods. For example, people need access to markets to grow crops in fields, fish and hunt in forests, transport goods to markets in nearby towns, work at artisanal mining camps, and herd cattle. Because of the various security threats, however, people are afraid to travel outside of their villages for fear of being attacked. This has contributed to food insecurity and lack of access to education, healthcare, and other basic needs in an area that already faces extreme poverty.

A.3 LINKAGES TO RELEVANT INITIATIVES IN THE REGION

As described above, it is USAID's intention that the CBCWT activity be implemented in close cooperation and coordination with other conservation and community protection initiatives in this region. In particular, CBCWT is designed to be closely and comprehensively integrated with the GCPA and CRCA activities.

A.3. 1 Relevant conservation activities

The U.S. Government's approach to biodiversity conservation and counter-wildlife trafficking is currently guided by the 2014 National Law for Combating Wildlife Trafficking, the 2013 Executive Order for Combating Wildlife Trafficking, the 2014 USAID Biodiversity Policy, and the 2016 Eliminate, Neutralize, and Disrupt (END) Wildlife Trafficking Act. Currently, USAID supports counter-wildlife trafficking efforts in Garamba National Park and Chinko Reserve through the GCPA, implemented by African Parks. The objective of GCPA is to strengthen wildlife conservation in these two areas by improving security, strengthening park management capacity, and developing a constituency for conservation among local stakeholders. The U.S. Fish and Wildlife Service (USFWS) has supported a number of projects in Garamba National Park and Chinko Nature Reserve since 1997 and now funds a cooperative agreement for these two protected areas, which is closely-coordinated with and complementary to USAID's support. USFWS is also supporting work in the Bili Complex with AWF and ICCN to enhance the protection of a core zone. The European Union also supports wildlife conservation and community development work in and around Garamba, with African Parks, and may develop similar activities centered on Chinko and Bili.

A.3. 2 Community resilience and counter-LRA activities

In addition to conservation initiatives, several actors in the Mbomou-Uele border region focus their efforts on protection of communities against threats caused by armed groups, especially the LRA. USAID has supported resilience of LRA-affected communities for almost 30 years and scaled-up its activities in 2010 in line with the LRA Disarmament and Northern Uganda Recovery Act. With this law, the U.S. Government began a comprehensive inter-agency effort to provide development, humanitarian, diplomatic, and military support to regional partners seeking to end the threat posed by the LRA. Since 2010, the LRA has committed fewer large-scale atrocities, but continues to commit violent acts against local communities on a regular basis.

USAID's previous counter-LRA activity in the Mbomou-Uele border region (*Secure, Empowered, Connected Communities, SECC)*, was from September 2012 to September 2017 and was implemented by Catholic Relief Services in collaboration with Caritas and Search for Common Ground in southeastern CAR and northeastern DRC. This program provided holistic protection through community-based planning and high frequency (HF) radio networks, as well as trauma healing and social cohesion support in areas affected by the LRA. With the end of the SECC activity, USAID has awarded a new $24million program to Invisible Children Inc., *Community Resilience in Central Africa (CRCA),* to continue this work from October 2017 to October 2022. The CRCA also promotes community resilience to attacks by the LRA and other armed groups in the Mbomou-Uele region.

A.3.3 Relationship to the Central Africa Regional Program for the Environment Strategy

In June 2012, USAID approved a Regional Development Cooperation Strategy (RDCS) to support the third phase of the Central Africa Regional Program for the Environment (CARPE).[6] The goal of CARPE III is to accelerate Central Africa's transition to climate-resilient, low emissions development through achieving its single Development Objective (DO): "The ecological integrity of the humid forest ecosystem of the Congo Basin maintained." CARPE will achieve the DO through achievement of four Intermediate Results (IR): (1) Targeted forest landscapes sustainably managed; (2) Biodiversity threats in targeted forest landscapes mitigated; (3) Policy and regulatory environments supporting sustainable forest and biodiversity conservation established; and (4) Capacity to monitor forest cover change, greenhouse gas emissions and biodiversity strengthened. Two distinct but interdependent projects achieve the DO, each with a range of implementing mechanisms. The two projects are: Central Africa Forest Ecosystems Conservation (CAFEC) and Environmental Monitoring and Policy Support (EMAPS). CAFEC focuses on conserving biodiversity and sustaining carbon-rich forests by achieving IR 1 and IR 2. EMAPS promotes improved environmental policies, regulation and governance by achieving IR 3 and IR 4.

CARPE has been the U.S. Government's flagship biodiversity and climate change program in Central Africa for over 20 years and through CARPE, USAID has promoted natural resource conservation, low emissions economic development, and poverty alleviation across the region. This program has improved the sustainable management of tens of millions of hectares of fragile and highly sensitive tropical forest across eight Central African countries. CARPE has trained thousands of individuals from national governments, local and international NGOs, and communities in a variety of conservation methods and techniques, and assisted national and local civil society organizations to work hand-in-hand with local communities, governments, and the international community to promote forest management and biodiversity conservation.

The new activity described in this RFA, the CBCWT, will be implemented under CAFEC, in parallel to the GCPA activity, and will support the RDCS IR 2 by reducing threats to biodiversity in this landscape. The causal relationship between the joint results framework objective (*community resilience and wildlife conservation improved in the Mbomou–Uele border region,*) and the RDCS IR2 (*biodiversity threats in targeted forest landscapes mitigated*) is that security for wildlife and security for local people is inextricably linked. Since the same armed groups are often responsible for both poaching of wildlife and attacks on local communities, reducing the poaching of wildlife will at the same time improve security for people, and vice versa.

A.3.4 Other relevant activities in the region: United Nations, African Union, and Private Sector

In addition to USAID's programs, the United Nations is involved in counter-LRA activities through several operations. At various times, peacekeepers from the UN Stabilization Mission in the DRC (MONUSCO), the UN Mission in South Sudan (UNMISS), and the Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) have provided security, defection messaging, ex-combatant reintegration support, and infrastructure rehabilitation in LRA-affected areas. The UN Regional Office for Central Africa has also played a coordination role in counter-LRA operations.

The African Union's Regional Task Force for the Elimination of the LRA was established in 2011 to pursue the LRA and to protect communities from attacks. At various times, the task force has been composed of Ugandan, Congolese, South Sudanese, and Central African military forces. Until April 2017, the U.S. military provided advisors to the task force. The Ugandan contingent to the African Union Regional Task Force (AU-

RTF) has fully withdrawn from eastern CAR.

A number of private sector interests operate in the region and establishing partnerships with these operators may be one effective strategy for achieving activity objectives. Kibali Gold Mine near Garamba National Park opened in 2014. The $2.5 billion mine is owned by Randgold, Anglogold Ashanti, and the DRC Government. The mine project also includes a 180km road to the Uganda border, an agribusiness element, a resettlement village, and four planned hydropower projects.

Vodacom RDC is the Congolese arm of the Vodacom Group, a South African telecommunications firm. Vodacom has provided cell phone coverage in certain areas affected by the LRA. USAID completed a public-private partnership to install four cell phone towers in the LRA affected areas of DRC in 2014.

A.4 EXPECTED RESULTS

This section outlines proposed elements of the activity design, including the development hypothesis, focus of activities, results framework, and critical assumptions. As described in more detail below, the Applicant may adapt these elements to fit into its current programming, if relevant.

A.5. 1 Development Hypothesis

The Mbomou-Uele border region suffers from a state authority vacuum and instability that are unlikely to be resolved in the near future. Within this context, USAID believes that successful interventions will take into account the nexus between security, conservation, and development and has developed a results framework (Figure 1 below) that will be achieved by three separate activities collaborating on the IRs. USAID's hypothesis is that both community resilience to security threats and wildlife conservation in the Mbomou-Uele border region will be improved if the following results are achieved:

- Capacity for wildlife conservation in Garamba National Park, Chinko Nature Reserve, and other protected areas is strengthened. (IR 1)
- Communities enabled to mitigate security and conservation threats. (IR 2)
- Targeted communities are enabled to safely pursue pro-conservation livelihoods and basic needs activities. (IR 3)
- Vulnerable populations' recovery from trauma is facilitated. (IR 4)
- Key intercommunal conflicts are resolved. (IR 5)
- Implementation of IR 1 to IR 5 is continually informed by ongoing research, analysis, and coordination. (IR 6)

This hypothesis is based on an analysis of the security threats facing communities and wildlife, as well as the resources available in the region that protect wildlife and allow communities to be resilient in the face of these threats. Most analysis of this region concludes that the primary security threats come from bandits and armed groups, which are able to operate with impunity due to a governance and security vacuum. These groups are largely motivated by access to natural resources such as ivory, gold, and diamonds and exploit local communities to help extract the natural resources. As a result, community security links closely to the responsible exploitation and protection of these resources.

The development hypothesis of the work proposed in this RFA relies on the following logic. Communities will be incentivized to pursue conservation-friendly behaviors if they see tangible socio-economic and security benefits originating from protected areas and conservation programs. The conservation-friendly behaviors that this activity will incentivize include both positive actions, such as reporting of armed groups to protected area authorities as well as refraining from negative actions, such as assisting with or engaging in large scale poaching of wildlife.

Such benefits may include livelihood opportunities, improved natural resource management, improved service provision and access (such as schools and clinics), improved security and employment opportunities. Engaging with pastoralists, as well as other local community members and reducing the conflicts that arise around pastoralism, will help develop incentives for them to support conservation as well. The improved security for communities that results from ICCN and APN wildlife law enforcement activities deterring poaching by armed groups in the area should also encourage communities and individuals to cooperate with conservation partners while enabling better access to local schools, clinics and markets. Identifying and developing feasible incentives that can have these impacts in the remote and insecure area of southeast CAR and northeast DRC will be the central challenge of this activity.

The purpose of the activity described in this RFA is to pursue pro-conservation livelihoods and basic needs activities in the region (IR 3), while contributing to community resilience and security activities (IRs 2, 5) in collaboration with partners funded through separate agreements, as described in further detail below. IR 6 reflects the fact that collaboration, learning and adaptation will be vital for the success of this combined effort. Strengthening wildlife conservation within established protected areas (IR 1) is funded under an established USAID award with African Parks and a USFWS award to AWF. It is not expected that this activity will contribute to results for IR 1 and IR 4. Applicants for this RFA should only propose activities under IR 1 if they supplement or enhance the other activities and are an essential element of CBCWT.

A.5. 2 Focus of Activity

Given the vast territory and dispersed populations affected by the LRA and other armed groups, and the desire to have a sustainable impact through this activity, USAID proposes the following factors be taken into account when deciding on the focus of this activity.

- Geographic scope: The activity should work in the same areas as CRCA and GCPA, particularly the prefectures of Haute Kotto, Haut Mbomou, and Mbomou in CAR, and Bas Uele and Haut Uele provinces in the DRC. However, this is a large area, and the precise geographic focus of activities should be further refined based on an initial analysis of where interventions are most likely to have a positive impact on wildlife. This will include key areas in close proximity to the protected areas themselves, but other factors, such as locations of particular markets, trafficking routes, and areas of intercommunal conflict. Security may also dictate where activities can be implemented.

- Target beneficiaries: Identification of target communities and populations should be based on likelihood of improved biodiversity conservation, and relevance to security and conservation outcomes. Applicants will also take into account the practical security and logistical challenges of accessing these populations. Beneficiaries might include, for example, people living in and around protected conservation areas, pastoralists, inhabitants of artisanal mining camps, victims of armed groups, and communities that host reintegrated individuals. All interventions should account for gender factors, such as gender-differentiated livelihoods.

- Pro-Conservation Livelihoods: Based on analysis of economic and social dynamics that underpin local economies, the activity will identify livelihoods that encourage people to be sound stewards of their environmental assets and will result in the development of a supportive constituency for local conservation practices. This is an essential strategy to align household socio-economic incentives with local resource use practices and ultimately, long-term conservation objectives.

A.5. 3 Joint Results Framework

The results framework below presents the intended outcomes to be achieved by three USAID-funded activities, including the CBCWT outlined in this RFA will contribute to the overall objective of improving community resilience and wildlife protection in the Mbomou-Uele border region in northeastern DRC and southeastern CAR.

Per the Biodiversity Code, the applicant will submit to USAID a theory of change that outlines key components and steps to achieving both biodiversity and socioeconomic impacts and how these will be measured. Applications will include a description of the interventions and methodologies that will be used to implement CBCWT as well as a description of strategies for adapting to changing conditions on the ground. The outputs and indicators described below are only for *illustrative* purposes and may be changed or adapted by the applicant to match the theory of change proposed for the activity. Approaches to monitoring and evaluation, along with required and suggested indicators, are outlined in the rest of Section 5 below. Indicators should be designed to measure "outputs" (e.g. number of people trained), "outcomes" (e.g. number of livelihoods interventions implemented), and wherever possible, "impacts" (e.g. improved biodiversity conservation).

