



USAID | MALI

FROM THE AMERICAN PEOPLE

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Malian local time
Closing Date: April 10, 2012
Time: 9:00AM Malian local time

Subject: Request for Applications (RFA) Number: RFA-688-12-000001 for implementing the
Northern Mali Development Program

Dear Prospective Applicant:

The United States Agency for International Development (USAID) is seeking applications for Assistance Agreements for funding to support a program entitled "Northern Mali Development Program" as more specifically described in Section I, Funding Opportunity Description. The authority for the RFA is found in the Foreign Assistance Act of 1961, as amended. Please refer to the Program Description for a complete statement of goals and expected results.

Subject to the availability of funds, USAID expects to award a Cooperative Agreement based on this RFA. The anticipated total federal funding amount is **\$12,500,000**. The period of performance is **four (04) years** with an anticipated **start date of September 1, 2012**. USAID reserves the right to fund any or none of the applications submitted.

While for-profit firms may participate, pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments such as cooperative agreements. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the grant program and are in accordance with applicable cost standards (22 CFR 226, OMB Circular A-122 for non-profit organization, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for-profit organizations), may be paid under the Cooperative Agreement.

Applicants under consideration for an award that have never received funding from USAID will be subject to a pre-award audit to determine fiscal responsibility, ensure adequacy of financial controls and establish an indirect cost rate.

Award will be made to that responsible applicant(s) whose application(s) best meets the requirements of this RFA and the selection criteria contained herein. Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an application.

This RFA and any future amendments can be downloaded from <http://www.grants.gov>. Select "Find Grant Opportunities," then click on "Browse by Agency," and select the "U.S. Agency for International Development" and search for the RFA. In the event of an inconsistency between the documents comprising this RFA, it shall be resolved at the discretion of the Agreement Officer. If there are problems in downloading the RFA from the Internet, please contact the Grants.gov help desk at 1.800.518.4726 or support@grants.gov for technical assistance.

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".

This RFA consists of this cover letter and the following:

1. Section I – Funding Opportunity Description
2. Section II – Award Information
2. Section III – Eligibility Information
3. Section IV – Application and Submission Instructions
4. Section V – Evaluation Criteria
5. Section VI – Award and Administration Information
6. Section VII – Required Certifications, Assurances, and Other Statements of Applicant/Grantee;

The applicant shall submit applications in electronic format as described in Section IV.

Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an application. Further, the Government reserves the right to reject any or all applications received. In addition, final award of any resultant grant cannot be made until funds have been fully appropriated, allocated and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant; should circumstances prevent award of a cooperative agreement, all preparation and submission costs are at the applicant's expense.

Applications must be received by the closing date and time indicated at the top of this cover letter. Applications must be directly responsive to the terms and conditions of this RFA.

Any questions concerning this RFA should be submitted in writing via email to Cheick O. Coulibaly at cocoulibaly@usaid.gov and Marie-Claire Sow at mcsow@usaid.gov by the date listed above. Answers to questions and any additional information regarding this RFA will be furnished through an amendment to this RFA and posted on grants.gov.

Thank you for your interest in USAID programs.

Sincerely,

Michael P. Rossman
Agreement Officer

Acronyms/Abbreviations

ADN	Agency for the Development of the North
AO	Agreement Officer
AOR	Agreement Officer's Representative
AQIM	Al-Qaeda in the Islamic Maghreb
CT	Counter Terrorism
COP	Chief of Party
CSO	Civil Society Organization
DA	Development Assistance
DCHA	USAID Bureau for Democracy, Conflict, and Humanitarian Assistance
DG	Democracy and Governance
DOD	Department of Defense
DOS	Department of State
ESRF	Environmental Screening and Report Form
GIS	Global Information System
GOM	Government of Mali
GovCom	USAID's Office of Governance and Communication
NGO	Non-Government Organization
NOMADE	Northern Mali Development Program
OTI	Office of Transition Initiatives
PDSEC	Social Economic and Cultural Development Plan
PSPSDN	Programme Special pour la Paix la Sécurité et le Développement du Nord
TSCTP	Trans-Sahara Counterterrorism Partnership (TSCTP)
USAID	United States Agency for International Development
USG	United States Government

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SECTION I - FUNDING OPPORTUNITY DESCRIPTION

A. SUMMARY

The United States Agency for International Development in Mali (USAID/Mali) is seeking services for its Northern Mali Development (NOMADE) program. It envisaged that the activities outlined in this program description will support the transition to peace, reconciliation, and development in northern Mali, and contribute to the Office of Governance & Communication (GOVCOM) team's Intermediate Result entitled "Improved Efficiency, Accountability and Transparency of Local Governments" as well as its "Special Emphasis on the North".

B. BACKGROUND

a. Introduction

Since 2007, the USAID assists the Government of Mali (GOM) address counter-terrorism challenges in northern Mali and has implemented various programs under the first phase of Trans Saharan Counter Terrorism Partnership (TSCTP) funds, including: Radio for Peace building in Northern Mali, support to Medersas, promotion of local entrepreneurship, and promotion of local governance.

The Governance and Communications Office (GovCom) at USAID/Mali has recently commissioned studies on the drivers of violent extremism and the effect of current TSCTP programming. These studies conclude the primary driver of violence is the lack of state presence in the North, as reflected by a lack of infrastructure and security. As one study noted, "'Belonging to Mali' is more notional than empirical; that is, Northerners know that somehow they are citizens of the state of Mali but experience relatively few of the positive symbols, much less the benefits, of that citizenship." While USAID/TSCTP programs have provided positive messages and opportunities for peace, there have not been sufficiently concentrated efforts to assist building the civilian presence in targeted, strategic areas.

In northern Mali, a set of socioeconomic, political, and cultural drivers shape the region's vulnerability to and resiliency against violent extremism. While recent kidnappings, killings and armed attacks affiliated with Al-Qaeda in the Islamic Maghreb (AQIM) have captured headlines, they represent only one of three distinct, yet occasionally intersecting, types of violence in the country. Longstanding, persisting perceptions of political and economic marginalization, as well as competition rooted in tribal, ethnic or clan-based divisions are also sources of violence. Underlying all of these types of violence are a weak state, economic under-development and "spillover violence" from neighboring conflicts, which provide an environment susceptible to violent extremism.

Rebel activities in northern Mali in 2006 shook the peaceful foundations of society and served as a reminder of the divisive potential in the country. The government chose to de-escalate the conflict rapidly to avert another civil war like that of the 1990s. The political leadership frequently appeals to national solidarity in times of crises, such as the difficult 2004 – 2005 period. There is plenty of political will to depolarize conflicts and create a sense of national identity that crosses ethnic boundaries. However, these efforts are undermined by the state's inability to offer basic services such as health and security, which creates a sense of frustration and exclusion among the poor which can be easily exploited by radical elements. Exclusion of the poor remains one of the gravest dangers to Mali's further transformation.

b. TSCTP Overview 2005-2010

In 2005, USAID, the Department of State (DOS) and Department of Defense (DOD) joined an interagency counter terrorism (CT) effort called the Trans Sahara Counter Terrorism Partnership (TSCTP). This initiative is by design a multi-agency effort to address the roots of terrorism in the Trans-Sahara Region. TSCTP has endeavored to bring to bear the tools of Defense, Diplomacy, and Development in a strategically balanced manner to: assure that the immediate support to and safe-havens for terrorist groups, including AQIM, are denied; reduce the residual support for terrorism in the future, and; strengthen partner nations' capacities to meet their counter terrorism goals. This

effort highlights the widely recognized assumption that CT efforts which focus only on the hard side of targeting terrorists but neglect soft side inputs, such as basic efforts to strength community capacity, will not make a lasting contribution and may, in the end, do more harm than good.

c. USAID-Supported Related Activities

The USAID/Mali program had three main activities that were implemented by three different Strategic Objective teams:

- Geographic expansion of vocational education courses to madrassas. Support for moderate voices and practice in schools and other community settings strengthen the indigenous values of tolerance.
- Engagement of unemployed, alienated youth through the expansion/initiation of youth programs in key urban areas.
- Improved communication and information through more complete radio coverage in the far north and east of Kidal and Gao, and expansion of the decentralization program to northern communes.

Target communes were in the cities of Kidal, Gao, and Timbuktu as well as key rural communes in each of these three regions.

d. Government of Mali Initiative

The Government of Mali (GOM) is implementing a ten-year development program in the North through the Agency for the Development of the North (ADN). This program is one of the biggest recommendations of the “Alger Agreement” (July 2006) between Northern rebels and the GOM. It was designed and adopted by both the donors and the GOM in 2007 through the forum of Kidal. The Program has three integrated components:

- Infrastructure development: roads, airports, land preparation for agriculture, etc.
- Micro finance activities: support (funds and trainings) to the creation or the empowerment of income generating activities
- Youth employment: training, mentoring mainly ex-combatants to be professionally able to work

Within this larger ten-year strategy, the GOM has recently developed a two-year, emergency program to address the continued instability: “Programme Special pour la Paix la Sécurité et le Développement du Nord” (PSPSDN). This program will rapidly increase military presence in strategic zones in the north. It also seeks to increase the delivery of basic social services and create economic opportunities for local populations.

USAID will consider the GOM’s initiatives as platforms through which rapid but coherent and integrated actions can be implemented.

C. PROGRAM GOAL/OBJECTIVE/EXPECTED RESULTS:

a. Goal

The goal of this program is to support the consolidation of peace, reconciliation and development in northern Mali through a set of activities that will deliver quick, tangible results in the three northern regions: Tombouctou, Gao, and Kidal, and ultimately increase Citizen’s confidence in Government.