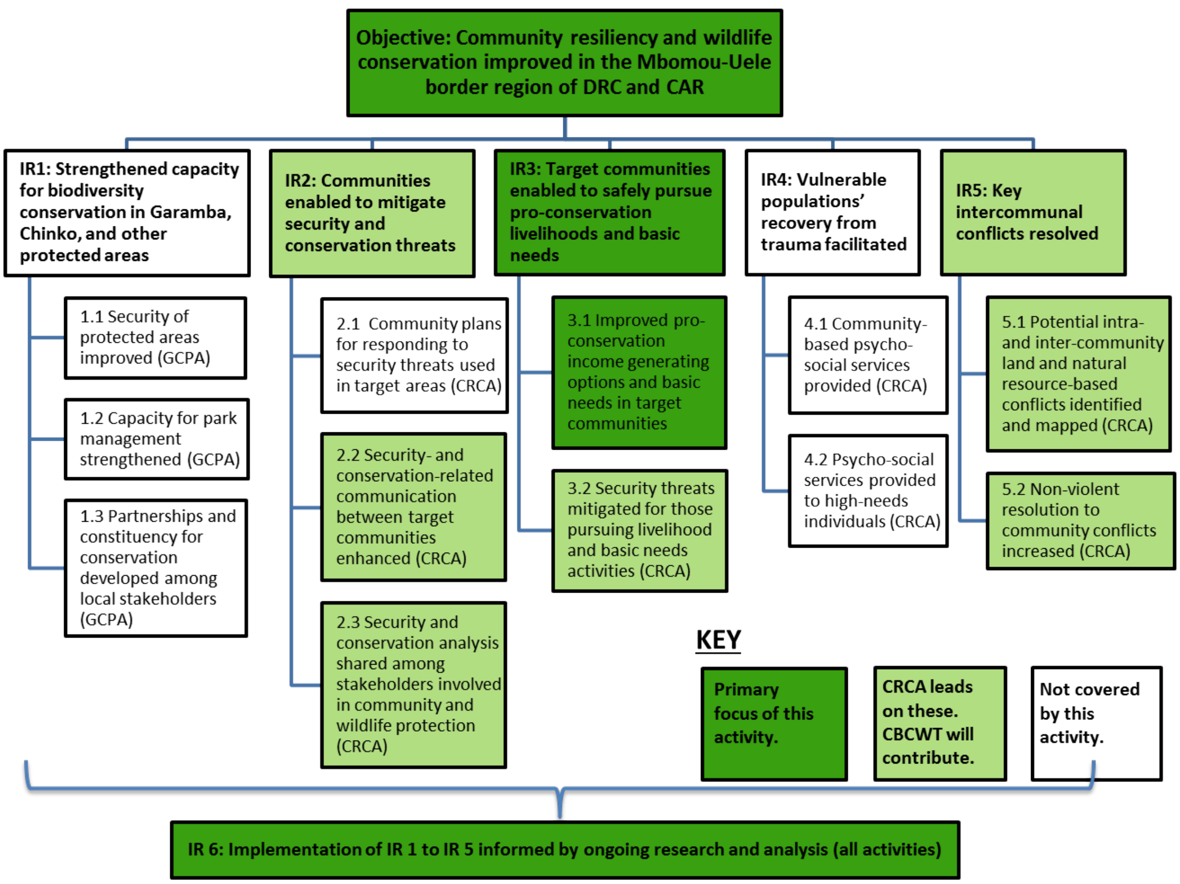

Figure 1: Joint Results Framework for the USAID activities in the Mbomou-Uele region, including CARPE and CRCA

andCBCWT. Items in dark green are the focus of the CBCWT activity.

IR 1: Strengthened capacity for biodiversity conservation in Garamba National Park, Chinko Reserve, and other protected areas

Activities related to IR1 are pursued exclusively under GCPA and are presented here for information purposes only. Under the GCPA activity, USAID has interventions related to counter-wildlife trafficking measures in Garamba National Park and Chinko Reserve (as described above) – USAID does not expect the CBCWT Recipient to pursue results under this RFA for IR1.

Counter-wildlife trafficking interventions related to IR 1 already implemented by GCPA include, for example, capacity building for park rangers, infrastructure and technological solutions to combat wildlife trafficking, and raising community awareness. The successful applicant for the CBCWT award described in this RFA should be aware of GCPA's work, coordinate where possible, and design complementary interventions to contribute to the mutually-dependent results framework objectives of community protection and wildlife conservation.

IR 2: Communities enabled and incentivized to mitigate security and conservation threats. Most communities within this landscape do not have access to security and social services in this region. Those services that are available are often hampered by conflict, limited communications, lack of resources, and poor infrastructure. As a result, USAID's intended approach is to ensure that communities feel empowered to address issues regarding improved livelihoods and resilience in such a way that contributes to security and wildlife conservation. The role of CBCWT under this IR will be to ensure that protected areas and wildlife conservation issues are linked into communication networks established over the region. Protected area authorities will have greater ability to take specific and timely action to prevent or respond quickly to emerging threats to wildlife as a result of activities under IR2.

Sub-IR 2.1: Community plans for responding to security threats used in target areas. NOTE: This Sub-IR will be accomplished exclusively under the CRCA activity and is not part of this RFA. Sub IR 2.1 is presented here for information purposes only. Activities that will be carried out by the CRCA are still being developed, but will likely include developing and operationalizing security plans with selected communities, and setting up community protection committees to implement security plans, map out vulnerabilities, and liaise with external stakeholders.

Sub-IR 2.2: Security- and conservation-related communication between target communities enhanced. Through enhanced communication, communities will be in a better position to receive early warning of threats to their own safety, warn other communities of possible threats, and contribute information to local security missions. Previous USAID and other activities in this area have built these networks based on HF radio links, and the CRCA activity will play a lead role to strengthen and expand the use of these into areas where instability threatens wildlife and where wildlife products are trafficked. Protected areas will have better warning of threats to the wildlife they protect if they are incorporated into these networks. The CBCWT activity should work in close collaboration with CRCA and look for complementary opportunities to use or expand the existing network to provide warnings of armed groups in the area likely to engage in poaching and wildlife trafficking or to link local law enforcement to existing networks to prevent wildlife trafficking. CBCWT should also ensure participants in the network are aware of law enforcement chain of command, how their information is used and how their claim may be followed. FM radio stations are also used by CRCA to disseminate information on security, and could additionally play a role in raising community awareness on topics such as bushmeat, poaching, protected area regulations and boundaries, and trafficking seizures.

Sub-IR 2.3: *Security and conservation trends analysis shared among stakeholders involved in community and wildlife protection.* The CRCA activity will play a lead role in addressing sub-IR 2.3. CBCWT activities and outputs under this sub-IR should be supportive of the GCPA and CRCA activities. CRCA will establish and/or strengthen multi-stakeholder forums where security information and approaches to address these can be tackled collectively. CRCA will also work to collect, analyze and utilize data on security threats, humanitarian issues and effective responses. At this time, concrete data does not exist regarding the trends in wildlife trafficking and illegal hunting and poaching. CBCWT should work with CRCA, GCPA and local communities to clearly understand the patterns of wildlife trafficking in the region including the drivers and main actors. The bushmeat trade is particularly undervalued in its contribution to biodiversity loss and the main actors in this trade tend to operate with little or no interference. Where appropriate, information on the threats should be generated, shared through the communications network and addressed together with broader stakeholders and feeding into security and humanitarian decision-making at the local, regional, and international levels. Results related to Sub-IR 2.3 will enhance the timeliness and accuracy of security, law enforcement and conservation actors' information as well as improve the effectiveness of their responses when threats are identified.

IR 3: Target communities enabled and incentivized to pursue pro-conservation livelihoods and meet basic needs in a secure manor. The most important contributions of the CBCWT activity to the achievement of the overall results framework are the activities to be conducted under IR 3. The CBCWT implementer will provide leadership across the results framework to define and deliver results under IR 3, with some contributions from CRCA and GCPA. Local communities living in the Mbomou-Uele border region suffer high levels of poverty and insecurity. Many people live in remote villages or homesteads outside of the formal economy, unconnected to communications networks and markets and beyond the presence of national governments. In northeastern DRC, people must often travel long distances through isolated terrain to reach basic services such as health care and education. In CAR, basic services often do not exist at all, and the few roads that exist are impassable for part of the year. These conditions make civilians highly vulnerable to attack.

If communities are to support the conservation of wildlife in this area, measures to improve their security will need to be strengthened (largely by GCPA and CRCA), while at the same time incentives for them to support conservation, beyond their own improved security, will need to be developed. The identification and development of such pro-conservation livelihood and basic needs that provide such incentives will be a central element of CBCWT under IR 3. Results under IR3 will address livelihoods and/or basic needs in ways that provide incentives to support wildlife conservation, while being resilient to security threats and improving the lives of local communities. Results may also contribute to a decline in local trade in bushmeat and increased participation in conservation education-related activities by local students and community leaders.

Sub-IR 3.1: Improved pro-conservation income generating options and basic needs in target communities. The primary purpose of interventions under Sub-IR 3.1 will be to create incentives for community support for and participation in conservation activities. CBCWT will lead the achievement of results under sub-IR3.1 with contributions from CRCA and GCPA. Results may come from working with existing economic activities that, for example, improve agricultural intensification, processing, or access to local and/or regional markets, and/or strengthen established approaches communities pursue to meet their basic needs. Alternative livelihood activities should explicitly seek also to include herder communities, especially those that cross borders. Applications should show specifically how herder communities will be involved and how the program will target their contribution to wildlife poaching, as well as needs for alternative livelihoods and security. Results may come from establishing new models or expanding successful approaches for meeting basic needs that are not destructive to conservation assets in the area such as conservation education and community-based services. Such interventions will need to ensure that they are effectively linked to addressing threats to biodiversity in the area, perhaps by linking participation in IR 3 with participation under IR2 and/or IR5.

Sub-IR 3.2: Security threats associated with pursuing livelihood and basic needs activities mitigated. The CRCA activity will play a lead role in addressing sub-IR 3.2. CBCWT activities and outputs under this sub-IR should be supportive of CRCA activities. Communities in this area have to endure the threat of violence during regular daily activities. Normal activities such as fetching water, collecting/harvesting forest products, travelling to and from health clinics, markets and schools all provide opportunities for armed groups. CRCA envisages implementing micro-projects that don't require communities to travel far from home to mitigate threats to community security as they carry out such activities. Where appropriate, CBCWT will work with CRCA to ensure that such mechanisms are integrated with conservation objectives in the area. For example, if CRCA were to support development of schools in a particular community to avoid the need for school children to be exposed to security risk traveling to distant schools, CBCWT could introduce conservation education activities at those schools.

IR 4: Vulnerable populations' recovery from trauma facilitated. Activities related to IR4 are pursued under CRCA and are presented in this RFA for information purposes only. Under its CRCA activity, USAID proposed interventions related to IR 4 to include, for example, awareness training on sexual- and gender-based violence (SGBV), including domestic violence, coordination where relevant with formal disarmament, demobilization, repatriation, resettlement, and reintegration (DDRRR) processes and reintegration and trauma healing support to populations affected by armed groups. The successful Applicant for the CBCWT award described in this RFA should be aware of CRCA's work, coordinate where possible, and design interventions to contribute to the mutually dependent objectives of community protection and wildlife conservation.

IR 5: Key intercommunal conflicts transformed. Tensions between communities are high in the Mbomou-Uele border region, fueled in part by years of instability, discrimination and the presence of armed groups. Conflicts have emerged for example, as displaced families return to their homes to find their land occupied and as competition for natural resources grows. Similarly, tensions are high between agricultural and pastoralist communities in some areas. Local leaders—such as traditional chiefs, elders, government authorities, business people, civil society actors, and religious figures—could play a crucial role in resolving conflicts peacefully if equipped with the necessary tools to do so. Community members themselves must also be willing to participate in dispute resolution processes.

USAID, through the CRCA activity, proposes to work with other USG agencies and international stakeholders to ensure that community leaders—both women and men—have the social cohesion skills to identify and resolve conflicts between communities. CBCWT will work closely with the CRCA led initiative to ensure that conflicts relating to wildlife trafficking, and land and natural resource management are addressed through these initiatives. Illustrative outcomes of this IR attributable to this program may include those related to establishment and effectiveness of grazing calendars, community dialogue structures and land use claim mediation efforts.

Sub-IR 5.1: Potential intra- and inter-community land and natural resource-based conflicts identified and mapped. The CBCWT activity should strive to understand the drivers of conflict (or potential conflict) that results from or contributes to wildlife trafficking or in other ways relates to biodiversity conservation in the Mbomou-Uele border region. Work under this sub-IR should be conducted in coordination with USAID's GCPA, CRCA and other activities in the region. CRCA is expected to play a lead role in this activity, with activities such as mapping and analyzing potentially destabilizing conflict and linking this to the early warning systems. CBCWT should ensure that wildlife trafficking, and other issues that have an impact on biodiversity conservation, are included in the conflicts analyzed and mapped.

Sub-IR 5.2: Non-violent resolution to community conflicts increased. The CRCA activity will establish, strengthen and expand the use of community conflict resolution strategies into areas where instability threatens wildlife and where wildlife products are trafficked and CBCWT provides input to focus this work in areas of high-threat to biodiversity and wildlife trafficking. CRCA has identified outcomes related to social cohesion and conflict resolution and CBCWT can help focus these on areas relevant to biodiversity conservation. Establishment of peace committees, training in conflict resolution, theater and role play, and radio broadcasts might all play a role, but applicants encouraged to propose new approaches based on analysis of the actual conflicts in the region. The CBCWT activity should identify and advise CRCA to work through these forums where they overlap with areas of high threat to wildlife to help CRCA build community skills in non-violent conflict resolution.

IR 6: Implementation of IR 1 to IR 5 informed by ongoing research and analysis. Given the difficult security and logistical operating environment, coupled with the complexity of the issues being addressed, USAID anticipates that the award recipient will need to adapt its interventions over time. IR 6 accounts for the importance of creating a feedback loop for learning, adaptation, and coordination throughout the life of the activity. Lessons learned and analysis should continually feed into USAID's and other stakeholders' counter-wildlife trafficking and community protection efforts.

<u>Collaborative, adaptive review with CRCA</u>. USAID's CRCA award anticipates an initial period of mapping and field research, coupled with piloting field activities with a collaborative, adaptive review after one year of implementation. While this process should be led by the CRCA and CBCWT award recipients, any resulting proposed changes to programming must be within scope and consistent across both activities and will require USAID's approval during annual work planning, updates to monitoring and evaluation plans and any ad-hoc changes justified by lessons-learned.

<u>Coordination</u>. USAID expects that the award recipient's approach will have a strong coordination component. A number of organizations are working in the region to combat wildlife trafficking and community security. In such a complex, rapidly changing, and remote environment, coordination is critical. No single actor has full access to all information on local conditions.

Coordination could also enhance the CBCWT's development effectiveness. In particular, coordination can help to reduce costs by eliminating redundancies, maximize the use of scarce resources such as air travel to remote regions, ensure that multiple actors within the same location have complementary approaches, and provide opportunities to leverage various pools of funding. USAID expects the implementer of this activity to coordinate closely and proactively with other stakeholders in the Mbomou-Uele region.

<u>Continual generation of lessons learned and analysis</u>. Lessons learned and analysis should continually feed into USAID's and other stakeholders' counter-wildlife trafficking and community security initiatives. This should include lessons learned with the Mbomou-Uele region, as well as lessons learned elsewhere from other USAID CARPE and community security activities, and from other relevant initiatives.

A.5. 4 Critical Assumptions

This activity will be implemented in a complex, remote region where decisions must be made in the absence of perfect information. It has been designed under the following assumptions:

- **African Union mission may not continue at its current levels**. In 2016 and early 2017, countries contributing security forces to the African Union's Counter LRA (C-LRA) Regional Task Force debated their continued engagement in the mission. In April 2017, the U.S. military ended its involvement in the

C-LRA mission. Thus, future levels of military engagement remain unknown at this time. Further reductions in C-LRA military forces or heightened instability in the DRC, CAR, or South Sudan could potentially result in a rise in armed group activities. Applicants to this solicitation should plan accordingly for multiple scenarios and should not base their applications on the assumption that the African Union mission will continue at its current levels.

- **Insecurity will continue to be a problem in the region**, even if security forces succeed in removing Joseph Kony, the leader of the LRA. Additionally, given the evolving composition and practices of the LRA, it will become increasingly difficult to distinguish between attacks by the LRA versus other armed groups. Some communities, for example, have been incentivized to attribute attacks by unidentified armed groups to the LRA because of greater international interest in this group. Thus, applicants should design their applications to account for community protection against and recovery from various armed group threats, rather than focusing solely on the LRA.

- **Lack of governance, remoteness, access to natural resources, poaching and wildlife trafficking will continue to be primary motivators for armed groups operating in the region.** Applications should incorporate the link between natural resources, conflict and improved livelihoods in remote, low-governance environments into their design.

- **Partnership and funding levels for Garamba, Chinko and Bili will be sustained.** African Parks has a 10-year agreement with the Government of DRC to manage the Garamba Park and a 50-year agreement with the Government of CAR to manage Chinko Park. It is assumed that these agreements will be maintained and respected, and that a range of donors will continue to fund both. EU funding is planned for seven years.

A.5. 5 Cross-Cutting Principles

Given the complex environment in which this activity will operate, USAID considers a number of cross-cutting principles to be integral components of this activity. The following elements should be incorporated into the application.

1. Security Sensitivity

This activity will be implemented in a volatile region where security constraints will affect operations. The successful Applicant should design a flexible and adaptable approach that accounts for different security scenarios. The Applicant should also be prepared to modify plans, including the possibility of relocating interventions, as long as they fall within the objective and intermediate results of the activity, if the security situation necessitates. This extends to proposing new interventions, as long as they fall within the objective and intermediate results of the activity, and are submitted as a revised work plan for the Agreement Officer's Approval. The Recipient will be required to submit an annual Security Plan to be approved by the Agreement Officer's Representative.

2. Sustainability

USAID strives to design its activities to align with the priorities of local actors, leverage local resources, and increase local implementation over time to sustain positive changes. Geographical remoteness, insecurity, poverty, corruption, and lack of government presence pose challenges to the sustainability of this activity. Sustainability in this case must be considered within the overall context of the long-term vision for conservation and community security being addressed by the three activities contributing to the joint results framework. For GCPA, the aim is to develop strong management systems for the protected areas with associated wildlife law enforcement and the engagement of local communities, financed by a diverse range of sources both local and international. CRCA, on the other hand, aims to increase the self-reliance and resilience of communities in the face of insecurity in the area, in sustainable ways. The future of all of these programs will depend on the evolving security situation in the area, and USAID acknowledges the challenges this presents to fully achieving sustainability.

The Recipient should endeavor to ensure that there is a reasonable path to sustainability for all the activities undertaken and the results generated by the CBCWT Activity. At the end of the five years of implementation, USAID envisages that this activity will have identified and developed a range of incentive mechanisms that support wildlife conservation. In certain cases, these mechanisms will be sustainable with minimal external inputs, while in others they may be dependent on the long-term presence of the protected areas and the international support that they attract.

3. Conflict Sensitivity

All elements of the activity should demonstrate conflict sensitivity. Conflict sensitivity will be essential for ensuring that programming in LRA-affected areas achieves its intended outcomes. Recognizing that programming can have both positive and negative impacts, this activity will abide in all cases by the “do no harm” principle.

4. Coordination and Collaboration

As discussed above, coordination with other USAID implementers, USG agencies, host nation governments, international organizations, multiple donors, NGOs, and other stakeholders will be crucial for the success of this activity.

5. Gender

Gender factors should be an integral part of this activity’s design. This includes, but is not limited to: accounting for gender differentiation of livelihoods needs, addressing gender-differentiated vulnerabilities to attack, responding to and preventing sexual- and gender-based violence, empowering women in decision-making related to activity implementation, and disaggregating indicators and data in activity reporting according to gender.

6. Environment

All USAID activities must minimize the potential for negative environmental impacts and maximize potential contributions to environmental conservation. This activity will need to comply with U.S. Government and USAID environmental impact monitoring and mitigation regulations. Under the supervision of USAID’s Mission to the DRC, the activity is subject to an Initial Environmental Examination that will enable USAID to determine what environmental assessment and mitigation measures are required by the activity. As currently envisioned, this activity will likely have only small or negligible negative effects on the environment.

Nevertheless, it is important when designing the activity to consider how potential impacts on the local environment could negatively affect communities or wildlife. The activity should avoid exacerbating any existing environmental conditions, such as biodiversity loss, deforestation, or pollution of water or land. Certain components of this activity, such as small-scale construction or micro-projects, have the potential for negative environmental impacts that will need to be mitigated in accordance with USAID regulations.

A.5. 6 Activity Monitoring Evaluation and learning Plan

The proposed goal-level indicators of this award are:

- Number of people with improved economic benefits derived from sustainable natural resource management and/or biodiversity conservation as a result of USG assistance;
- Number of people with that apply improved conservation law enforcement practices, as a result of USG assistance;
- Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment).

The applicant will propose a learning agenda that facilitates a process for strategic collaboration among partners that systematically generates and captures learning, facilitates the exchange of knowledge, and promotes a learning culture. The learning agenda will outline key questions that this activity will aim to answer, as well as a plan for knowledge-sharing with relevant and priority partners, and stakeholders. The CARPE team will conduct an evaluation of this activity during the fourth year of implementation to galvanize lessons learned in preparation for subsequent engagement in the issue in this area.

A.5. 7 Applicable Analyses

Due to the operational environment of this activity, the implementer should include how the proposed activity will apply conflict analysis or, at the minimum, a "Conflict Sensitivity/Do-No-Harm" analysis for each approach, and how lessons learned and analysis can be adapted to promote peacebuilding and reduce conflict. In addition, the application should include a gender analysis that describes the proposed methodology for gender analysis of the target communities and potential impacts of project activities by gender.

The CBCWT Activity must comply with U.S. Government and USAID environmental impact monitoring and mitigation regulations. It must minimize the potential for negative environmental impacts and maximize the potential contributions to environmental conservation.

USAID/DRC will provide the successful Applicant with a copy of the Initial Environmental Examination (IEE) and a briefing on environmental compliance responsibilities. During this briefing, the IEE conditions applicable to the successful Applicant’s activities will be identified. Per 22 CFR 216.2(c)(2), Categorical Exclusion is recommended for (i) Education, training, technical assistance or training programs except to the extent such activities such programs include activities directly affecting the environment; (ii) controlled experimentation exclusively for the purpose of research and field evaluation which are confined to small areas and closely monitored; (iii) Analyses, studies, academic or research workshops and meetings; (v) Document and information transfer; (viii) Programs involving nutrition, health care or population or family planning services except to the extent such activities direly affect the environment. Per 22 CFR 216.3(a) (iii), a Negative Determination with Condition is recommended for: Service learning such as volunteering for health or community improvement projects; vocational and skills training, internship programs on subjects such as vehicle maintenance, carpentry, and business management and access to financial services, loans, insurance, materials for starting a business.

[END OF SECTION A]

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SECTION B: FEDERAL AWARD INFORMATION

B.1 Estimate of Funds Available and Number of Awards Contemplated

Subject to funding availability, USAID intends to provide $10 million in total USAID funding over a five-year period. The ceiling for this activity is $10 million for one award. Actual funding amounts are subject to the availability of funds.

USAID intends to award one (1) Cooperative Agreement pursuant to this Notice of Funding Opportunity (NFO). USAID reserves the right to fund any one or none of the applications submitted. USAID may make an award on the basis of initial applications received, without discussions. Therefore, each initial application should contain the Applicant's best terms from a technical and cost standpoint.

All funds anticipated over the life of the award are expected to be earmarked for biodiversity conservation, with a portion of these also directed for combating wildlife trafficking (CWT). In order to ensure USAID meets the intentions of legislation in support of biodiversity conservation, the Agency has a "Biodiversity Code" that defines four criteria required of programs which use funds appropriated for biodiversity. The four criteria are:

1. The program must have an explicit biodiversity objective; it is not enough to have biodiversity conservation result as a positive externality from another program;
2. Activities must be identified based on an analysis of drivers and threats to biodiversity and a corresponding theory of change;
3. Site-based programs must have the intent to positively impact biodiversity in biologically significant areas; and,
4. The program must monitor indicators associated with a stated theory of change for biodiversity conservation results.

Applications must show consistency with the above Biodiversity Code.

B.2 Start Date and Period of Performance for Federal Awards

The period of performance anticipated herein is five years. The start date will be upon the signature of the award, estimated on or about April 30, 2018.