By responding to community needs through tangible development investments, the NOMADE program seeks to measurably increase the legitimacy of both local and central Malian governments through meaningful civic engagement.

b. Objective

The program objective is to increase the confidence of citizens of northern Mali that local and central government authorities are responding to their needs. Owing to inadequate resources, vast and harsh terrain, and growing

insecurity, many essential social services in Northern Mali have ceased and citizens have grown accustomed to not having adequate health facilities, schools, wells, or boreholes. USAID will mitigate this situation by carrying out small infrastructure or other sub-projects at a local level. The sub-projects will be small in size and targeted to secure the most significant impact. It will be important to assess what aspect of services is actually missing. For example, some facilities exist but are dilapidated and require only renovations, others require complementary investments like staff houses to attract teachers to schools and health workers to health units, while others may require training of management or maintenance committees. As infrastructure projects, even on a small scale, can impose significant maintenance costs on communes with limited budgets, these cost burdens must be taken into consideration.

c. Results

USAID proposes to support the consolidation of peace and to jumpstart development in northern Mali through a set of activities that will deliver quick, tangible results in the three northern regions of Mali: Tombouctou, Gao, and Kidal. By responding to community needs through tangible development investments, the NOMADE program seeks to measurably increase the legitimacy of both local and central Malian governments in the eyes of targeted local populations. The Program will deliver the following results:

- Northern citizens' increasingly perceive local and central governments as legitimate authorities.
- Northern citizens' demonstrate increased levels of community-level civic engagement

The anticipated outcome of achievement of these results is that the Northern citizens increasingly perceive local and central governments as legitimate and responsive authorities

Illustrative OUTPUT Indicators include:

- Number of citizens participating in civic/cultural events and newly receiving services and income generating support.

Illustrative OUTCOME Indicators include:

- Change in perceptions of responsiveness and legitimacy of governance over the life of the program.
- Change in levels of positive, active civic engagement on the part of citizens over the life of the program.

These indicators are intended for illustrative purposes only. The recipient will be responsible for proposing a system of monitoring and evaluation.

Local government will also be engaged to contribute to the identification of activities and, where possible, mobilization of matching resources. The communes' Social Economic and Cultural Development Plan (PDSEC) is a primary reference for needs assessment and activity identification and planning. As PDSECs result from a participatory community process involving local elected authorities and civil society, their use in this project will reinforce decentralization and increase participation at the local level.

The ability of local authorities to advance security and development will also importantly require that citizens take a more active role in civic life. As communities begin to see visible signs of development as evidence of more responsive governance, the program will concurrently encourage strong citizen engagement in civic life to ensure more sustainable, resilient, and democratic governance. Positive interaction between communities and local authorities is a critical element to reinforcing stability in societies at risk of conflict. Activities which encourage positive interaction between local authorities and citizens, especially those which engage citizens to take an active role in local development and governance should be prioritized.

As culture is an important pillar of social stability, the promotion of local culture will also be supported by this program. Cultural events are ideal venues to disseminate peace and social integration messages of tolerance, respect, solidarity, and participatory development. In addition, cultural events attract foreigners who are potential clients for all local products and compose the main economic opportunities for northern populations.

Illustrative strategies (activities) include (but are not limited to) the following types of interventions:

- Construct/Rehabilitate and provide equipment to the central and local government offices
- Construct/Rehabilitate local health centers, schools, water points, etc.
- Construct/Rehabilitate local economic infrastructures: markets, village irrigated perimeters, etc.
- Construct/Rehabilitate local cultural centers
- Build the capacity of technical and administrative staff to plan, budget, and monitor communal development plans
- Technical support for job creation, including business and market development, local income-generating activities: agro-industry, local craft, etc.
- Technical support to community radios and programming
- Support to community meetings and dialogue to determine projects;
- Support to community organizing for sports activities and other youth oriented activities
- Support to rehabilitation of facilities for youth.
- Facilitating an increase in health, education, agriculture and economic services through government or, in limited cases, other organizations.
- Support to local cultural events.

NOTE: In all construction related activities, the recipient must assure that for new and substantially rehabilitated facilities, arrangements have been made with government or, in special cases, other organizations, for staffing, equipping, and maintaining facilities shortly upon completion and for the long term.

D. GEOGRAPHIC FOCUS

USAID will target zones that respond to the crucial challenges of the North by prioritizing implementation in the eleven (11) PSPSDN zones: Tessalit, Abeibara, Teneze, Kidal, Menaka, Ansogo, Bourem, Ber, Taoudeni, Lere, and Nampala. These zones have historically been less assisted by GOM than other zones. They include an overall lack of development partners as they are considered the most dangerous, AQIM and bandit prone regions of Mali. Citizens perceive themselves as abandoned by both the GOM and donors which increases their vulnerability and susceptibility to illegal practices for survival. While PSPSDN zones will be targeted to maximize collaboration with the GOM, USAID will remain flexible to provide assistance to other communes of the North, dependent on criteria developed by the recipient and approved by USAID.

E. MONITORING AND EVALUATION

The applicant will propose a Monitoring and Evaluation plan that highlights the design, implementation, and management of the program. It will identify the staffing requirements, technical support and a routine data collection system. Applicants are encouraged to propose program indicators in addition to the ones provided in the document that will measure effectively the program success and impact.

The recipient will submit a detailed implementation plan including a revised monitoring plan within 30 days following the award. The monitoring portion will be revised, and ultimately approved by the AOR within 60 days following the award. The plan will identify and elaborate the output and outcome indicators to measure the attainment of program objectives, and the staffing, organization, and methodology that will be used to collect information to meet all shared and respective responsibilities and that will enable revisions during the course of implementation in order to increase effectiveness. An Activities Database will provide valuable information and is further described in the Activities Management Processes section below.

NOMADE will be subject to an independent mid-term evaluation that will inform subsequent peace, security, and development challenges and strategies in the northern regions of Mali. Key questions will be answered through evaluation such as:

- What are the drivers of violent extremism?
- What activities and tools employed in the Program mitigate various drivers of violent extremism? How effective are they?

- What is the level of confidence of constituencies toward the state government?
- What is the level of engagement and/or participation of local constituencies in local development actions?

The Monitoring and Evaluation Plan submitted with the application will propose an agenda/plan on how it will support this mid-term evaluation, including the provision of baseline information.

The recipient will work closely with USAID/Mali to refine indicators and performance targets for each technical area covered. USAID/Mali and the program staff will conduct annual performance reviews with the GOM to document achievements and advise on future plans.

G.1. Performance Monitoring

The Agreement Officer's Representative (AOR) will be designated by USAID/Mali's Agreement Officer shortly after the award is made. The AOR will monitor and evaluate the recipient's overall performance in accordance with the progress towards deliverables and expected performance against agreed upon indicators. Semi-annual performance reviews (SARS) will be conducted through the life of the program based on USAID/MALI's calendar. USAID may conduct external evaluations of the program two years after the award is made as well as towards the end of the award. USAID may also conduct management reviews of work progress during the life of the program.

G.2. Monitoring - Evaluation and Reporting

Plans to document, monitor and evaluate program performance must be included in all applications. Data quality audits (DQAs) will be conducted to ensure that quality data is collected. Quality data is critical to the success of this program. All applicants must develop systems to ensure the quality of data. Applicants should always be ready for revision in program indicators and reporting requirements. Initially, these requirements may include the following:

Initial Plan

- a) *Performance Monitoring Plan (PMP)*: The proposed PMP for the entire period of performance including the collection of baseline data must be submitted in the initial work plan
- b) *Situational assessment on prioritized geographic area* will be conducted in the first month after the award and submitted to USAID for approval
- c) *First year work plan*: The first year work plan will be submitted by the recipient within 90 days of the award.
- d) *Exit strategy*: The initial work plan should propose an exit strategy documenting steps to sustain the deliverables of the agreement by the host government.
- e) *Environmental mitigation and monitoring plan (EMMP)*: The new mechanism should address potential hazards to the environment pertaining to the implementation of the program.

The work plan, PMP, exit strategy, IEE, EMMP will be subject to the written approval of the AOR and USAID/MALI Environmental Officer.

Annual Work Plans

The program needs to submit the subsequent annual work plans in the time frame given by the USAID/Mali Office of Acquisition and Assistance. The EMMP needs to be submitted together with annual work plans for approval.

Progress Reports

Quarterly and annual narrative reports are expected to be delivered to USAID/Mali within two-weeks after the end of the quarter and 45 days after the end of the Fiscal Year. Each report will cover activities completed during the preceding period indicating progress achieved towards benchmarks, tangible results as well as identify and address problems encountered during implementation. A template for the quarterly reports will be provided by the AOR.

Financial Reports

Quarterly financial reports are expected to be submitted to USAID/MALI within four weeks after the end of the quarter. The report should include a summary of finance, a pipeline analysis of funds obligated, funds expended, expenses accrued and funds remaining by program area.

Demobilization Plan – Exit Strategy

At least two quarters prior to the completion date, the recipient will submit a demobilization plan for the AOR's approval. A property disposition plan, plan for the phase-out of in-country operation and delivery schedule for all required reports or deliverables along with a timetable for completing all required actions should be included in this plan. A final project report will be due 30 days after project completion.

Success Stories

At least one one-page success stories on the program activities will be submitted to USAID/Mali in the quarterly report. Please review USAID guidance on "success stories" available at: <http://www.usaid.gov/stories/>.

Performance Indicators

The standard and agreed upon indicators should be addressed in all progress reports.

Evaluation

Mid-term and final evaluations: USAID will do the evaluations. Mid Term evaluation will be conducted after 18 months of the award by USAID internal reviewers. Final evaluation will be done by external reviewers subjected to availability of funding or by internal USAID reviewers.

F. KEY PERSONNEL

Following positions are suggestions for a core management and implementation team for the program. However, it is up to the Applicant to provide/list positions that are **Key** to the successful implementation and accomplishment of the program goals and objectives. USAID's policy limits this to a reasonable number of positions, generally no more than five positions or five percent of recipient employees working under the award, whichever is greater.

For the new agreement the two suggested key staff positions include:

1. Chief of Party
2. Deputy Chief of Party/Operations Manager

Chief of Party (COP) The Chief of Party is responsible for making key decisions and solving problems in short time frames while ensuring operational and program integrity. The COP is responsible for management, oversight, and reporting of Recipient's implementation, progress and quality of performance in meeting the small grant undertakings in this program. The COP serves as the Recipient's designated person for overall management of the Recipient's relationship with USAID. In close consultation with the AOR, the COP is responsible for providing oversight of grant activities, including supervision of the program staff, ensuring appropriate grant design, ensuring that procedures are established and complied with for grant development, grant implementation, management, monitoring, evaluation, and grant closing. He/she supervises the operations Manager who is responsible for all operations (administration, logistics, procurement, budgeting, financial, and database oversight).