B.3 Substantial Involvement

Consistent with ADS 303.3.11, USAID/DRC will be substantially involved in the implementation of the USAID Funded Community-Based Countering Wildlife Trafficking activity. The intended purpose of the Agreement Officer's Representative (AOR) involvement during the implementation of the activity is to assist the recipient(s) in achieving the supported objectives. It consists of:

a. Approval of Specified Key Personnel as concurred by the AOR and approved by the Agreement Officer (AO): USAID will approve Key Personnel and future changes.
b. Approval of the Recipient's Implementation Plans by the AOR: USAID will approve (a) annual work plans, and (b) any significant adaptations to the work plan or Activity Monitoring, Evaluation and Learning Plan (AMELP) plan, for example changes based on coordination efforts or the evolving security situation.
c. Agency and Recipient Collaboration or Joint Participation:

i. Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.
ii. Concurrence on the substantive provisions of sub-awards. 2 CFR 200.308 requires the Recipient to obtain the Agreement Officer's prior approval for the subaward, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement. USAID also reserves further approval rights for sub-awards or contracts, specifically concurrence on the substantive provisions of the sub awards.
iii. Approval of the Recipient's Activity Monitoring, Evaluation and Learning Plan (AMELP) by the AOR.
iv. Monitoring by the AOR to authorize specified kinds of direction or redirection because of interrelationships with other projects. USAID monitoring will be required throughout the period of performance to continually facilitate its funding with that of other donors and activities.

d. Agency Authority to Immediately Halt a Construction Activity: The Agreement Officer may immediately halt a construction activity if identified specifications are not met, if applicable.

B.4 Title to Property

Property Title under the resultant Agreement shall vest with the Recipient in accordance with the requirements of 2 CFR 200.

B.5 Authorized Geographic Code

The Authorized Geographic Code is **935** (any area or country including the recipient country, but excluding any country that is a prohibited source) is the authorized USAID Principal Geographic Code for procurement of commodities and services. USAID's rules for the source of goods other than "restricted goods," are described in ADS 312
http://www.usaid.gov/sites/default/files/documents/1876/312.pdf).

The nationality of suppliers of goods and services (other than delivery services) is described in ADS 314 http://www.usaid.gov/sites/default/files/documents/1876/314.pdf).

These rules do not apply to procurement by the Recipient with cost-sharing or program income funds. For an accurate identification of developing countries, advanced developing countries, and prohibited sources, please refer to Automated Directive System (ADS) 310 entitled "Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID".

B.6 Purpose of the Award

The principal purpose of the relationship with the award recipient and under the subject activity is to transfer funds to accomplish a public purpose of the USAID Funded Community-Based Countering Wildlife Trafficking Activity which is authorized by Federal statute.

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

B.7 Program Income

No program income is anticipated to be generated under the award(s) at this point. However, if program income generates during the implementation of the program, the Agreement Officer reserves his/her rights in determining exactly how that income will be treated and considered under the award, in line with 2 CFR 200.307. Otherwise, the following will be observed:

For U.S. Organizations, the following paragraph (e) (1) of the 2 CFR 200.307 must apply:
"Addition. With prior approval of the Federal awarding agency, program income may be added to the Federal award by the Federal agency and the non-Federal entity. The program income must be used for the purposes and under the conditions of the Federal award."

B.8 Special Provisions

B.8. 1 PROGRAM IMPLEMENTATION FLEXIBILITY

The current political uncertainties in the DRC and ROC indicate that there is a high probability of a crisis developing in the operating environment during the life of this activity. If a crisis develops, it is imperative to use adaptive management principles to respond immediately to the crisis as well as maintain development gains achieved through activity implementation up until the crisis. USAID may direct the implementing partner to undertake additional activities that are within the parameters of this Program Description in response to unforeseen crises. Adjustments will be agreed upon through changes to annual work plans, and may require corresponding reductions in other planned activities in order to remain within the available obligated amount and budget ceiling.

B.8.2 NON-FEDERAL AUDITS

The recipient and sub-recipients must use an independent, non-Federal auditor or audit organization which meets the general standards specified in Generally Accepted Government Auditing Standards (GAGAS) to fulfill these requirements.

2 CFR 200.500 sets forth standards for obtaining consistency and uniformity among Federal agencies for the audit of non-Federal entities expending Federal awards. Sections 501 through 507 delineate the audit requirements; 508 through 512 highlight the Auditee's responsibilities with pertinent related actions; 513 through 520 outline the Federal Agencies responsibilities with related actions; and 521 the regulations on the Management Decision.

B.8.3 COLLABORATION WITH USAID MISSION STAFF

Under this award, USAID/DRC requires the Recipient to coordinate and collaborate with the USAID Mission staff, Mission Technical offices and with all implementing partners on the ground to ensure USG-funded programming has the maximum impact possible. This collaboration can take the form of (but is not limited to) openly sharing of programmatic information through regular, timely and documented meetings, collaborating on activities that will create a multiplying effect without duplication, establishing referrals systems for beneficiaries across programs, etc. This collaboration is to be documented in the work plan as well as in the AMELP and the Recipient will be required to report on the collaboration on a quarterly basis.

B.8.4 TRAINET

The Recipient shall collect information on all participant training financed under this Cooperative Agreement, *if applicable*. This includes training data for any in-country training program or sub-program of more than 3 consecutive class days in duration, or more than 15 contact hours scheduled intermittently. This training data must be recorded using the web-based "TraiNet" reporting system. The training data must be consolidated according to training program or sub-program and must identify the following:

1. subject area of training;
2. total trainees per participant group, with gender breakdown;
3. total cost of training for each program; and
4. direct training costs (program costs, not overhead/fees).

The Recipient shall enter participant training information on a quarterly basis as part of the Quarterly Performance Report, specified in Section A.5 above. Simultaneously, the Recipient shall also submit one copy of the participant training information on a diskette or CD directly to the Mission Program Officer. Contact the Mission Program Officer for further information about site registration and use of TrainNet.

B.8.5 ENVIRONMENTAL MONITORING & EVALUATION

The following details the USAID requirements in ensuring environmental soundness and compliance in design and implementation of a program, and in accordance with the **22 CFR 216**'s determination:

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) Parts 201.5.10g and 204 (*http://www.usaid.gov/policy/ADS/200/)*, which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities.

2. Recipient environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this Agreement:

   - No activity funded under an agreement 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."

   - In addition, the Recipient(s) 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.

   - If USAID determined under the IEE that **Negative Determination with conditions** applies to one or more of the proposed activities, this indicates that if these are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The Recipient(s) shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this Agreement.

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

- If the Recipient(s) 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.

- 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.

3. Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP) or a project mitigation and monitoring (M&M) plan, the Recipient shall prepare an EMMP or M&M Plan describing how the Recipient will, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP or M&M Plan shall include monitoring the implementation of the conditions and their effectiveness. The EMMP should be submitted no longer than 30 days after the work plan submission.

    - Integrate an EMMP or M&M Plan into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

B.8.6 NO ASSISTANCE TO MILITARY OR PARAMILITARY

In accordance with United States law, funds provided by this Cooperative Agreement will not be used for support to any military or paramilitary force or activity, including but not limited to de-mining.

[END OF SECTION B]

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SECTION C: ELIGIBILITY INFORMATION

C.1 Eligible Applicants

Qualified U.S. and non-U.S. Non-Governmental Organizations (NGOs), U.S. Private Voluntary Organizations (PVOs), and U.S. and non-U.S. for profit firms (provided they forgo profit) may participate in this funding opportunity.

Additionally, pursuant to 2 CFR 200.400(g) and 2 CFR 700.13, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allowable and allocable expenses, both direct and indirect, which are related to the Agreement program and are in accordance with applicable cost standards (2 CFR 200, 2 CFR 700, Relevant OMB Circulars, and the Federal Acquisition Regulation (FAR) Part 31 for for-profit organizations), may be reimbursed under the Agreement.

Applicants must have established financial management, monitoring and evaluation, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful Applicant(s) will be subject to a responsibility determination assessment that may entail a pre-award survey, by the Agreement Officer (AO). In the instance of a pre-award survey the AO will establish a formal survey team 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 welcomes applications from organizations which have not previously received financial assistance from USAID. Applicants are encouraged to utilize local expertise and local institutions whenever possible in implementing the program.

Applicants are limited to submit only one application in response to this RFA.

C.2 Cost Sharing or Matching

USAID does not require cost sharing under this RFA. Nonetheless, USAID recognizes that cost sharing may be an important element of the USAID-Recipient relationship. Accordingly, USAID welcomes Applicants who will pledge their own resources towards the activities for which they seek USAID funding.

If a cost share application is accepted and made part of an award, contributions must be supported by adequate documentation, be allowable under the applicable cost principles and meet the criteria set forth in 2 CFR 200.306. In-kind contributions are allowable as cost sharing in accordance with 2 CFR 200.306. Cost sharing contributions may include volunteer services provided by professional and technical personnel; valuation of donated supplies, equipment, and other property; and, use of unrecovered indirect costs.

Funds that are paid by the Federal Government through another source may not be used by an organization in cost share calculations (see 2 CFR 200.306). Cost share contributions must be reported on a periodic basis on payment forms, and USAID has the right to reduce its share of funding if the cost share reported is less than the agreed upon percentage or amount contained in the award. Grantees should be prepared to distinguish in their reporting the outputs and outcomes that result from cost share contributions versus USAID monies. If a difference remains after an award has expired, the Recipient may be required to refund the difference.

USAID does not apply its source and nationality requirements or the restricted goods provision established in the Standard Provision "USAID Eligibility Rules for Goods and Services" to cost sharing contributions. The AO may authorize the Recipient to attribute cost sharing contributions from sub-recipients to the prime award.

C.3 Risk Assessment

In order for an award to be made, the USAID Agreement Officer must evaluate the risks posed by applicants as outlined in 2 CFR 200.205 and ADS 303.3.9. This means that the Applicant must possess, or must have the ability to obtain, the necessary management and technical competence to conduct the proposed program, and must agree to practice mutually agreed-upon methods of accountability for funds and other assets provided or funded by USAID.
In evaluating the risks posed by Applicants, USAID uses a risk-based approach and may consider:

- Financial stability;
- Quality of management systems and ability to meet the management standards prescribed in this part;
- History of performance. The Applicant's record in managing Federal awards, if it is a prior Recipient of Federal awards, including timeliness of compliance with applicable reporting requirements, conformance to the terms and conditions of previous Federal awards, and if applicable, the extent to which any previously awarded amounts will be expended prior to future awards;
- Reports and findings from audits performed under Subpart F—Audit Requirements of this part or the reports and findings of any other available audits;
- The Applicant's ability to effectively implement statutory, regulatory, or other requirements imposed on non-Federal entities; and
- That the Applicant is otherwise qualified to receive an award under applicable laws and regulations (e.g., Nondiscrimination, Lobbying, Debarment/Suspension, Terrorist Financing, etc.).

In the absence of a positive risk assessment, an award can ordinarily not be made. Awards to potential new Recipients may be significantly delayed if USAID must undertake necessary pre-award reviews of these organizations to make an adequate risk assessment. These organizations should take this into account and plan their implementation dates and activities accordingly.

[END OF SECTION C]

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

D.1 Agency Point of Contact

Patrick J. Kollars
Supervisory Agreement Officer
USAID/DRC Office of Acquisition and Assistance
Mobil Building, 198 Avenue Isiro
Gombe–Kinshasa, Democratic Republic of the Congo
Email: pkollars@usaid.gov
Phone: +243 81 555 4552
Fax +243 81 555 3528

Questions and Answers: All questions regarding this RFA should be submitted in writing to Valery N. Kambo, Acquisition and Assistance Specialist, vkambo@usaid.gov, copying KinshasaProposals@usaid.gov and Patrick J. Kollars at pkollars@usaid.gov. Questions should be submitted no later than **the date and time indicated in the cover page of this RFA,** to provide sufficient time to address the questions and incorporate the questions and answers as an amendment to this RFA.

Any information given to a prospective Applicant concerning this RFA will be furnished promptly to all other prospective Applicants as an amendment to this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

D.2 Content and Form of Application Submission

The Applicant is expected to review, understand, and comply with all aspects of the RFA. Application Format:

- All materials and supporting documentation must be in English.
- Times New Roman, 12-point font size.
- 8.5 inch by 11 inch (210 mm by 297 mm) paper.
- Single-spaced with margins no less than one inch on each border.
- Pages should be numbered consecutively.
- Technical and cost application should be separate from each other (i.e. separate documents/files).
- Text must be submitted in compatible Microsoft Word (or PDF with Optical Character Recognition) format and budgets as text accessible, Excel spreadsheets with formulas, if any, unlocked.

Documents containing handwritten signatures may be scanned and submitted as PDF or other compatible format.

D.3 Preparation of Applications:

Each Applicant shall furnish all the information required by this RFA. Applications shall be submitted in two separate parts: (a) Technical Application, and (b) Cost/Business Application.

Any erasures or other changes to the application must be initiated by the person signing the application. Applications signed by an agent on behalf of the Applicant shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the 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 sheets **{insert sheet numbers}** *and, mark each sheet of data it wished 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."