The Chief of Party must be able to travel to Northern Mali, security permitting. He/she will have experience working on rapid transition programs in insecure environments. Experience working in West Africa is desirable.

Operations Manager or Deputy Chief of Party: The Operations Manager will be responsible for all operations including administration, logistics, procurement, budgeting, financial, property, and database oversight. S/he will ensure that program implementation is in accordance with USAID regulations and procedures and the specifications determined in the Contract. This will include monitoring grantee worthiness, ensuring that all procurement processes are perceived as transparent by beneficiary communities, assuring fair and transparent procurement

processes, review of financial management, and monitoring grant implementation. S/he will supervise the Recipient's day-to-day field presence in the areas of operations (including the project's facilities such as office space, equipment and project vehicles), administration, logistics, procurement, budgeting and financial accounting. S/he will supervise the daily financial operations of the contract, which include cash flow management, time sheet recording, reporting to USAID on the financial aspects of the project, and daily monitoring of obligations, budgets, and expenditures. S/he will also ensure continuous liquidity for the project; handle all human resource issues; supervise the day-to-day implementation of all grants made under the program; and investigate and identify new ways of achieving project efficiencies. She/he must be willing and able to travel to northern Mali, security permitting.

The Deputy Chief of Party must have experience working on rapid transition programs in insecure environment. Experience working in West Africa is desirable.

G. SPECIAL PROVISIONS

G.1 ENVIRONMENTAL COMPLIANCE

The new mechanism should address potential hazards to the environment in regards to the programs and interventions. **The application shall contain an environmental mitigation and monitoring plan which will address the environmental concerns and the instructions in Section IV. D. II. (1) below.**

a) Conditions for Award:

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. *Applicant's environmental* compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFA.

Implementing agencies must adhere to USAID's Environmental Compliance Procedures, Title 22, Code of Federal Regulations, Part 216 (22 CFR 2163). Specific procedures for every new and/or amended program or project are set forth in this guidance. In addition, the Recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter will govern.

No activity funded under this Cooperative 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").

Implementing agency will 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 will include monitoring the implementation of the conditions and their effectiveness.

b) Environmental Regulations and References (see Section IV)

G.2 ADDRESSING GENDER ISSUES

Gender issues are central to the achievement of strategic plans and Assistance Objectives (AO), and USAID strives to promote gender equality, in which both men and women have equal opportunity to benefit from and contribute to economic, social, cultural and political development; enjoy socially valued resources and rewards; and realize their human rights. Therefore, to improve gender equity, the project will focus on addressing the gender issues that constrain women's potential and drive inequalities.

Traditionally, women have had only limited participation in political and governance matters in Northern Mali. This program has the opportunity to support women's participation through a number of avenues, including, but not limited to: ensuring equal access to training for women; ensuring equal opportunity for employment/income generation opportunities; supporting participation of women and women's groups in participatory policy development in social service delivery and economic growth; and supporting women's groups in social service delivery partnerships with local governments. The recipient will consult with men and women individually as well as their associations in the design of activities, to ensure solid understanding of community as well as gender issues. The recipient will be expected to collect sex-disaggregated quantitative and qualitative data to ensure one gender is not marginalized at the benefit of another.

(End of SECTION I)

SECTION II – AWARD INFORMATION

USAID expects to award a Cooperative Agreement based on this RFA. The period of performance is three (3) years with an anticipated start date of **September 1, 2012**

A. ANTICIPATED AWARD SCHEDULE

It is anticipated that a four-year cooperative agreement will be awarded.

B. FUNDING LEVEL, SUPPORT AND DURATION OF THE AWARD

Applicants should estimate a funding level for the Cooperative Agreement of **\$12,500,000 over four years**.

C. USAID MANAGEMENT OF THE ACTIVITIES

The Agreement Officer's Representative (AOR) will serve as the primary contact between USAID and the Recipient. The AOR will assist in linking the program with other projects.

D. AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under the cooperative agreement is **935**.

E. SUBSTANTIAL INVOLVEMENT

USAID shall be substantially involved during implementation of this program in the following ways:

a. Approval of the Recipient's Implementation Plans

If at the time of award, the program description does not establish a timeline in sufficient detail for the planned achievement of milestones or outputs, USAID may delay approval of the recipient's implementation plan for a later date. USAID will not require approval of implementation plans more often than annually. If the AO has delegated authority to the AOR to approve implementation plans, the AOR should review the agreement's terms and conditions to ensure that he or she does not inadvertently approve a change to them.

b. Approval of Specified Key Personnel

USAID may designate as key personnel only those positions that are essential to the successful implementation of an award. USAID's policy limits this to a reasonable number of positions, generally no more than five positions or five percent of recipient employees working under the award, whichever is greater.

c. Agency and Recipient Collaboration or Joint Participation

When the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, the AO may authorize the collaboration or joint participation of USAID and the recipient on the program. There should be sufficient reason for Agency involvement and the involvement should be specifically tailored to support identified elements in the program description. For the purpose of this award, the following will be included:

- (1) 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.
- (2) Concurrence on the substantive provisions of sub-awards. [22 CFR 226.25](#) already requires the recipient to obtain the AO's prior approval for the sub-award, transfer, or contracting out of any

- work under an award. This is generally limited to approving work by a third party under the agreement. If USAID wishes to reserve any further approval rights for sub-awards or contracts, it must clearly spell out such Agency involvement in the substantial involvement provision of the agreement.
- (3) Approval of the recipient's monitoring and evaluation plans.
 - (4) Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects. All such activities must be included in the program description, negotiated in the budget, and made part of the award.

d. Agency Authority to Immediately Halt a Construction Activity

USAID may include the statement “The AO may immediately halt a construction activity if identified specifications are not met.” In such cases, the AO must also attach the identified specifications to the award when it is being executed. Any material changes to the specifications must be treated as an amendment to the award.

F. OTHER

The Government may issue one or more awards resulting from this RFA to the responsible applicant(s) whose application(s) conforming to this RFA are the most responsive to the objectives set forth in the RFA. The Government may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate applications, and (e) waiver information and minor irregularities in applications received.

The Government may make an award on the basis of initial applications received, without discussion. Therefore, each initial application should contain the applicant’s best terms from a cost and technical standpoint. As part of its process, however, USAID may elect to discuss technical, cost or other pre-award issues with any applicant. Alternatively, USAID may proceed with awardee selection based on its evaluation of initial applications received and/or commence negotiations with any applicant.

Neither financial data submitted with an application nor representations concerning facilities or financing will form a part of the resulting agreement(s).

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 award may be incurred before receipt of either a fully executed cooperative agreement or a specific written authorization from the Agreement Officer.

G. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)

The objectives of the USAID Disability Policy are (1) to enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies, activity designs and implementation; (2) to increase awareness of issues of people with disabilities both within USAID programs and in host countries; (3) to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities; and (4) to support international advocacy for people with disabilities. The full text of the policy paper can be found at the following website: <http://www.usaid.gov/about/disability/DISABPOL.FIN.html>.

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

H. BRANDING & MARKING REQUIREMENTS - ASSISTANCE

If recommended for award, the Applicant must submit a Branding Strategy and Marking Plan according to the guidelines in the Standard Provisions, Branding Strategy and Marking Plan below:

I. BRANDING STRATEGY - ASSISTANCE (December 2005)

(a) Definitions

- **Branding Strategy** means a strategy that is submitted at the specific request of a USAID Agreement Officer by an Apparently Successful Applicant after evaluation of an application for USAID funding, describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens. It identifies all donors and explains how they will be acknowledged.
- **Apparently Successful Applicant(s)** means the applicant(s) for USAID funding recommended for an award after evaluation, but who has not yet been awarded a grant, cooperative agreement or other assistance award by the Agreement Officer. **The Agreement Officer will request that the Apparently Successful Applicants submit a Branding Strategy and Marking Plan.** Apparently Successful Applicant status confers no right and constitutes no USAID commitment to an award.
- **USAID Identity (Identity)** means the official marking for the Agency, comprised of the USAID logo and new brand mark, which clearly communicates that our assistance is from the American people. The USAID Identity is available on the USAID website and is provided without royalty, license, or other fee to recipients of USAID-funded grants or cooperative agreements or other assistance awards or subawards.

(b) Submission. The Apparently Successful Applicant, upon request of the Agreement Officer, will submit and negotiate a Branding Strategy. The Branding Strategy will be included in and made a part of the resulting grant or cooperative agreement. The Branding Strategy will be negotiated within the time that the Agreement Officer specifies. Failure to submit and negotiate a Branding Strategy will make the applicant ineligible for award of a grant or cooperative agreement. The Apparently Successful Applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events and materials, and the like.

(c) Submission Requirements

At a minimum, the Apparently Successful Applicant's Branding Strategy will address the following:

(1) Positioning

What is the intended name of this program, project, or activity?

Guidelines: USAID prefers to have the USAID Identity included as part of the program or project name, such as a "title sponsor," if possible and appropriate. It is acceptable to "co-brand" the title with USAID's and the Apparently Successful Applicant's identities. For example: "The USAID and [Apparently Successful Applicant] Health Center."

If it would be inappropriate or is not possible to "brand" the project this way, such as when rehabilitating a structure that already exists or if there are multiple donors, please explain and indicate how you intend to showcase USAID's involvement in publicizing the program or project. *For example: School #123, rehabilitated by USAID and [Apparently Successful Applicant]/ [other donors].* Note: the Agency prefers "made possible by (or with) the generous support of the American People" next to the USAID Identity in acknowledging our contribution, instead of the phrase "funded by." USAID prefers local language translations.

Will a program logo be developed and used consistently to identify this program? If yes, please attach a copy of the proposed program logo.

Note: USAID prefers to fund projects that do NOT have a separate logo or identity that competes with the USAID Identity.

(2) Program Communications and Publicity

Who are the primary and secondary audiences for this project or program?

Guidelines: Please include direct beneficiaries and any special target segments or influencers. *For Example: Primary audience: schoolgirls age 8-12, Secondary audience: teachers and parents—specifically mothers.*

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

Guidelines: These include training materials, posters, pamphlets, Public Service Announcements, billboards, websites, and so forth.

What is the main program message(s)?

Guidelines: *For example: "Be tested for HIV-AIDS" or "Have your child inoculated."* Please indicate if you also plan to incorporate USAID's primary message – this aid is "from the American people" – into the narrative of program materials. This is optional; however, marking with the USAID Identity is required.

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

Guidelines: These may include media releases, press conferences, public events, and so forth. Note: incorporating the message, "USAID from the American People", and the USAID Identity is required.

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

Guidelines: One of our goals is to ensure that both beneficiaries and host-country citizens know that the aid the Agency is providing is "from the American people." Please provide any initial ideas on how to further this goal.

(3) Acknowledgements

Will there be any direct involvement from a host-country government ministry? If yes, please indicate which one or ones. Will the recipient acknowledge the ministry as an additional co-sponsor?

Note: it is perfectly acceptable and often encouraged for USAID to "co-brand" programs with government ministries.

Please indicate if there are any other groups whose logo or identity the recipient will use on program materials and related communications.

Guidelines: Please indicate if they are also a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

(d) Award Criteria. The Agreement Officer will review the Branding Strategy for adequacy, ensuring that it contains the required information on naming and positioning the USAID-funded program, project, or activity, and promoting and communicating it to cooperating country beneficiaries and citizens. The Agreement Officer also will evaluate this information to ensure that it is consistent with the stated objectives of the award; with the Apparently Successful Applicant's cost data submissions; with the Apparently Successful Applicant's project, activity, or program performance plan; and with the regulatory requirements set out in 22 CFR 226.91. The Agreement Officer may obtain advice and recommendations from technical experts while performing the evaluation.

I- MARKING PLAN – ASSISTANCE (December 2005)

(a) Definitions

- **Marking Plan** means a plan that the Apparently Successful Applicant submits at the specific request of a USAID Agreement Officer after evaluation of an application for USAID funding, detailing the public communications, commodities, and program materials and other items that will visibly bear the USAID Identity. Recipients may request approval of Presumptive Exceptions to marking requirements in the Marking Plan.
- **Apparently Successful Applicant(s)** means the applicant(s) for USAID funding recommended for an award after evaluation, but who has not yet been awarded a grant, cooperative agreement or other assistance award by the Agreement Officer. The Agreement Officer will request that Apparently Successful Applicants submit a Branding Strategy and Marking Plan. Apparently Successful Applicant status confers no right and constitutes no USAID commitment to an award, which the Agreement Officer must still obligate.
- **USAID Identity (Identity)** means the official marking for the Agency, comprised of the USAID logo and new landmark, which clearly communicates that our assistance is from the American people. The USAID Identity is available on the USAID website and USAID provides it without royalty, license, or other fee to recipients of USAID funded grants, cooperative agreements, or other assistance awards or subawards.
- A **Presumptive Exception** exempts the applicant from the general marking requirements for a *particular* USAID-funded public communication, commodity, program material or other deliverable, or a *category* of USAID-funded public communications, commodities, program materials or other deliverables that would otherwise be required to visibly bear the USAID Identity. The Presumptive Exceptions are:

Presumptive Exception (i). USAID marking requirements may not apply if they would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials, such as election monitoring or ballots, and voter information literature; political party support or public policy advocacy or reform; independent media, such as television and radio broadcasts, newspaper articles and editorials; and public service announcements or public opinion polls and surveys (22 C.F.R. 226.91(h)(1)).

Presumptive Exception (ii). USAID marking requirements may not apply if they would diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent (22 C.F.R. 226.91(h)(2)).

Presumptive Exception (iii). USAID marking requirements may not apply if they would undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as “by” or “from” a cooperating country ministry or government official (22 C.F.R. 226.91(h)(3)). Presumptive Exception (iv). USAID marking requirements may not apply if they would impair the functionality of an item, such as sterilized equipment or spare parts (22 C.F.R. 226.91(h)(4)).

Presumptive Exception (v). USAID marking requirements may not apply if they would incur substantial costs or be impractical, such as items too small or otherwise unsuited for individual marking, such as food in bulk (22 C.F.R. 226.91(h)(5)).

Presumptive Exception (vi). USAID marking requirements may not apply if they would offend local cultural or social norms, or be considered inappropriate on such items as condoms, toilets, bed pans, or similar commodities (22 C.F.R. 226.91(h)(6)).

Presumptive Exception (vii). USAID marking requirements may not apply if they would conflict with international law (22 C.F.R. 226.91(h)(7)).

(b) Submission. The Apparently Successful Applicant, upon the request of the Agreement Officer, will submit and negotiate a Marking Plan that addresses the details of the public communications, commodities, program materials that will visibly bear the USAID Identity. The marking plan will be customized for the particular program, project, or activity under the resultant grant or cooperative agreement. The plan will be included in and made a part of the resulting grant or cooperative agreement. USAID and the Apparently Successful Applicant will negotiate the Marking Plan within the time specified by the Agreement Officer. Failure to submit and negotiate a Marking Plan will make the applicant ineligible for award of a grant or cooperative agreement. The applicant must include an estimate of all costs associated with branding and marking USAID programs, such as plaques, labels, banners, press events, promotional materials, and so forth in the budget portion of its application. These costs are subject to revision and negotiation with the Agreement Officer upon submission of the Marking Plan and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

(c) Submission Requirements. The Marking Plan will include the following:

(1) A description of the public communications, commodities, and program materials that the recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the USAID Identity. These include:

- (i) program, project, or activity sites funded by USAID, including visible infrastructure projects or other programs, projects, or activities that are physical in nature;
- (ii) technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities and other promotional, informational, media, or communications products funded by USAID;
- (iii) events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences, and other public activities; and
- (iv) all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies and other materials funded by USAID, and their export packaging.

(2) A table specifying:

- (i) the program deliverables that the recipient will mark with the USAID Identity,
- (ii) the type of marking and what materials the applicant will be used to mark the program deliverables with the USAID Identity, and
- (iii) when in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking.

(3) A table specifying:

- (i) what program deliverables will not be marked with the USAID Identity, and
- (ii) the rationale for not marking these program deliverables.

(d) Presumptive Exceptions.

(1) The Apparently Successful Applicant may request a Presumptive Exception as part of the overall Marking Plan submission. To request a Presumptive Exception, the Apparently Successful Applicant must identify which Presumptive Exception applies, and state why, in light of the Apparently Successful Applicant's technical proposal and in the context of the program description or program statement in the USAID Request For Application or Annual Program Statement, marking requirements should not be required.

(2) Specific guidelines for addressing each Presumptive Exception are:

- (i) For Presumptive Exception (i), identify the USAID Strategic Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why the program, project, activity, commodity, or communication is 'intrinsically neutral.' Identify, by category or deliverable item, examples of program materials funded under the award for which you are seeking an exception.

- (ii) For Presumptive Exception (ii), state what data, studies, or other deliverables will be produced under the USAID funded award, and explain why the data, studies, or deliverables must be seen as credible.
 - (iii) For Presumptive Exception (iii), identify the item or media product produced under the USAID funded award, and explain why each item or product, or category of item and product, is better positioned as an item or product produced by the cooperating country government.
 - (iv) For Presumptive Exception (iv), identify the item or commodity to be marked, or categories of items or commodities, and explain how marking would impair the item's or commodity's functionality.
 - (v) For Presumptive Exception (v), explain why marking would not be cost beneficial or practical.
 - (vi) For Presumptive Exception (vi), identify the relevant cultural or social norm, and explain why marking would violate that norm or otherwise be inappropriate.
 - (vii) For Presumptive Exception (vii), identify the applicable international law violated by marking.
- (3) The Agreement Officer will review the request for adequacy and reasonableness. In consultation with the Cognizant Technical Officer and other agency personnel as necessary, the Agreement Officer will approve or disapprove the requested Presumptive Exception. Approved exceptions will be made part of the approved Marking Plan, and will apply for the term of the award, unless provided otherwise.
- (e) Award Criteria:** The Agreement Officer will review the Marking Plan for adequacy and reasonableness, ensuring that it contains sufficient detail and information concerning public communications, commodities, and program materials that will visibly bear the USAID Identity. The Agreement Officer will evaluate the plan to ensure that it is consistent with the stated objectives of the award; with the applicant's cost data submissions; with the applicant's actual project, activity, or program performance plan; and with the regulatory requirements of 22 C.F.R. 226.91. The Agreement Officer will approve or disapprove any requested Presumptive Exceptions (see paragraph (d)) on the basis of adequacy and reasonableness. The Agreement Officer may obtain advice and recommendations from technical experts while performing the evaluation.

(End of SECTION II)

SECTION III – ELIGIBILITY INFORMATION

A. ELIGIBLE APPLICANTS

The Recipient must be a responsible entity. The Agreement Officer (AO) may determine a Pre-Award survey is required and if so, would 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.

- (1) USAID encourages applications from potential new partners;
- (2) All Malians and non-Malians organizations are encouraged to apply;

B. COST SHARING

There is no minimum requirement of cost share for this RFA. However, Cost share is encouraged. NGOs and development partners are encouraged to identify private, unrestricted resources for basic support costs to complement the program. Such funding may come from many sources including privately generated programming funds from domestic constituencies; commodities or other resources made available by other bilateral donors or private foundations; and international donors. Definite commitments from other sources for specific programs should be specifically mentioned and documented.

(End of SECTION III)

SECTION IV - APPLICATION AND SUBMISSION INSTRUCTIONS

A. SUBMISSION DATES AND TIMES

If your organization decides to submit an application(s), it must be submitted by the date and time indicated on the cover page of this RFA.