Applicants should retain for their records one (1) copy of the application and all enclosures that accompany it.

D.4 Application Submission Procedures

It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time. USAID/DRC will only consider applications that are submitted on time, complete, and consistent with the submission requirements described in Section D of this NOFO.

Only electronically (by email) submitted applications will be accepted. No hard copy or fax applications will be accepted. Applications must be emailed only to: Valery N. Kambo, Acquisition and Assistance Specialist, vkambo@usaid.gov, copying KinshasaProposals@usaid.gov and Patrick J. Kollars at pkollars@usaid.gov. Applicants may upload applications to:
http://www.grants.gov; however, USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions. Therefore, USAID requires that all applications be submitted electronically (e-mailed) to vkambo@usaid.gov copying KinshasaProposals@usaid.gov and Patrick J. Kollars at pkollars@usaid.gov.

Applications must be submitted by the time and date indicated on the cover sheet. USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions. Please use the Agency Point of Contact if you experience difficulty with submission.

For an application sent by multiple emails, please indicate in the subject line of the email whether the email relates to the technical or cost application, and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line which says: "[organization name], Cost Business Application, Part 1 of 2".

Our preference is that the technical application and the cost/business application be submitted as single email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending them. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or if instructions are unclear. All applications received by the submission deadline will be reviewed for responsiveness to the NOFO and the application format. No addition or modifications will be accepted after the submission date.

After you have sent your applications electronically, immediately check your own email to confirm that the attachments you intended to send were indeed sent. If you discover an error in your transmission, please send the material again and note in the subject line and file name that it is a “corrected” submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a “corrected” email.

D.5 Technical Application Format

The technical application will be the most important factor for consideration in selection for award of the proposed cooperative agreement. The technical application should be specific, complete, and concise. The application should demonstrate the Applicant’s capabilities and expertise with respect to achieving the goals of this activity. The application should take into account the requirements of the activity and merit criteria found in this RFA.

The page length of the technical application must not exceed **25 pages**. Pages exceeding these limits will not be evaluated. Cover page, table of contents, acronym list, executive summaries (in English and French), dividers, and annexes are not subject to the page limitation. USAID encourages the Applicant to be as concise as possible and to provide only relevant information in the application.

All copies of the application must bear original signatures on the face page. This includes any pieces that may be submitted separately by third parties (e.g., references or letters confirming commitments from third parties that will be contributing a portion of any required cost sharing and/or the program implementation).

The technical application shall include the following sections:

1. Cover Page (*not included in the page limit*)

- RFA number
- Activity title
- Name of organization(s) submitting the application
- Name and title of contact person within the organization(s)
- Email address
- Telephone and fax numbers
- Postal and physical addresses
- Signatures of person(s) submitting the application
- 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.

2. Table of Contents (*not included in the page limit*)

3. Acronym List (*not included in the page limit*)

4. Executive Summaries in English and French (*not included in the page limit*)

- Briefly describe the program, including goal(s), purpose(s), target beneficiaries, anticipated results and outcomes;
- Briefly describe the relationship and/or coordination of the proposed parties involved with

implementation of the program.

5. Technical Approach

This section should include information sufficient to evaluate the application under the Technical Approach criteria set forth in Section E below. It should be specific, complete and presented concisely.

The extent to which the proposed technical approach convincingly demonstrates the Applicant's understanding of the local context, technical requirements and development issues that the Activity aims to address; challenges, risks and opportunities related to achieving the objectives outlined in this activity description; and coordination with USAID's wildlife conservation and community resilience activities and with other key stakeholders in the region. (Program Description and illustrative first year work plan). This includes preparation of contingency plans to account for various security scenarios and a detailed description of how lessons learned and analysis will feed into USAID's and other stakeholders' counter-wildlife trafficking efforts. Since the activity is funded with Biodiversity earmarked funds, applications must address the four mandatory Biodiversity Code criteria noted in Section A.4. Applications must include a draft theory of change in their Program Description and an explanation of what's required to validate or refine this theory of change over the first year as part of the illustrative Collaboration, Learning and Adapting Plan.

6. Management Approach

This section should include information sufficient to properly evaluate the application under the Management Approach criterion set forth in Section V below. The Applicant should describe its plan to implement and manage the proposed activities, by including the following:

- The overall approach to managing the activity that is flexible, adaptable, and responsive in facing changing environmental conditions and opportunities over the period of performance. Flexibility and adaptability relate to the ability to make decisions and activity adjustments in the short, medium, and long-term, as well as course corrections when opportunities, issues, insecurity, or conflict arise. Outlining a security plan and anticipating a rapid response mechanism will help the successful Applicant respond quickly to changing situations. Responsiveness ensures that the activity continually assesses whether the timing, selected approach, participants, location, and any components therein are still appropriate, effective, and achieving the expected goal and results over the period of performance.

  To demonstrate an adaptive management approach for this activity, the Applicant should show the likelihood of the management structure to achieve project results, including the respective roles of the lead organization and its sub-recipients and partners, processes for reporting and accountability, and lines of communication. This section should include information about its demonstrated ability to quickly start-up activities in complex environments, and details about maintaining a strong and sustained field presence, including offices and project managers based in eastern DRC to ensure access to communities where activities are being implemented.

- The teaming description should include the roles and responsibilities of each sub-recipient and/or partner including the lines of authority and communication to show efficiency and the best use of the technical expertise and strengths of each partner. It should also include how the different partners will work together and build on results of each other's activities. As noted in the sections above, this activity is intended to support local youth-serving and/or youth-led organizations and stakeholders, so the Applicant is encouraged to craft its teaming arrangements to best serve its activity design, which can include a range of kinds of partners including local and community-based organizations. Note that

USAID/DRC does not encourage exclusive teaming agreements with local or public international organizations.

- Monitoring should be performed through a comprehensive Activity Monitoring, Evaluation and Learning Plan (AMELP) that describe monitoring approach, including a results framework that reflects the objectives described in the Program Description, an indicator table with output, outcome, and impact indicators that will be used to assess progress toward the Activity goal and intermediate results, and a methodology for data collection and quality assurance.

a. <u>Staffing Plan and Personnel</u>

This section should include information sufficient to properly evaluate the application under the Staffing Plan and Personnel criterion set forth in Section V below. The plan should demonstrate an appropriate balance of skills, expertise, and efficiency and explain how the staffing plan will result in successful implementation of the proposed technical approach and accomplish the outcomes, results, and goal of the activity. It should also address the capacity and skill mix of personnel, including key personnel, to reflect gender inclusivity and inclusion principles. Applicants will provide an Organizational Chart and Staffing Plan as Annex 3.

Applicants may propose up to three Key Personnel, which will include a Chief of Party (COP) and a Deputy Chief of Party (DCOP). The Applicant may choose to define up to one additional Key Personnel position. Applicants should include a brief description of the technical background and qualifications of each proposed Key Personnel in this section.

The COP must have:

- At least ten years of experience in the design and implementation of international development projects;
- At least five years of senior-level project management experience in conflict-affected environments, experience in eastern DRC preferred;
- Adequate experience to oversee the administrative, contracting, financial and logistical aspects of the goals and objectives as described in the application.
- Post-graduate degree in relevant fields such as international development, education, economics, or business;
- Excellent interpersonal and leadership skills, including the ability to build and manage cooperative high-level relationships and motivate subordinates;
- Experience working with vulnerable groups, i.e. inclusive program experience;
- Experience with achieving gender equity in programming;
- Proficient oral and written skills in English and French

The DCOP must have:

- At least seven years of experience in the design, implementation, and/or evaluation of international development projects;
- Demonstrated skills in negotiating effectively in sensitive situations and insecurity-prone environments;
- Demonstrated technical expertise in conducting a community-based approach to biodiversity

conservation, in wildlife crime, and in countering wildlife trafficking;

- Knowledge of improvement of rural communities' livelihoods, micro-enterprise, and market development is an advantage;
- Knowledge of environmental issues and policies in Africa is desired;
- Demonstrated experience with international donor organization's monitoring and evaluation systems is desired;
- A graduate degree (or foreign equivalent) in relevant fields such as international development, Rural development, anthropology and socio economics, or related field, or a bachelor's degree and five years' experience in addition to the required minimum;
- Proficient oral and written skills in English and French.

The Key Personnel may consist of both expatriate and local staff, and should consider principles of inclusion and Positive Youth Development. CVs and references should be included for each proposed Key Personnel in Annex 4. CVs will not be accepted for non-Key Personnel; however, Applicants may elect to provide abbreviated tables of other proposed short and long-term candidates, including their qualifications to achieve project objectives, within the 25-page limit. Note that USAID/DRC does not encourage restrictive teaming agreements with local personnel who are not Key Personnel for this application.

b. <u>Inclusion and Gender</u>

This section should propose how the technical approach identifies and targets existing and potential conflict dynamics through participation of traditionally underrepresented groups who may otherwise be excluded in development programs. These may include youth, women, faith communities, farmers, pastoralists, or others as explained in the application. The application must also identify the root causes of gender disparity related to natural resource use and addresses these, including through women's participation and leadership and strategic selection of value chains where women already have established authority or where their authority is commonly usurped. The proposed technical approach should demonstrate a gendered approach to community resilience to insecurity, alleviating key threats to biodiversity, the bushmeat and wildlife trade and trafficking, as well as taking into consideration cultural, livelihood and food security.

c. <u>Past Performance</u>

This section should demonstrate previous or ongoing experience in achieving results on similar programs in the last 5 years, as reflected in both the Applicant's institutional record and the experience of key personnel. This includes a proven track record of achieving results through community-based programs in an unpredictable security environment, problem-solving on logistical and physical access challenges in remote and insecure areas, and coordinating effectively with a wide and diverse range of stakeholders.

Please provide three references that USAID can use to verify past performance.

An Applicant's performance will not be evaluated favorably or unfavorably when:

(1) The offeror lacks relevant performance history,
(2) Information on performance is not available, or
(3) The offeror is a member of a class of Applicants where there is provision not to rate the class against a sub factor.

When this occurs, an Applicant lacking relevant performance history is assigned a "neutral" rating and will not be evaluated favorably or unfavorably on performance. Prior to assigning a "neutral" past performance rating, the contracting officer may take into account a broad range of information related to an applicant's performance.

d. <u>Annexes</u> (*not included in the page limit*)

Annexes must include and are limited to ONLY the following:

Annex 1 - Illustrative Year 1 Implementation Plan

An illustrative Year 1 Implementation Plan should be included as Annex 1. The plan should be consistent with the Applicant's technical approach, and clearly indicate the outcome of each intervention, including clearly articulated start up tasks, major interventions, resource requirements, and expected results for the first year. The illustrative Year 1 Implementation Plan should include, at a minimum:

- A systematic presentation (i.e., Gantt chart) of activities to be accomplished under the different components and sub-components, on a monthly basis;
- The proposed location of the activity;
- Beneficiary selection;
- The anticipated outputs and outcomes from each activity conducted;
- The anticipated level of effort required from program staff and financial resources required to complete the tasks in the form of a budgetary forecast;
- The identification of any assumptions used in preparing the implementation plan, as well as suggested alternatives if necessary;
- The anticipated risks with regard to achieving the anticipated objectives of the program and how they will be mitigated; and
- Any specific award terms or conditions that interfere with maximizing the developmental impact of the award.

The illustrative Year 1 Implementation Plan should include a notional (quarterly) outline for subsequent years that reflects phasing in and timing of major tasks and activities. The Applicant should include how they will build on the success of previous activities as well as coordinate or leverage other partners' interventions, in particular the USAID-funded activities noted as priorities in Section 4.2.1 of the Program Description.

Annex 2 - Illustrative Activity Monitoring, Evaluation, and Learning Plan (AMELP)

An illustrative Activity Monitoring, Evaluation, and Learning Plan should be included as Annex 2. The AMELP should describe the planned monitoring approach, including a results framework that reflects the objectives described in the Program Description, an indicator table with output, outcome, and impact indicators that will be used to assess progress toward the Activity goal and intermediate results, and a methodology for data collection and quality assurance. The Applicant may propose illustrative indicators, keeping in mind the resources needed to collect data for them. Ideally, the package of indicators should be designed to measure outputs and outcomes, and should together answer to Mission reporting needs and give a holistic view of the accomplishments of the activity. The Applicant should also include a learning agenda that ensures that learning, innovations, and performance information are continuously sought and used.

Annex 3 - Organizational Chart and Staffing Plan

An organizational chart and staffing plan should be included as Annex 3. The Applicant shall present, through the organizational chart, the proposed program management structure. The staffing plan should be consistent with the Applicant's technical approach, and sufficient for management of the technical components proposed in the Application.