(a) Applicants shall submit their proposal electronically, via internet email, with attachments compatible with Adobe Acrobat (PDF) and Excel MSOffice 2010 in an MSWindows environment, to: cocoulibaly@usaid.gov and mcsow@usaid.gov.

Should Applicants email their technical and cost proposals, each email must not exceed 5mb in size. All files are to be PDF except for cost spreadsheets, which are to be provided as Excel files with cell formulas intact and not exceeding 5mb in file size. Should Applicants sent multiple files, they are to be clearly named to allow sequential viewing and/or printing, and the Applicant should include instructions in regards to the number of files and their names. Technical and cost proposals are to remain separate. All emails containing proposal files must be received by the closing date and time and state the following in the address line: RFA number - Technical or Cost Application - email number X of X.

(b) Applicants may also submit their applications in electronic format via CD, DVD, or USB flash drive to:

Acquisition & Assistance Office/USAID, Attn: C.O Coulibaly and M-C Sow
c/o American Embassy
ACI 2000 – Rue 243 – Porte 297
Bamako, Mali.

Electronic files must be compatible with Adobe Acrobat (PDF) and MSOffice 2010 in an MSWindows environment, except for cost spreadsheets, which are to be provided as Excel files with cell formulas intact. Technical and cost proposals are to be separated as described above.

Hard copies of the applications are not required and will not be accepted. Telegraphic or fax applications are not authorized for this RFA and will not be accepted.

Applicants are encouraged to obtain confirmation of receipt of their applications. Receipt time for email submission is when the application is received by the USAID/W internet server.

If you discover an error in your transmission, please send the material again and note in the subject line of the email that it is a "corrected" submission. Please do not wait for USAID to advise you that certain documents intended to be sent were not sent, or that certain documents contained errors in formatting, missing sections, etc. Each applicant is responsible for its submissions, so please inspect your own emails.

Please do not send the same email to us more than one time unless there has been a change.

It is recommended that your organization appoint one person to send email submissions. If we receive email submissions from more than one person in your organization, we do not know who the authorized person is, and we cannot tell whether there has been a change from one email to the next without considerable effort on our part. Applicants should retain for their records one copy of the application package.

B. CONTENT AND FORMAT OF APPLICATION - PREPARATION GUIDELINES

The following are general instructions for what constitutes an application and how applications shall be formatted:

- (a) An application shall consist of a Technical application and a Cost application submitted in two separate volumes.
- (b) All information shall be presented in the English Language.
- (c) All applications received by the deadline will be reviewed for responsiveness to the RFA guidelines and the selection criteria presented in Section V. Applications which are submitted late or are incomplete run the risk of not being considered in the review process.
- (d) The Government may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate applications meeting the applicable standards of this RFA, and (e) waive informalities and minor irregularities in the application(s) received.

C. TECHNICAL APPLICATION PREPARATION GUIDELINES

(a) General

USAID requests that applications provide all information required by following the format described below. USAID requests that the application be kept as concise as possible. Detailed information should be presented only when required by specific RFA instructions.

Applicants may use appendices for such required supplemental information as key personnel resumes, resumes of other personnel, and a list of previous contracts, grants, and cooperative agreements and past performance reports. Applicants are requested to limit appendices to those relevant to the RFA.

Technical applications should be specific, complete and presented concisely. A lengthy application may not constitute a well thought out application. Applications shall demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. The applications should take into account the technical evaluation criteria found in Section IV.

(b) Technical Application Format and Content

The technical application will be the most important item of consideration in selection for award of the proposed activity. The technical application may contain the following sections, as more fully explained below: (a) Cover Page (**1-2 pages**), (b) Table of Contents, (c) Executive Summary (**1-3 pages**), (d) Program Description (**20 pages**), (e) Monitoring and Evaluation Plan, and (g) Annexes (Curriculum Vitae/Resumés, Past Performance References, and Letters of Commitment from implementing partners, if any). The technical application shall not include any cost information.

NOTE: Applicants must provide on how they will implement construction, from staffing to design and construction implementation, including construction standard e.g. use of international building code. More details can be found below in (c) and in the construction provision in Section VI.B

The **format** for the technical application is the following:

Cover Page

The Cover page shall only contain the RFA number and proposed Project title, name and address of organization(s) (prime and subs) submitting an application, authorized point (s) of contact for technical and cost application with telephone and e-mail.

Executive Summary

This section should allow technical reviewers to quickly understand the critical elements of the application

including the most salient features of the applicants' technical vision and approach, the key personnel and management plan proposed, and the capabilities of the partners to accomplish the desired results.

Technical Application

The technical application will be composed of the program description, a monitoring and evaluation plan and will meet the requirements of the RFA. The application will be evaluated in accordance with the Evaluation Criteria and thus address the following:

The **content** of the technical application should provide a clear picture of the proposed project and implementation strategies. Details on the proposed technical interventions and corresponding activities should be included. It is important to: (i) clearly define linkages with other counter-extremism and related development programs and activities in-country, (2) describe how synergy between programs will be developed and how proposed approaches will reach at-risk communities.

1. Technical Approach

The applicant's technical approach will address understanding of the proposed program and the overall design. This should include:

- To facilitate rapid implementation, USAID will pursue the streamlined approach that allows USAID to implement activities within a country in need of a quick and tangible development impact. It focuses on quick outcomes that help stabilize or rehabilitate a country emerging from conflict, and bridges the gap between emergency humanitarian assistance and long-term development assistance. This mechanism would enable USAID to put relatively small amounts of money towards relatively small, short-term targets that meet certain stabilization, peace building, or counter-extremism goals.
- Understanding of the proposed program, including the successes, constraints, institutions, programs, opportunities, and the required interventions that will support the transition to peace, reconciliation and the development in Northern Mali.
- A description of how the applicant proposes to achieve the objectives of the program and how this will contribute to the higher-level goal to improve confidence in Government by improving efficiency, accountability in local government.
- A detailed implementation plan that, for each of the results described in the RFA, provides an overview of how the applicant will accomplish each result, with specific illustrative activities they would use to accomplish specific sub-results.
- A graduation mechanism, built into the program from the commencement of the intervention, to ensure sustainability of project activities. Applicants should describe strategies for building on and strengthening local partners, networks and institutions and collaborating with other USAID implementing agencies and projects. Specifically, applicants should describe how they will involve local partners in program implementation and ensure capacity building within in-country organizations and institutions that will allow them to assume responsibility for interventions, thereby increasing transfer and sustainability.
- Applicant's proposed approach to building on the current work of the Ministry of Territorial Administration, other USAID partners, other donors, local NGOs to create synergy;
- A preliminary performance monitoring plan (PMP) to track progress in achievement of the activity objective and each of the Results under the Award. The PMP will include proposed performance indicators with specific targets and benchmarks for the overall objective and each of the results. Applicants are encouraged to propose additional or modified indicators. Applicants should describe how the PMP indicators will be regularly collected and reported to facilitate results reporting to USAID/Mali and USAID/Washington.

2. Environmental Compliance.

The applicant is required to address potential hazards to the environment in regards to the program implementation. USAID's general launching point for information relating to environmental assessments and guidelines are available at:

- i. http://www.usaid.gov/our_work/environment/compliance/index.html
- ii. USAID's list of key contacts (Environmental Officers) in Bureaus and Missions at http://www.usaid.gov/our_work/environment/compliance/officers.html#aec
- iii. USAID's Environmental Training Course Materials, including Title 22 of the Code of Federal Regulations, Part 216 that governs the U.S. government's environmental impact abroad. The site also contains various forms and templates relating to Initial Environmental Examinations. <http://www.encapafrica.org/EPTM.htm>

The mission's environmental compliance conditions for this award are the following:

- 1a) 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. Applicants' environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFA.
- 1b) In addition, the contractor/recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.
- 1c) No activity funded under this cooperative 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.")
- 2) An Initial Environmental Examination (IEE) has been approved for the program funding this RFA and can be found in the attached Annex of this RFA. The IEE covers activities expected to be implemented under this cooperative agreement. USAID has determined that a **Negative Determination with conditions** applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The applicant shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this RFA.
- 4a) As part of its initial Work Plan, and all Annual Work Plans thereafter, the recipient, in collaboration with the USAID Cognizant Technical Officer and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this cooperative agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation.
- 4b) If the recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.
- 4c) 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.

- 5) When the approved Regulation 216 documentation is (1) an IEE that contains one or more Negative Determinations with conditions and/or (2) an EA, the recipient shall:
- 5a) 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.
- 5b) Integrate a completed EMMP or M&M Plan into the initial work plan.
- 5c) 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.
- 8a) USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities will require environmental management expertise. Respondents to the RFA should therefore include as part of their application their approach to achieving **environmental compliance and management**, to include:
- 8b) The respondent's approach to developing and implementing an IEE or EA or environmental review process for a grant fund and/or an EMMP or M&M Plan.
- 8c) The respondent's approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.
- 8d) The respondent's illustrative budget for implementing the environmental compliance activities. For the purposes of this solicitation, applicant should reflect illustrative costs for environmental compliance implementation and monitoring in their cost proposal.

3. Personnel and Management Plan

Applicants are encouraged to address the below when preparing their application:

- Considering the specific challenges to working in the North (conflict, distance, etc.), this program may be coordinated by at least two regional offices with key implementing personnel based in those offices (to be determined if appropriate). A strategic (small) representation will be located in Bamako.
- An overall staffing pattern, including an organizational chart, which shows the totality of individuals proposed for all components of the implementation plan, lines of communication, responsibilities and planned procedures to ensure the highest quality coordination and collaboration with the federal, regional and local governments. The staffing plan shall, to the maximum extent possible, optimize use of Malian professionals to manage and implement the program.
- Names and summary qualifications and experience for proposed key personnel and technical positions as well as their major responsibilities under this activity and the rationale for their selection and appropriateness for the proposed positions. Describe previous experience of personnel in working in collaboration with host country governments and partner organizations, and expertise in managing the administrative and financial aspects of a complex program.
- Plan for start-up of the project, including plans for rapidly accessing and deploying key personnel and essential technical staff to support the implementation of the technical program and meet missions' needs on the ground while avoiding excess staffing. In order to ensure close collaboration with national and regional government office/s, the recipient may consider seconding personnel and/or establishing regional office(s).