Annex 4: Key Personnel CVs, Letters of Commitment, and References

For each Key Personnel proposed, Applicants should include: (1) a CVs or resume (not to exceed three pages in length, and including professional experience in chronological order starting with most recent experience); (2) a signed Letter of Commitment indicating (a) his/her availability to serve in the stated position, in terms of days after award, (b) intention to serve for a stated term of the service, (c) agreement to the compensation levels which correspond to the levels set forth in the cost application; and (3) a minimum of three references of professional contacts within the last five years, with complete current contact information, including email addresses and telephone numbers.

Annex 5 - Relevant Past Performance Information

The Applicant shall provide detailed past performance information, which should include up to three relevant Awards (Contracts, Grants and Cooperative Agreements) performed within the last five years that are similar in size, scope and expected results to what is contained in the Program Description. The same information shall be provided for every partner organization that would represent 25% or more of the total proposed project cost. At a minimum, the list should include, for each referenced Award:

Past Performance Information (PPI) (To be completed by the Applicant)
1. Name and Address of Awarding Organization or Agency:
2. Award Number:
3. Type of Award:
4. Complexity of Work: ___________Difficult ___________Routine
5. Description, location, and relevancy of work:
6. Dollar Value of Work :
7. Date of Award: Award Completion Date (including extensions): _____
8. Status: ___________Active ___________Completed
9. Type and Extent of Subawards:
10. Name, Address, Telephone Number, and E-mail Address of the Awarding Contracting/Agreement Officer and/or the Contracting/Agreement Officer's Representative:
11. Names of at least two (2) updated professional contacts who most directly observed the work at the

organization for which the service was performed with complete current contact information:
12. If the Applicant encountered problems on any of the referenced awards, they may provide a short explanation and the corrective action taken. Applicant shall not provide general information on their performance.

Annex 6 - Conflict Sensitivity/Do No Harm Analysis. The Applicant should describe the methodology for ensuring a Conflict Sensitive, Do No Harm approach is used, and that opportunities to promote peacebuilding are identified.

Annex 7 - Gender Analysis. The Applicant should describe the methods used to assess the current gender ***relationships and status in target communities and identify the potential impacts of project implementation by gender.***

Annex 8 - Geographic Maps
To illustrate the proposed geographic scope or other key elements of the proposed Technical Approach, the Applicant may choose to include geographic maps as Annex 8.

Annex 9 - Collaboration, Learning and Adapting (CLA) Plan. The Applicant should describe their approach to implement the key elements of their CLA Plan, to include Strategic Collaboration, Learning, and Reflection to Inform Adaptation.

D.6 Cost/Business Application Format

USAID/DRC will perform an extensive cost and business analysis for the apparently successful Applicant(s). Therefore, the budget information required from the apparently successful Applicant should be in enough detail for USAID to determine whether the proposed costs for the Applicant's program are allocable, allowable and reasonable. The cost/business application is to be submitted under a separate cover from the technical application and the applicant is to use the attached mandatory budget template.

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

It is USAID policy not to burden Applicants with undue reporting requirements, so Applicants should limit their submission with the information that is readily available through other sources for certain of the documents that are required to be submitted by Applicants in order for the Agreement Officer to make a determination of responsibility.

There is no page limit on the cost/business application. However, unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this NOFO is not desired. Elaborate artwork and expensive visual or other presentation aids are neither necessary nor wanted.

The following sections describe the documentation that the Applicants must submit to USAID prior to award. While there is no page limit for the cost/business application, Applicants are encouraged to be as concise as possible, but to provide the necessary details to address the following.

a. Budget Narrative and Justification

The Cost/Business application should include a detailed budget narrative and justification that describes the total amount for implementation of the proposed activity, as well as the financial and in-kind support that the Applicant intends to leverage for this activity. Please see the attached mandatory budget template to be submitted by the Applicant. The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g. the organization's relevant policies, payroll documents, vendor quotes, etc.). The budget narrative will be used to determine the cost allowability, reasonableness and realism, therefore the applicant must include the basic cost elements used to reach all proposed costs in sufficient details to allow for fair cost analysis of their cost application.

b. SF-424 and SF-424A Forms

The Applicant must sign and submit the SF-424 and SF-424A standard forms. These forms can be accessed electronically at http://apply07.grants.gov/apply/FormLinks?family=15.

c. Detailed Budget

In addition to the budget narrative and justification, Applicants must submit a detailed budget for each activity year that includes the budget categories shown on the SF-424A Form and is attached as the mandatory budget template (Attachment 1). The budget should be presented in Microsoft Excel format and should provide in detail the total costs for implementation of the activity. The *Mandatory Detailed Budget Template* to be used is as attached to this RFA.

Applicants must provide a breakdown of all costs associated with the activity according to the costs of, if applicable, headquarters, regional, and country offices.

d. Local Staffing Costs

Below is a table representing the different professional levels and the corresponding pay range for the USAID Mission in the DRC. This table is provided as guidance to the prospective Applicants on what may be considered a reasonable cost for their local staffing:

Professional Category	Professional Level	Basic Salary		Allowances	
		Min	Max	Min	Max
Senior Professional	12	$ 60,770	$ 94,192	$ 25,725	$ 34,638
Mid-Level Professional	11	$ 43,983	$ 68,174	$ 20,370	$ 26,821
Senior Office Manager	10	$ 34,857	$ 54,050	$ 17,523	$ 22,641
Mid-Level Office manager	9	$ 26,922	$ 41,712	$ 11,037	$ 14,981
Senior Assistant	7-8	$ 17,150	$ 30,618	$ 8,207	$ 11,799

Junior Assistant	5-6	$ 13,306	$ 22,509	$ 7,182	$ 9,636
Reproduction Clerk/ Junior Clerk/Driver	4-3	$ 10,771	$ 18,591	$ 6,308	$ 8,394
Attendant/Runner/ Gardener/Janitor	1-2	$ 9,078	$ 15,322	$ 5,857	$ 7,522

e. Contractors and/or Sub-awardees

Applicants who intend to rely on partner organizations, contractors or sub-awardees must indicate the extent intended and a complete cost breakdown. Extensive contracts/agreement financial plans should follow the same cost format as submitted by the primary Applicant.

The Applicant should provide a breakdown of all costs according to each major partner organization, contract or sub-awardee.

Pursuant to 2 CFR 200, “contract” means a legal instrument by which the Applicant purchases property or services needed to carry out the project or program under a resulting award. The term does not include a legal instrument when the substance of the transaction meets the definition of a Federal award or sub-award (see § 200.92 Sub-award), even if the Applicant considers it a contract. The Applicant must describe the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting proposed by the contractor, and the quality of its record of past performance for similar work. For-profit contract organizations that work under the award and do not meet the above definition of a sub-awardee are eligible for profit/fee.

If the Applicant has established a consortium or another legal relationship among its partners, the cost/business application must include a copy of the legal relationship between the parties. The agreement should include a full discussion of the relationship between the Applicant and sub-Applicant(s), including identification of the Applicant with whom USAID will work for purposes of agreement administration, identity of the Applicant that will have accounting responsibility, how agreement effort will be allocated, and the express agreement of the principals thereto to be held jointly and severely liable for the acts or omissions of the other.

f. Negotiated Indirect Cost Rate Agreement (NICRA)

The Applicant must submit a NICRA if the organization has such an agreement with an agency or department of the U.S. Government. Applicants which do not currently have a NICRA from their cognizant agency may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely or applicants may submit the following information in support of their proposed indirect cost rate:

- Copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID;
- Projected budget, cash flow and organizational chart; and
- A copy of the organization's accounting manual.

g. The Cost/Business Application Should Contain the Budget Categories as Shown on the SF-424A Form:

- **Personnel**: Direct salaries, wages and annual increases for all personnel proposed under the application shall be in accordance with the Applicant's established personnel policies. To be considered adequate, the policies must be in writing, applicable to all employees of the organization, is subject to review and approval at a high enough organizational level to assure its uniform enforcement, and result in costs which are reasonable and allowable in accordance with applicable cost principles. The narrative should include a level of effort analysis specifying personnel, rate of compensation, and amount of time proposed. Anticipated salary increases during the period of the agreement should be included. The Applicant must separate expatriate and Cooperating Country National (CCN) labor categories for short/long-term and administrative staff. Please specify positions for which personnel are not yet identified as “To be Determined “TBD”.

  Allowances must be broken down by specific type and by person and must be in accordance with the Applicant's established policies.

- **Fringe Benefits**: Fringe benefits should be based on the Applicant's audited fringe benefit rate, supported by a Negotiated Indirect Cost Rate Agreement (NICRA) or historical cost data. If the latter is used, the budget narrative should include a detailed breakdown comprised of all items of fringe benefits (e.g. unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in dollars and as a percentage of salaries.

- **Travel and Per Diem:** The narrative should indicate number of trips, domestic and international, and the estimated unit cost of each travel in accordance with the Technical Application. 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:** This includes all equipment with a purchase unit price of $5,000.

- **Supplies:** This includes the cost of materials which have a purchase unit cost less than $5,000.

- **Contractual**: including **proposed subawards (contracts/grants) (if any):** Applicants who intend to utilize subawardees who will be substantially involved in implementation (i.e. receiving $ 500,000 or more of the total proposed project cost), should indicate the extent intended and a complete cost breakdown, as well as all the information required herein for the Applicant. Subawards cost applications should follow the same cost format as submitted by the Applicant

- **Construction**: Not anticipated under this program.

- **Other Direct Costs:** This could include any miscellaneous costs such as office rent and utilities, communications, transportations, vehicles, supplies, equipment, public outreach, audits, report preparation costs, passports, visas, medical exams and inoculations, insurance (other than the Applicant's normal coverage), marking & branding costs, environmental compliance costs (if applicable), etc. The narrative, or supporting schedule, should provide a complete breakdown and support for each item of other direct costs. (NOTE: Equipment is defined as tangible nonexpendable personal property including exempt property charged directly to the award having a useful life of more than one year and an acquisition cost of $5,000 or more per unit, unless the Applicant's established policy establishes nonexpendable equipment anticipated to be required to implement the program, specifying quantities and unit cost).

Indirect costs: This will be based on the Applicant's NICRA, Applicants which do not currently have a NICRA from their cognizant agency may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely or applicants may submit the following information in support of their proposed indirect cost rate:

- Copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID;
- Projected budget, cash flow and organizational chart; and
- A copy of the organization's accounting manual.

h. Assurances, Certifications and Representations, Evidence of Responsibility, and Certificate of Compliance

The cost/business application should include:

- Required Assurances, Certifications, and Representations: Apart from the certifications included in the Standard Form 424, any U.S. and/or non-U.S. organizations submitting applications in response to this RFA must provide the Agreement Officer with the "Certifications, Assurances, and Other Statements of the Recipient and Solicitation Standard Provision." The signed and dated printout must then be submitted with the application *as an annex* to the Cost/Business Application. Original signed hardcopy of the certifications will be requested from the successful Applicant prior to the agreement award. Please see: https://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf

- Evidence of Responsibility: The Agreement Officer requires sufficient evidence to determine that the Applicant:
  - Has adequate financial resources or the ability to obtain such resources as required during the performance of the award;
  - Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the Applicant;
  - Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance;
  - Has a satisfactory record of integrity and business ethics;
  - Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations (e.g. Equal Employment Opportunity).

- 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).

- Organizational Information: Applicants are also required to provide the following organizational information (If applicable):
  - Type of Organization;
  - The name and title of individuals authorized to sign the Cooperative Agreement;
  - Taxpayer Identification Number (TIN), if applicable;
  - System for Award Management (SAM) registration status;
  - Data Universal Numbering System (DUNS) Number;
  - Letter of Credit (LOC) Number, if applicable; and
  - Estimated costs of communications products that are anticipated under the Cooperative Agreement.

i. Unique Entity Identifier and System for Award Management (SAM)

USAID may not provide an award to an Applicant until the Applicant has complied with all applicable unique entity identifier and SAM requirements, and if an Applicant has not fully complied with the requirements by the time the Federal awarding agency is ready to make a Federal award, the Federal awarding agency may determine that the Applicant is not qualified to receive a Federal award and use that determination as a basis for making a Federal award to another Applicant.

To comply with Dun and Bradstreet and SAM.gov requirements, the Applicant must:

- Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient.
- Provide a valid unique entity identifier in its application.
- Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

j. 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. However, it is USAID policy not to burden Applicants with undue reporting requirements if that information is readily available through other sources. Applicants should <u>not</u> submit the information below with their applications. The information below is provided so that Applicants may become familiar with additional documentation that may be requested by the Agreement Officer.

The information submitted should substantiate:

- By-laws, 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.
- The Branding Strategy and Marking Plan should not be submitted at this time. The Agreement Officer will ask only the apparently successful Applicant(s) to provide this document.

D.7 Funding Restrictions

No reimbursement of pre-award costs is allowable under this funding opportunity unless otherwise authorized by the Agreement Officer by issuance of a pre-award expenses letter. In line with 2 CFR 200.209 and 200.458 Pre-award costs states: “Pre-award costs are those incurred prior to the effective date of the Federal award directly pursuant to the negotiation and in anticipation of the Federal award where such costs are necessary for efficient and timely performance of the scope of work. Such costs are allowable only to the extent that they would have been allowable if incurred after the date of the Federal award and only with the written approval of the Federal awarding agency.”

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.

[END OF SECTION D]

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SECTION E: APPLICATION REVIEW INFORMATION

E.1 Selection Criteria

Applications will be evaluated in accordance with the Technical Evaluation Criteria set forth below. Thereafter, the cost application of all Applicants submitting a responsive application will be separately evaluated for reasonableness, allowability, and allocability. While technical criteria are paramount, cost considerations may also be a factor for award.

The Technical Applications will be screened by a Technical Evaluation Panel, and the Agreement Officer will make the final decision on the award. Following the review of the applications, a letter will be sent to all Applicants detailing the outcome of the review. USAID reserves the right to determine the final funding level of the resultant award, which will be determined in part by the availability of funds.

E.2 Review and Selection Process

Applications will be reviewed to ensure they have met all the required elements as set forth in Section D to be determined by the Agreement Officer to be responsive to the RFA. The application must be directly responsive to the terms, conditions, guidelines and provisions of this NOFO to be assured for consideration. Applications not conforming to this RFA may be categorized as not meeting the minimum requirements of the Government, thereby eliminating them from further consideration.

a. Merit Review

USAID will conduct a merit review of all applications received that comply with the instructions and meet the eligibility requirements of this RFA. Responsive applications will be reviewed and evaluated in accordance with the following criteria shown in descending order of importance.

Technical Approach (45 points) The extent to which the proposed technical approach demonstrates a clear understanding of the objectives of the program and a convincing approach to achieve them and the four mandatory Biodiversity Code criteria as noted above. The extent to which the proposed technical approach identifies and targets existing and potential conflict and gender dynamics through participation of traditionally underrepresented groups who may otherwise be excluded in development programs. These may include youth, women, faith communities, farmers, pastoralists, or others as explained in the application.
Management Approach (25 points) Extent to which the Applicant's management approach, including the AMELP, demonstrates the ability to effectively implement this program.
Staffing Plan and Key Personnel (20 points) Extent to which the proposed Key Personnel and Staffing Plan convincingly demonstrate the ability to successfully and effectively implement the proposed program.
Past Performance (10 points) Extent to which the applicant and its teaming partners, if any, demonstrate successful Past Performance in achieving results on similar programs. The applicant will provide three references that can be used to verify past performance for projects within the prior 5 years. USAID may contact references other than those provided in the application. USAID may use the Contractor Performance Assessment Reporting System (CPARS) and the Past Performance Information Retrieval System (PPIRS) if there is information available on the recipient in these

systems, taking into account the differences between performance under acquisition and performance under assistance.

An Applicant's performance will not be evaluated favorably or unfavorably when:

(1) The Applicant lacks relevant performance history,
(2) Information on performance is not available, or
(3) The Applicant is a member of a class of Applicants where there is provision not to rate the class against a sub factor.

When this occurs, an Applicant lacking relevant performance history is assigned a "neutral" rating and will not be evaluated favorably or unfavorably on performance. Prior to assigning a "neutral" past performance rating, the Agreement Officer may take into account a broad range of information related to an applicant's performance.

Applicants are reminded that the U.S. Government is not obligated to make an award on the basis of lowest proposed cost or to the Applicant with the highest technical evaluation score.

b. Cost Evaluation

While cost is less important than technical factors and is not weighted, the cost applications of the apparently successful technical applications will be evaluated for cost effectiveness. Other key considerations during the cost evaluation include cost effectiveness, the completeness of the application, adequacy of budget details, and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability in order to be measured for a responsibility determination.

The application with the lowest estimated cost may not be selected if award to a higher priced technical application offers a greater overall benefit for the activity. All evaluation factors other than cost or price, when combined, are significantly more important than cost. However, the estimated cost to the U.S. Government increases in importance as competing applications approach equivalence and may become the deciding factor when technical applications are approximately equivalent in merit.

Cost estimates will be analyzed as part of the application evaluation process. Proposed costs may be adjusted for purposes of evaluation, based on results of the cost analysis and its assessment of reasonableness, completeness, and credibility.

Cost sharing is suggested, but not required under this RFA, thus will not be evaluated. The Applicant should account for any cost sharing in its application. Leveraged non-USAID resources from private firms and institutions, direct funding, beneficiary contributions, in-kind assistance, or a combination thereof may be considered part of cost share. USAID shall make the final determination and assess whether or not the Applicant's cost share contributions (e.g. categories or items) meet the standards set in 2 CFR 200.

[END OF SECTION E]

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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

F.1 Federal Award Notices

The successful Applicant(s) will receive a notice of award signed by the Agreement Officer as the authorizing document.

Award of the agreement contemplated by this RFA 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. The Agreement Officer's Representative (AOR) will serve as the primary technical contact between USAID and the Recipient.

F.2 Administrative & National Policy Requirements

Pursuant to the Foreign Assistance Act of 1961, as amended (FAA), the United States Government (USG), as represented by the U.S. Agency for International Development (USAID), Mission to the Democratic Republic of Congo, seeks to support or stimulate the activities described above, and requests applications from eligible organizations (see Section C of this RFA). The prime award resulting from this RFA will be administered in accordance with the following:

- CFR 200 UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS. 2 CFR 200
- CFR 700 (USAID'S implementation of 2 CFR 200). 2 CFR 700
- Chapter 303 of USAID's Automated Directives System (ADS-303). ADS Chapter 303
- USAID Mandatory and Required-as-Applicable Standard Provisions for U.S. or Non- US Non-Governmental Organizations. See the following links: Standard Provisions for US Non-Governmental Organizations; Standard Provisions for Non-US Non-Governmental Organizations;

The applicable standard provisions will be attached to the final award document.

F.3 Reporting Requirements.

Pursuant to 2 CFR 200.327: "Unless otherwise approved by OMB, the Federal awarding agency may solicit only the standard, OMB-approved government-wide data elements for collection of financial information (at time of publication the Federal Financial Report or such future collections as may be approved by OMB and listed on the OMB Web site).
This information must be collected with the frequency required by the terms and conditions of the Federal award, but 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 Federal award or could significantly affect program outcomes, and preferably in coordination with performance reporting."

1. Financial Reporting:

Financial reports will be due on a quarterly basis and will include budget versus the actual expenditures, along with a brief analysis of any variance. Reporting periods will coincide with the USAID/DRC fiscal year quarters, with reports due no later than forty five (45) days after the end of each quarter, i.e. due dates on February 15th , May 15th , August 15th and November 15th.

a. The recipient(s) must submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format to the U.S. Department of Health and Human Services (http://www.dpm.psc.gov). The recipient(s) must submit a copy of the Federal Financial Report (FFR) SF-425 at the same time to the Agreement Officer (AO) and the Agreement Officer's Representative (AOR). Financial Reports shall be in keeping with 2 CFR 200.327. The Recipient(s) must also submit an electronic copy of the quarterly and final reports to the Controller, USAID/DRC/OFM, at KinshasaOFM@usaid.gov.

b. The recipient(s) must also submit an electronic copy of all final financial reports to USAID/Washington, M/CFO/CMP/LOC Unit, Agreement Officer, and the AOR. The recipient must submit an electronic version of the final Federal Financial Report (SF-425) to U.S. Department of Health and Human Services in accordance with paragraph (a) above. (Such the reporting requirements serve in liquidating payments). The SF 425 form and instructions are available on GRANTS.GOV website.

c. As part of their Quarterly Performance Reports (see 3. Reporting Requirements Performance Reporting (c) Quarterly and Annual Reports (12)), the recipient(s) must submit, as an Annex, a Quarterly Financial Report that includes actual expenditures through that quarter, as well as projected expenditures for the coming quarter(s) of the Fiscal Year.

d. The Recipient must plan activities and report on spending based on the main activities identified in the Award Budget and according to the requirements of the funding sources.

   Guidance will be provided by the Agreement Officer Representative (AOR) to the Recipient.

2. Performance Reporting:

The Recipient shall submit an electronic copy of the following reports in English to the Agreement Officer Representative (AOR) for approval:

a. Annual Implementation Plans and Budgets

Annual implementation plans will identify a logical sequence of steps to be undertaken to implement each program component and must include an associated timetable. The Recipient may not include activities in the annual implementation plan that fall outside the parameters of the program description. The Recipient's annual implementation plan will describe how the Recipient intends to organize the upcoming fiscal year's work including setting activity priorities and how the Recipient will organize responsibilities amongst Recipient staff to ensure accomplishment of the tasks. The annual implementation plan should include a notional (quarterly) outline for subsequent years that reflects phasing in and timing of major tasks and activities. The Applicant should include how they will build on the success of previous activities as well as coordinate or leverage other partners' interventions, in particular the USAID-funded activities noted as priorities in Section 4.2.1 of the Program Description.

- Illustrative Year 1 Implementation Plan: An Illustrative Year 1 Implementation Plan will be submitted as an annex to the Technical Application. A revised Year 1 Implementation Plan is due 30 days after award. USAID will provide written comments to the Recipient after award. Should the Year 1 Implementation Plan require further revision, the Recipient will revise and submit the revised implementation plan no later than 15 days after receipt of comments. If acceptable, the USAID Agreement Officer's Representative (AOR) will provide a written approval of the final Year 1 Implementation Plan to the Recipient. Failure to have an approved annual implementation plan in place may be viewed as a failure to comply with essential terms and conditions of the award. Significant revisions to the approved implementation plan will require the additional written approval of the AOR (and may require a revision to the approved AMELP).

- The Year 1 Implementation Plan should include, at a minimum:

- A systematic presentation (i.e., Gantt chart) of activities to be accomplished under the different components and sub-components, on a monthly basis;
- The proposed location of the activity;
- Beneficiary selection;
- The anticipated outputs and outcomes from each activity conducted;
- The anticipated level of effort required from program staff and financial resources required to complete the tasks in the form of a budgetary forecast;
- The identification of any assumptions used in preparing the implementation plan, as well as suggested alternatives if necessary;
- The anticipated risks with regard to achieving the anticipated objectives of the program and how they will be mitigated; and
- Any specific award terms or conditions that interfere with maximizing the developmental impact of the award.

- Annual Implementation Plans: Subsequent annual implementation plans will cover each fiscal year (October 1 – September 30) and are due no later than 30 days before the beginning of each USG fiscal year (October 1), to ensure that the new annual implementation plan will be in place prior to commencement of the new fiscal year. These plans will follow the same format as the initial Year 1 Implementation Plan and should also include an updated AMELP, if appropriate. The subsequent annual implementation plan shall include program adjustments reflecting lessons learned from prior year implementation.

- Monthly Schedule of Activities: This aims at bringing the Mission and other stakeholders up to date on planned activities on a monthly basis. The monthly schedule of activities shall be submitted to USAID, in English and French, no later than 10 days prior to the start of the month covered by that monthly schedule.

- Modifications Based on Security, Coordination, and Collaborative Learning: Note that the Applicant might need to modify work plans from time to time based on coordination and collaborative learning efforts described in Section A (Activity Description) and due to changes in the security situation. These modifications shall be determined in collaboration with the AOR.

b. Activity Monitoring, Evaluation, and Learning Plan (AMELP)

- The Recipient is required to have an AMELP capable of tracking and documenting progress against activity components. The AMELP should cover the entire life cycle from the award date through the estimated completion date and may be adjusted based on any changes in planned activities. The AMELP should reflect the award progress over the life of the activity and it is considered a critical tool for planning, managing, documenting, and evaluating performance. The AMELP should be reviewed and validated annually, and revised if appropriate.

- An Illustrative AMELP will be submitted as an annex to the Technical Application. The revised AMELP is due no later than 90 days after the effective date of this award. USAID will provide written comments to the Recipient after award. Should the AMELP require further revision, the Recipient will revise and submit the revised AMELP no later than 15 days after receipt of comments. If acceptable, the USAID Agreement Officer's Representative (AOR) will provide a written approval of the final AMELP to the Recipient. Failure to have an approved AMELP in place may be viewed as a failure to comply with essential terms and conditions of the award.