- Management plan for project implementation, showing how responsibility and lines of authority will be managed within the project and across any proposed partnerships, a proposed management and administrative structure, policies and practices for overall implementation of the program including personnel, financial and logistical support, and coordination. The management plan should describe how the project will relate to and respond to USAID.

4. Institutional Capacity and Experience

Applicant should provide a description of the applicant's organization capacity and past experience in areas directly relevant to achieving the results outlined in this RFA – including its general purpose, goals, annual budget (including funding sources), and major relevant activities and projects undertaken since three years.

Include a description of the capacity and experience of all proposed sub-partners, if any; the proposed working relationship with them; and the added value of having additional partners. The applicant should clearly distinguish between partners with whom they intend to enter into a sub-granting relationship and those with whom they intend to apply as a consortium (indicate the leader of the consortium).

5. Past Performance

An applicant's past performance can serve as an indicator of the quality of its future performance. An applicant must provide a list of all its contracts, grants, or cooperative agreements involving similar or related programs during the past four years. The reference information for these awards must include the performance location, award number (if available), a brief description of the work performed, and a point of contact list with current telephone numbers. The Activity Manager determines whether to require this information as part of the initial application or later from a limited number of applicants who have the best chance of being selected for an award. Requiring the information at a later date may be appropriate when USAID is conducting a prequalification competition (see ADS 303.3.6.2.d). The Activity Manager must obtain past performance information before selection and make that information part of the written evaluation that he or she forwards to the AO. (See [Best Practices for Collecting and Using Current and Past Performance Information](#).)

Evaluating Past Performance:

The Activity Manager and the Technical Evaluation Committee (TEC) (defined in ADS 303.3.6.4) evaluate an applicant's past performance. The Activity Manager and TEC validate the applicant's past performance reference information based on existing evaluations to the maximum extent possible, and make a reasonable, good faith effort to contact all references to verify or corroborate the following evaluation criteria:

- How well an applicant performed,
- The relevancy of the work performed under the program,
- Instances of good performance,
- Instances of poor performance,
- Significant achievements,
- Significant problems, and
- Any indications of excellent or exceptional performance in the most critical areas.

To ensure that the past performance evaluation is effective, the Activity Manager or TEC, will:

- Assess how recent and relevant the past performance information is.
- Evaluate the past performance of the entire team - consortia, joint venture members, and proposed sub-award organizations, as applicable.
- Include analysis and rationale for their conclusions about an applicant's past performance.

D. COST/BUSINESS APPLICATION FORMAT AND GUIDELINES

USAID will evaluate the cost/business application separately for cost effectiveness and realism. While there is no page limit for this portion, Applicants are encouraged to be as concise as possible, but still provide the necessary details. USAID will require the following detailed information from the Applicant organization:

1. The cost/business application must be completely separate from the technical application. The application must be submitted using SF-424 and SF 424A "Application for Federal Assistance." The form is downloadable on USAID's website at: http://www.usaid.gov/procurement_bus_opp/procurement/forms/.

The cost/business application should be for the life of the program, using the budget format shown in the SF-424A. Cost/Business applications must be submitted in MS Word and Graphic/tables must be formatted in Microsoft Excel.

2. If the Applicant has established a consortium or another legal relationship among its partners, the Cost/Business application must include a copy of the document establishing the parameters of the legal relationship between the parties. The agreement should include a full discussion of the relationship between the Applicants including identification of the Applicant with which USAID will treat for purposes of Agreement administration, identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

3. New Recipients: Applicants that have never received a grant, cooperative agreement or contract from the U.S. Government are required to submit a copy of their accounting manual and procurement/management handbook relating to personnel and travel policies.

4. To support the proposed costs, please provide detailed budget breakdown and explanation notes/narrative for all cost categories contained SF-424A regarding how the costs were derived.

The following provides guidance on what is needed.

The budget shall include:

- (a) The breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;
- (b) The breakdown of all costs according to each partner organization or sub-recipient/sub-grantee involved in the program;
- (c) The costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
- (d) The breakdown of the financial and in-kind contributions of all organizations involved in implementing this Cooperative Agreement;
- (e) Potential contributions of non-USAID or private commercial donors to this Cooperative Agreement;
- (f) A procurement plan for commodities.

Usually, the cost application contains the following budget categories and supporting notes:

- (a) Salary and Wages: Direct salaries and wages should be proposed in accordance with the Applicant's personnel policies. Budget narrative should explain how daily rates are calculated and whether based on established written policies of the organization or market surveys.
- (b) Fringe Benefits: If the Applicant has a fringe benefit rate that has been approved by an agency of the U.S. Government, such rate should be used and evidence of its approval should be provided (e.g. copy of NICRA). If a fringe benefit rate has not been so approved, the application may propose a rate and explain how the rate was determined. If the latter is used, the narrative must 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.

- (c) Travel and Transportation: The application should indicate the number of trips, domestic, regional, and international, and the estimated costs. Specify the origin and destination for proposed trips, duration of travel, and number of individuals traveling. Per Diem should be based on the Applicant's normal travel policies and will be assessed as part of cost effectiveness.
- (d) Equipment: Just the need, type, the number and price of the items equipment to be procured.
- (e) Supplies: Justify and need and quantities of Supply items related to this activity.
- (f) Subcontracts: Any goods and services being procured through a contract mechanism.
- (g) Other Direct Costs: This includes communications, report preparation costs, passports, visas, medical exams and inoculations, insurance (other than insurance included in the Applicant's fringe benefits), equipment, office rent, etc. The narrative should provide a breakdown and support for all other direct costs;
- (h) Indirect Costs: The Applicant should support the proposed indirect cost rate with a letter from a cognizant U.S. Government audit agency, a Negotiated Indirect Cost Agreement (NICRA), or with sufficient information (e.g. audited financial statements) for USAID to determine the reasonableness of the rates (For example, a breakdown of labor bases and overhead pools, the method of determining the rate, etc.).

Applicants who do not currently have a Negotiated Indirect Cost Rate Agreement (NICRA) from their cognizant agency shall also submit the following information:

- i. 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;
- ii. Projected budget, cash flow and organizational chart; and
- iii. A copy of the organization's accounting manual

5. Ceiling on Indirect Cost Rates and Final Reimbursement for Indirect Costs- Recipient shall propose a ceiling on their Indirect Costs.

6. Applicants should submit additional evidence of responsibility they deem necessary for the Agreement Officer to make a determination of responsibility. The information submitted should substantiate that the Applicant:

- (a) Has an adequate financial resource or the ability to obtain such resources as required during the performance of the award.
- (b) Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant, nongovernmental and governmental.
- (c) 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.
- (d) Has a satisfactory record of integrity and business ethics; and
- (e) Is otherwise qualified and eligible to receive a cooperative agreement under applicable laws and regulations (e.g., EEO).

7. Required Certifications and Representation: All Certifications and Representations found under Section VII must be completed and submitted with the cost application.

8. Applicants that have never received a cooperative agreement, grant or contract from the U.S Government are required to submit a copy of their accounting manual. If a copy has already been submitted to the U.S. Government, the applicant should advise which Federal Office has a copy.

(End of SECTION IV)

SECTION V – APPLICATION REVIEW INFORMATION - EVALUATION CRITERIA

A. APPLICATION REVIEW INFORMATION

Below are the significant technical and cost factors. The Government will select application(s) that it determines is the most responsive to the objectives set forth in this RFA and presents the greatest overall value, cost and other factors considered, but reserves the right not to select any proposals for funding.

In accordance with ADS 303.3.6.3 Evaluation Criteria include the technical merits of the applications, Cost effectiveness and cost realism of the application, past performance of the applicant, and Branding Strategy and Marking Plan are also considered.

The criteria presented below have been tailored to the requirements of this particular RFA. Applicants should note that these criteria serve to: a) identify the significant matters which Applicants should address in their applications; and b) set the standard against which all applications will be evaluated. To facilitate the review of applications, Applicants should organize the narrative sections of their applications in the same order as the Selection Criteria. Applications will be evaluated in accordance with the Technical Evaluation Criteria identified below.

The cost/business applications of all Applicants submitting a technically acceptable application will be evaluated for general reasonableness, cost realism, allowability and allocability. Applicants are specifically advised that, until an agreement document is received and duly signed by a Grant or Agreement Officer, no program expenditures will be paid by USAID.

In sum, the Technical Evaluation Criteria and points allocations are indicative of USAID/WA Mission's desire to select a highly qualified, flexible, innovative organization(s) and staff, which can capitalize on and enhance the local institutions and human resource talents in the countries of Chad, Niger, Burkina Faso and Mauritania to ensure a greater degree of Program success and sustainability.

To make an objective evaluation possible, applications must clearly demonstrate how the organization and the application meet these criteria.

B. TECHNICAL MERITS EVALUATION CRITERIA

The technical application criteria are presented below. The relative importance of each criterion is indicated by the points allotted to the assigned score.

Summary of Technical Rating

- 40 points – criterion 1, Technical Approach – including start-up
- 25 points – criterion 2, Organizational Systems and Management
- 25 points – criterion 3, Personnel Capabilities and Staffing
- 10 points – criterion 4, Past Performance

The sub-elements listed under each criterion are not ranked in any order of importance, but are evaluated as a whole in determining the score for this factor.

1. Technical Approach (40 points)

The applicant shall demonstrate a sound knowledge of northern Mali in terms of development and security challenges and the relevance of proposed activities. The applicant shall present a strong transition strategy to USAID that elaborates how participatory development shall be possible in the North. The applicant will propose a monitoring plan that identifies appropriate indicators and clearly and cost effectively elaborates how progress will be monitored to measure attainment of objectives. The applicant will provide a plan that indicates how an independent evaluation will be supported.

i. **Strategic/Technical Approach (30 points)**

The Applicant should propose activities that demonstrate a clear understanding of guiding principles.