- At a minimum, the finalized AMELP will include:

1. A Program Briefer with an introduction of the program goal, theory of change, planned results, and contents of the AMELP document;
2. A Results Framework (RF) and simplified Foreign Assistance Framework that reflect the objectives described in the award;
3. The performance indicators that will be used to assess progress towards the Program goals and intermediate results;
4. The methodology and plan for data collection, review, analysis, reporting and internal control system, and the parties responsible for data collection and analysis.
5. An indicators tracking table that includes all indicators with targets for various fiscal years, sex disaggregation, and baseline data or the plan and timeline for gathering the baseline data;
6. Performance Indicator Reference Sheets (PIRS) for all indicators;
7. The estimated cost associated with implementing the AMELP;
8. A Data Quality Assessment (DQA) plan and procedures;
9. A Learning and Evaluation Plan and how the findings will be used to inform program implementation; and
10. A description of how gender considerations will be integrated into program implementation and the monitoring and evaluation.

c. Collaboration, Learning and Adapting (CLA) Plan

- The development of the CLA plan is guided by ADS 201 and key elements to include in the CLA Plans are as follows:

1. Strategic Collaboration: Coordinating site visits among technical teams to encourage collaboration, facilitating implementing partners' efforts to collaborate and share information with each other through joint work planning sessions or other mean
2. Learning: Develop learning agendas or questions around critical knowledge gaps at the activity level Identify trends or changes in the context that could impact the portfolio and develop processes for tracking and responding to them, participate in knowledge sharing forums, such as communities of practice and learning networks
3. Reflection to Inform Adaptation: Plan for facilitated reflection sessions with local stakeholders to regularly gather information on context changes, Instituting stocktaking and other reflection opportunities to consider new learning, shifting priorities, and necessary adaptations.

d. Semi-annual and Annual Reports

- The Recipient will submit a semi-annual report to USAID on or before March 31st each year to reflect progress and activities of the preceding 6-months. These performance reports will describe the tasks completed in the last 6-months relative to what was anticipated by the approved implementation plan, and will assess overall impact to date relative to the performance indicator targets.

- The semi-annual reports will highlight any issues or problems affecting the schedule or impact of services provided by the Recipient. All data and output reporting will disaggregate data according to USAID regulations, including by gender and geographic location. semi-annual performance reports will present progress on all activities and will include the following information, at a minimum:

1. Brief outline of purpose and approach;
2. Status of progress towards objectives (summary narrative);
3. Status of overall progress per the approved Results Framework and the indicators as defined in the AMELP, and including reasons why established targets were not met or exceeded, if appropriate;
4. Summary of completed activities and progress towards results under this award during the timeframe of the report;
5. Explanation of quantifiable outputs of the tasks, if appropriate and applicable;
6. Description of key learning and/or evaluation activities undertaken, and how they have been shared and/or incorporated into program activities;
7. Identification of problems, delays or adverse conditions that impair the ability to meet the objectives of the award, including action(s) taken or contemplated by the Recipient, and any assistance needed to resolve the situation;
8. Description of any short-term consultants' progress and observations, identifying any significant issues, and a description of follow-on activities;
9. List of key reports/deliverables completed in the reporting period (to be included as annexes to the semi-annual Report);
10. List of major activities planned for the next 6-months;
11. Programed USAID approvals, waivers or deviation requests anticipated during the next 6-months;
12. A semi-annual Financial Report summarizing expenditures through March 31st, and including projected financial expenditures through the end of the Fiscal Year;
13. The status of required audit processes including for sub-awardees, if applicable;
14. The use of Small and Disadvantaged Business relative to the target identified, if applicable;
15. Reporting required by USAID/DRC toward Agency key issues, indicators, and the Mission Country Development Cooperation Strategy (CDCS); and
16. Success stories and high-resolution photographs of program activities.

- USAID encourages the Recipient to provide high-resolution photographs, maps, and other graphics that can support the Agency's outreach to the U.S. Government and other stakeholders.

- The Annual Report will cover all of the items included in the quarterly reports, with a focus on results over the entire award fiscal year. The Annual Report will be used by USAID to assess the status of the activity in relation to the time remaining for performance. Each Annual Report will include an assessment as to whether the objective of the award will be accomplished within the remaining time and available resources. The Annual Report and all supporting data must be submitted no later than 30 days after the end of each fiscal year other than the last year of contract performance, when the final report will be submitted.

e. Security Plan

- The Recipient must submit an annual security plan to the Agreement Office. The Security Plan is due 30 days after award. Should the Security Plan require further revision, the Recipient will revise and submit the revised Security Plan no later than 15 days after receipt of comments. Subsequent annual Security Plans must be submitted no later than 30 days after the end of each fiscal year.

f. Demobilization Plan

- The Demobilization Plan will include, at a minimum, an illustrative Property Disposition Plan addressing all requirements under contractual and local law for the transfer of property; a plan for the phase out of the award's operations; a delivery schedule for all reports or other deliverables required under the award; and a timeline for completing all required actions in the Demobilization Plan, including the submission date of the final Property Disposition Plan to the Agreement Officer.

- Both the illustrative and final Property Disposition Plans must include the inventory schedule required by 2 CFR 200.313, a plan for the disposition of property to eligible parties and a timeline for the disposition of such property. In addition, the Recipient will describe how all required prime and sub-award audits will be conducted after the demobilization of the Recipient. The Demobilization Plan must be approved in writing by the AOR and the Agreement Officer.

- The Plan is due not less than four months prior to the completion date of the award; the Recipient must submit a Demobilization Plan.

g. Program Final Reports

- The Final Report will provide a summary description of all work performed under the award and a substantive discussion of results achieved (as measured by performance indicator). The Final Report should include the final status of each component objective, the status of indicators relative to the established targets, lessons learned, ways to resolve any constraints identified, any opportunities for further refinement, enhancement, logical extension, or expansion of the completed work and how it fits into USAID's strategic objectives, any perceived problems, vulnerabilities, or weaknesses in the assistance provided, with recommendations for addressing the identified weaknesses, and a summary of lessons learned, and any particularly important success stories. The final report must also contain an index of all reports and informational products produced under this program.

  Along with the Final Report, a CD-ROM depository must be submitted, containing all written documents, reports and presentations. The depository must be organized in a user-friendly and searchable manner.
- The Final Report is due no later than 90 calendar days after the completion date of this award.

F.4 Development Experience Clearinghouse Requirements

Development experience is the cumulative knowledge derived from the planning, design, implementation, evaluation, and results of international development assistance programs. The repository for USAID's cumulative knowledge is the Development Experience Clearinghouse (DEC), the largest online resource of USAID-funded technical and programmatic materials.

The products of development activities include many types of materials: text, images, video, audio, maps, charts, and raw data. All of these products, except structured data or datasets (CSV, JSON, XML, etc.), must be submitted for inclusion in the DEC database. Raw data created or obtained with USAID funding must be submitted to the Development Data Library (DDL) in compliance with ADS 579, USAID Development Data. ADS Chapter 540 only covers the submission of information products to the DEC.

Materials must be submitted through the public-facing and searchable DEC Web site (https://dec.usaid.gov/dec/content/submit.aspx) or through the U.S. Postal Service delivery to the following address:

USAID Development Experience Clearinghouse M/CIO/ITSD/KM
Ronald Reagan Building M. 01-010
U.S. Agency for International Development Washington, DC 20523-6100

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

Knowledge Service Center M/CIO/ITSD/KM/DEC
Telephone: +1 202-712-0579
Email: ksc@usaid.gov

F.5 Branding and Marking:

Applicants are not required to submit a Branding and Marking plan with their applications. However, Applicants are requested to note that in accordance with 2 CFR 700.16 USAID will require the submission of a Branding Strategy and a Marking Plan prior to award. The Marking Plan may include a request for approval of one or more exceptions to the marking requirements in 2 CFR 700.16 The AO evaluates the Branding Strategy and Marking Plan (including any requests for exceptions) for approval consistent with the regulations contained in AAPD 05-11, 2 CFR 700.16, and ADS 320.

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 overseas programs, projects, activities, public communications, and commodities that USAID partially or fully funds under an assistance award or sub-award must be appropriately marked with the USAID identity. Under 2 CFR 700.16, USAID requires the submission of a Branding Strategy and a Marking Plan by the "apparently successful Applicant." The apparently successful Applicant's proposed Marking Plan may include a request for approval of one or more exceptions to the marking requirements in 2 CFR 700.16.

The apparently successful Applicant will develop a Branding Strategy and Marking Plan to ensure the program and publicity materials clearly communicate that assistance from the U.S. Government is made possible by the generous support of the American people. Successful recipients will agree to follow the branding strategy and marking policies established for assistance awards under ADS Chapter 320. The details of these policies and the official USAID Graphic Standards Manual, which includes guidelines on proper logo use and positioning, verbal branding and attribution, and co-branding with implementing partner logos can be found on the USAID website at www.usaid.gov/branding. Adhering to these guidelines in the ADS and the Graphic Standards Manual are compulsory for all USAID funded program and communications materials.

USAID will notify the apparently successful Applicant for the draft Branding Strategy and Marking Plan. The approved Branding Strategy and Marking Plan will be attached with the award.

If the Administrator has provided a written determination for use of an additional or substitute logo or seal and tagline representing a presidential initiative or other high level interagency federal initiative, identify the alternate branding and marking standards to be used in the award see 2 CFR 700.16 or, for non-U.S. organizations, see the provision entitled "Marking and Public Communications Under USAID-Funded Assistance."

The AO reviews and approves the apparently successful Applicant's Branding Strategy and Marking Plan (including any requests for exceptions), consistent with the provisions "Branding Strategy," "Marking

Plan," contained in the Certifications, Assurances, Other Statement of the Recipient and Solicitation Standard Provisions, and "Marking and Public Communications Under USAID-funded Assistance" contained in ADS 303maa, Standard Provisions for U.S. NongovernmentalRecipients and ADS 303mab, Standard Provisions for Non-U.S. Nongovernmental Organizations, 2 CFR 700.16, and ADS 320, Branding and Marking.

In contrast to "exceptions" to marking requirements, waivers to these requirements based on circumstances in the host country must be approved by the cognizant Mission Director or other USAID principal officer [see 2 CFR 700.16(5)].

Any questions about the applicability of either the Standard Provisions or 2 CFR 700.16 may be directed to General Counsel/Acquisition & Assistance (GC/A&A) or USAID's Senior Advisor on Brand Management.

F.6 Environmental Compliance:

The following details how the USAID will ensure environmental soundness and compliance in design and implementation in accordance with the 22 CFR 216's determination (https://www.usaid.gov/our_work/environment/compliance/22cfr216).

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS), Parts 201.5.10g and 204
(https://www.usaid.gov/sites/default/files/documents/1870/200.pdf), 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.

The CBCWT Activity must comply with U.S. Government and USAID environmental impact monitoring and mitigation regulations. It must minimize the potential for negative environmental impacts and maximize the potential contributions to environmental conservation. USAID/DRC shall provide the successful Applicant with a copy of the Initial Environmental Examination (IEE) and a briefing on environmental compliance responsibilities. During this briefing, the IEE conditions applicable to the successful Applicant's activities will be identified.

The recipient(s)' environmental compliance obligations under these regulations and procedures are specified in the following paragraphs:

No activity funded under an agreement 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."

In addition, the recipient(s) 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.

As part of its Year 1 Implementation Plan, and all annual implementation plans thereafter, the implementing partner in collaboration with the USAID Agreement Officer's Representative (AOR) and

Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities to determine if they are within the scope of the approved Regulation 216 environmental documentation.

If the recipient(s) 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.

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.

Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP) or a project mitigation and monitoring (M&M) plan, the recipient(s) shall prepare an EMMP or M&M Plan describing how the Recipient(s) will, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP or M&M Plan shall include monitoring the implementation of the conditions and their effectiveness.

Integrate a completed EMMP or M&M Plan into subsequent Annual Implementation Plans after completion of the initial work plan.

Integrate an EMMP or M&M Plan into subsequent Annual Implementation Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

[END OF SECTION F]

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SECTION G: FEDERAL AWARDING AGENCY CONTACTS

The contact information, names and addresses of point of contacts, for this NOFO is as follows:

1. Agreement Officer for the Award(s) resulting from this NOFO:

Patrick Kollars
Supervisory Agreement Officer
Office of Acquisition and Assistance
USAID/DRC
E-mail Address: pkollars@usaid.gov

2. Point of Contact for Questions while the NOFO is open:

Valery N. Kambo
Acquisition and Assistance Specialist
Office of Acquisition and Assistance
USAID/DRC
Email Address: vkambo@usaid.gov copying KinshasaProposals@usaid.gov

[END OF SECTION G]

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SECTION H: OTHER INFORMATION

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

[END OF SECTION H]

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