Activities should be ambitious and achievable, with the selected goals and objectives clearly presented. The decision-making process for the selection of approach should be clearly articulated, and the role of local partners clearly described and appropriate to achieving program objectives, including:

- a. Rationale and justification provided for selection of geographic target area and choices of communities, reflecting local ownership and development partnerships;
- b. A realistic timeframe for achievement of results, reflecting a context of changing parameters and opportunities.
- c. Demonstrates best practices for working effectively in at-risk communities in the areas of youth mobilization, outreach and training, improving civil society capacity and performance, improved local governance services, and information dissemination through media. Relevant stakeholders appropriately involved in the selection of sites, interventions and/or strategies.
- e. The extent to which the application addresses gender, both in terms of how men and women might participate differently in the activities or how the activities may have different impacts on them.

ii. **Startup (10 points)**

Rapid start-up will be critical to demonstrating results under this program. USAID's evaluation will focus on the startup personnel; their roles, tasks, management, and reporting; the startup work plan; the analysis of political and operational issues and how they may be handled, and the transition between start up and long term operations.

2. Organization Systems and Management (25 Points)

USAID's evaluation will be based on the application and presentation and will focus on the proposed staffing structure, organization chart, management processes, security plan, field offices plan, and illustrative grant cycle.

The management plan relates to the applicant's plan to manage the cooperative agreement efficiently and effectively, including, but not limited to, the general staffing of the Cooperative Agreement. This includes:

- a. Soundness of the overall management plan and organizational structure to manage the award; this includes the positions that will be hired, the mix and balance of in-country and home office support, as well as the mix and balance of local and international hiring. The applicant must present a clear organizational, human resources and financial management structures in place, including clearly identified roles and responsibilities of key staff and project partners.
- b. The applicant should demonstrate a comprehensive performance monitoring plan, including clear, achievable indicators and targets and a plan for sustainability.
- c. Realism of the plan to produce documented, quantifiable, effective results and to carry-out performance monitoring and reporting.

3. Personnel Capabilities & Experience (25 points)

In assessing this factor, the Technical Evaluation Committee will consider the fit and strength of the key personnel positions and the actual candidates proposed by the applicant. Efforts to recruit local expertise will be noted. In addition to the weighted criteria below, the committee will also consider the references obtained for key personnel including information obtained from other than the sources provided by the applicant. It should be noted that if letters of commitment are not provided for each key personnel candidates, the Technical Evaluation Committee can take this into account in evaluating this factor, including but not limited to, ignoring the qualifications and experience of the person proposed. A letter of commitment does not require an exclusive commitment, only that the candidate is committed to serving on the project. [Where appropriate additional points will be given for proposed key personnel with appropriate Arabic language or local language capabilities]:

- a. Management experience of the proposed Key personnel in the implementation of similar or relevant community development, civil society support, local government and media expansion projects;
- b. Technical, practical experience and level of education and skills of personnel proposed; especially in regards to deliver the required technical assistance, training, and funding for local development activities and youth skills development;

- c. Proposed personnel's collective knowledge of the current social, political and economic circumstances in West Africa; demonstrated experience in West Africa, including ability to work and live in remote locations, and possession of French or local language skills.

4. Past Performance (10 points).

All applicants will be subject to a past performance review for demonstrated successful past performance in previous and/or existing projects (See section IV.D (b) 4):

- a. quality,
- b. cost control,
- c. timeliness,
- d. key personnel and
- e. customer satisfaction

C. COST EVALUATION

USAID will not select an applicant for award on the basis of a superior technical application without consideration of cost. Cost will be evaluated on the basis of cost reasonableness, and realism. Cost realism will be based on the following considerations:

- Are proposed costs realistic for the work to be performed under the contract?
- Do the costs reflect a clear understanding of the contract requirements?
- Are the costs consistent with the various elements of the applicant's technical application?

A technical/cost/past performance analysis will be performed by the Agreement Officer in order to determine the Best Value to the U. S. Government. These criteria are the standard against which all technical information will be evaluated, and serve to identify the significant matters that shall be addressed.

1. Cost Realism:

Applicants must present a detailed budget including all sources of funds allocated and a narrative description ("Budget Notes") of the applicant's assumptions made for each budget line item.

2. Cost Effectiveness and Efficiency:

The cost effectiveness of the organization's approach and its ability to affect a wide base of beneficiaries includes:

- a. Effectiveness of proposed cost control structure;
- b. Reasonableness of proposed labor cost and Expatriate salary;
- c. Budget transparency to effectively track expenditures;
- d. Subcontracting/making methods are clearly defined;
- e. Cost efficiency of proposed Other Direct Costs (ODCs)
- f. Applicant's market competitive pricing estimates of tangible items to be used for performance;
- g. Competitive pricing estimates and sound purchase methods of international and in-country air travel and surface transportation.

D. AWARD

TECHNICAL VERSUS COST CONSIDERATIONS

For this RFA, technical considerations are more important than cost and other administrative elements.

REVIEW AND SELECTION PROCESS

In accordance with ADS 303.3.6.4 the applications shall be reviewed and evaluated by a Technical Evaluation Committee using the evaluation criteria stated above in section V of this Request for Applications

ANTICIPATED ANNOUNCEMENT AND AWARD DATES

The Government anticipates an award resulting from this RFA by August 31, 2012.

(End of SECTION V)

SECTION VI – AWARD ADMINISTRATION

A. GENERAL

1. Award Notices

Following selection of an awardee, USAID will inform the successful applicant concerning the award. A notice of award signed by the Agreement Officer is the official authorizing document, which USAID will provide either electronically or in hard copy to the successful applicant's main point of contact. USAID also will notify unsuccessful applicants concerning their status after selection has been made.

2. Deviations.

There are no standard provisions deviations contemplated under this award.

3. Reporting.

The Recipient shall submit Annual Implementation Plans (Work plan) and Reports for the Program within format, content and time schedule substantially as described in details in Program Description. Implementation Plans and reports shall be prepared to be available for public reference and limited distribution. Financial or other proprietary information can be provided in an Addendum for USAID and noted in the Implementation Plan or report.

For a full listing of required Reports and reporting please see SECTION I.

4. Demobilization and close-out. Six months prior to the completion date, the Recipient shall submit a Demobilization Plan for AOR approval. The plan will include, at a minimum, a draft Property Disposition Plan to the Agreement Officer; a plan for the phase-out of in-country operations; a delivery schedule for all reports or other deliverables required under the Cooperative Agreement; and a timetable for completing all required actions in closing-out the award.

5. Award Administration

The resulting award will be administered in accordance with 22 CFR 226, OMB circulars and the Standard Provisions for U.S. Non-governmental Recipients.

B. CONSTRUCTION PROVISION

As part of the project's efforts to increase the Government of Mali's presence in the North through improvements in basic service delivery, small scale construction and renovation of existing infrastructure are envisaged. In implementing these construction activities, USAID is committed to ensuring high levels of safety and quality and requests the applicant to adhere to the following compliances:

1. Construction or renovation designs undertaken by the applicant shall be implemented using a rigorous design-bid-build project delivery method to ensure completeness and transparency of plans.
2. The applicant shall use a best value approach in determining sub-awards instead of a lowest bid approach.
3. The applicant shall utilize contractual incentives, both positive and negative, to improve timely delivery and quality of construction.
4. The applicant shall undertake capacity building and training of local community members and government officials. The training should be a mixture of classroom and on-the-job training aimed at linking construction activities with employment opportunities for local populations.
5. Any new or renovation construction project funded by USAID must allow access by people with disabilities (PWDs). USAID promotes universal design over accessible design. Accessible design means products and buildings that are accessible and usable by people with disabilities. Universal design means products and buildings that are accessible and usable by everyone, including people with disabilities. All new construction activities that include USAID financing will incorporate universal or accessible design.

Additionally, changes to an existing structure that affects, or could affect the usability of the structure will consider standards that facilitate access by PWDs.

6. Execution of construction or renovation activities adhere to the following codes and standards of work:

- International Building Code (IBC);
- International Plumbing Code (IPC);
- International Mechanical Code (IMC);
- National Electrical Code (NEC);
- National Fire Protection Association (NFPA) 101 Life Safety Code;
- Ministry standards and criteria for designs as specified within individual task orders;
- U.S. Army Corps of Engineers (USACE) Safety and Health Requirements Manual, EM 385-1-1 and US Occupation Safety and Health Administration Codes.

All codes shall be the version in effect on date of assistance award or as stated in the program description. Any conflict between standard manuals or criteria and specific instructions furnished or required by sub awards shall be brought to the immediate attention of the Assistance Officer's Representative (AOR) for resolution.

USAID will consider exceptions to these requirements on a case by case basis. All deviations will request the AOR's consent, with copy of the request to the Agreement Officer.

To reinforce quality and safety of construction and rehabilitation activities, USAID intends to separately solicit the services of an independent recipient who will undertake supervision and compliance of all construction or renovation sub-awards. USAID will seek the services of an independent recipient that has experience monitoring and evaluating quality assurance in settings similar to northern Mali.

(End of SECTION VI)

SECTION VII – CERTIFICATIONS & REPRESENTATIONS

A. CERTIFICATIONS AND ASSURANCES

1. Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs

Note: This certification applies to Non-U.S. organizations if any part of the program will be undertaken in the United States.

(a) The recipient hereby assures that no person in the United States shall, on the bases set forth below, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under, any program or activity receiving financial assistance from USAID, and that with respect to the Cooperative Agreement for which application is being made, it will comply with the requirements of:

(1) Title VI of the Civil Rights Act of 1964 (Pub. L. 88-352, 42 U.S.C. 2000-d), which prohibits discrimination on the basis of race, color or national origin, in programs and activities receiving Federal financial assistance;

(2) Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), which prohibits discrimination on the basis of handicap in programs and activities receiving Federal financial assistance;

(3) The Age Discrimination Act of 1975, as amended (Pub. L. 95-478), which prohibits discrimination based on age in the delivery of services and benefits supported with Federal funds;

(4) Title IX of the Education Amendments of 1972 (20 U.S.C. 1681, et seq.), which prohibits discrimination on the basis of sex in education programs and activities receiving Federal financial assistance (whether or not the programs or activities are offered or sponsored by an educational institution); and

(5) USAID regulations implementing the above nondiscrimination laws, set forth in Chapter II of Title 22 of the Code of Federal Regulations.

(b) If the recipient is an institution of higher education, the Assurances given herein extend to admission practices and to all other practices relating to the treatment of students or clients of the institution, or relating to the opportunity to participate in the provision of services or other benefits to such individuals, and shall be applicable to the entire institution unless the recipient establishes to the satisfaction of the USAID Administrator that the institution's practices in designated parts or programs of the institution will in no way affect its practices in the program of the institution for which financial assistance is sought, or the beneficiaries of, or participants in, such programs.

(c) This assurance is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts, or other Federal financial assistance extended after the date hereof to the recipient by the Agency, including installment payments after such date on account of applications for Federal financial assistance which was approved before such date. The recipient recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in this Assurance, and that the United States shall have the right to seek judicial enforcement of this Assurance. This Assurance is binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this Assurance on behalf of the recipient.

2. Certification Regarding Lobbying

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

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal Cooperative Agreement, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

Statement for Loan Guarantees and Loan Insurance

"The undersigned states, to the best of his or her knowledge and belief, that: If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure."

3. Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206)

USAID reserves the right to terminate this Agreement, to demand a refund or take other appropriate measures if the Grantee is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140. The undersigned shall review USAID ADS 206 to determine if any certifications are required for Key Individuals or Covered Participants.

If there are COVERED PARTICIPANTS: USAID reserves the right to terminate assistance to or take other appropriate measures with respect to, any participant approved by USAID who is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

4. Certification Regarding Terrorist Financing, Implementing Executive Order 13224

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

1. The Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.

2. The following steps may enable the Recipient to comply with its obligations under paragraph 1:

a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of [Specially Designated Nationals and Blocked Persons](#), which is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC), or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Recipient.

b. Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's website: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

c. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.

d. The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.

3. For purposes of this Certification-

a. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safehouses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials."

b. "Terrorist act" means-

(i) an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site:

<http://untreaty.un.org/English/Terrorism.asp>); or

(ii) an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or

(iii) any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

c. "Entity" means a partnership, association, corporation, or other organization, group or subgroup.

d. References in this Certification to the provision of material support and resources shall not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the

Recipient has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

e. The Recipient's obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Recipient has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

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

5. Certification of Recipient

By signing below the recipient provides certifications and assurances for (1) the Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs, (2) the Certification Regarding Lobbying, (3) the Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206) and (4) the Certification Regarding Terrorist Financing Implementing Executive Order 13224 above.

RFA/APS No. _____

Application No. _____

Date of Application _____

Name of Recipient _____

Typed Name and Title _____

Signature _____

Date _____

B. KEY INDIVIDUAL CERTIFICATION NARCOTICS OFFENSES AND DRUG TRAFFICKING

I hereby certify that within the last ten years:

1. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.
2. I am not and have not been an illicit trafficker in any such drug or controlled substance.
3. I am not and have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

Signature: _____

Date: _____

Name: _____

Title/Position: _____

Organization: _____

Address: _____

Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain key individuals of organizations must sign this Certification.
2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

C. PARTICIPANT CERTIFICATION NARCOTICS OFFENSES AND DRUG TRAFFICKING

1. I hereby certify that within the last ten years:

a. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.

b. I am not and have not been an illicit trafficker in any such drug or controlled substance.

c. I am not or have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

2. I understand that USAID may terminate my training if it is determined that I engaged in the above conduct during the last ten years or during my USAID training.

Signature: _____

Name: _____

Date: _____

Address: _____

Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain participants must sign this Certification.

2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

D. SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS

Applicability: All RFA's must include the attached Survey on Ensuring Equal Opportunity for Applicants as an attachment to the RFA package. Applicants under unsolicited applications are also to be provided the survey. (While inclusion of the survey by Agreement Officers in RFA packages is required, the applicant's completion of the survey is voluntary, and must not be a requirement of the RFA. The absence of a completed survey in an application may not be a basis upon which the application is determined incomplete or non-responsive. Applicants who volunteer to complete and submit the survey under a competitive or non-competitive action are instructed within the text of the survey to submit it as part of the application process.)

[Survey on Ensuring Equal Opportunity for Applicants](#)

E. OTHER STATEMENTS OF RECIPIENT**1. Authorized Individuals**

The recipient represents that the following persons are authorized to negotiate on its behalf with the Government and to bind the recipient in connection with this application or grant:

Name	Title	Telephone No.	Facsimile No.

2. Taxpayer Identification Number (TIN)

If the recipient is a U.S. organization, or a foreign organization which has income effectively connected with the conduct of activities in the U.S. or has an office or a place of business or a fiscal paying agent in the U.S., please indicate the recipient's TIN:

TIN: _____

3. Data Universal Numbering System (DUNS) Number

(a) In the space provided at the end of this provision, the recipient should supply the Data Universal Numbering System (DUNS) number applicable to that name and address. Recipients should take care to report the number that identifies the recipient's name and address exactly as stated in the proposal.

(b) The DUNS is a 9-digit number assigned by Dun and Bradstreet Information Services. If the recipient does not have a DUNS number, the recipient should call Dun and Bradstreet directly at 1-800-333-0505. A DUNS number will be provided immediately by telephone at no charge to the recipient. The recipient should be prepared to provide the following information:

- (1) Recipient's name.
- (2) Recipient's address.
- (3) Recipient's telephone number.
- (4) Line of business.
- (5) Chief executive officer/key manager.
- (6) Date the organization was started.
- (7) Number of people employed by the recipient.
- (8) Company affiliation.

(c) Recipients located outside the United States may e-mail Dun and Bradstreet at globalinfo@dbisma.com to obtain the location and phone number of the local Dun and Bradstreet Information Services office.

The DUNS system is distinct from the Federal Taxpayer Identification Number (TIN) system.

DUNS: _____

4. Letter of Credit (LOC) Number

If the recipient has an existing Letter of Credit (LOC) with USAID, please indicate the LOC number:

LOC: _____

5. Procurement Information

(a) **Applicability.** This applies to the procurement of goods and services planned by the recipient (i.e., contracts, purchase orders, etc.) from a supplier of goods or services for the direct use or benefit of the recipient in conducting the program supported by the grant, and not to assistance provided by the recipient (i.e., a subgrant or subagreement) to a subgrantee or subrecipient in support of the subgrantee's or subrecipient's program. Provision by the recipient of the requested information does not, in and of itself, constitute USAID approval.

(b) **Amount of Procurement.** Please indicate the total estimated dollar amount of goods and services which the recipient plans to purchase under the grant:

\$ _____

(c) **Nonexpendable Property.** If the recipient plans to purchase nonexpendable equipment which would require the approval of the Agreement Officer, please indicate below (using a continuation page, as necessary) the types, quantities of each, and estimated unit costs. Nonexpendable equipment for which the Agreement Officer's approval to purchase is required is any article of nonexpendable tangible personal property charged directly to the grant, having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

TYPE/DESCRIPTION (Generic)	_____
QUANTITY	_____
ESTIMATED UNIT COST	_____

(d) **Source, Origin, and Componentry of Goods.** If the recipient plans to purchase any goods/commodities which are not of U.S. source and/or U.S. origin, and/or does not contain at least 50% componentry, which are not at least 50% U.S. source and origin, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, and probable source and/or origin, to include the probable source and/or origin of the components if less than 50% U.S. components will be contained in the commodity. "Source" means the country from which a commodity is shipped to the cooperating country or the cooperating country itself if the commodity is located therein at the time of purchase. However, where a commodity is shipped from a free port or bonded warehouse in the form in which received therein, "source" means the country from which the commodity was shipped to the free port or bonded warehouse. Any commodity whose source is a non-Free World country is ineligible for USAID financing. The "origin" of a commodity is the country or area in which a commodity is mined, grown, or produced. A commodity is produced when, through manufacturing, processing, or substantial and major assembling of components, a commercially recognized new commodity results, which is substantially different in basic characteristics or in purpose or utility from its components. Merely packaging various items together for a particular procurement or relabeling items do not constitute production of a commodity. Any commodity whose origin is a non-Free World country is ineligible for USAID financing. "Components" are the goods, which go directly into the production of a produced commodity. Any component from a non-Free World country makes the commodity ineligible for USAID financing.

TYPE/DESCRIPTION	_____
QUANTITY	_____
ESTIMATED GOODS	_____
PROBABLE GOODS	_____
PROBABLE (Generic)	_____
UNIT COST	_____
COMPONENTS	_____
SOURCE	_____
COMPONENTS	_____
ORIGIN	_____

(e) Restricted Goods. If the recipient plans to purchase any restricted goods, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, intended use, and probable source and/or origin. Restricted goods are Agricultural Commodities, Motor Vehicles, Pharmaceuticals, Pesticides, Rubber Compounding Chemicals and Plasticizers, Used Equipment, U.S. Government-Owned Excess Property, and Fertilizer.

TYPE/DESCRIPTION	_____
QUANTITY	_____
ESTIMATED	_____
PROBABLE	_____
INTENDED USE (Generic)	_____
UNIT COST	_____
SOURCE	_____
ORIGIN	_____

(f) Supplier Nationality. If the recipient plans to purchase any goods or services from suppliers of goods and services whose nationality is not in the U.S., please indicate below (using a continuation page, as necessary) the types and quantities of each good or service, estimated costs of each, probable nationality of each non-U.S. supplier of each good or service, and the rationale for purchasing from a non-U.S. supplier. Any supplier whose nationality is a non-Free World country is ineligible for USAID financing.

TYPE/DESCRIPTION	_____
QUANTITY	_____
ESTIMATED	_____
PROBABLE SUPPLIER	_____
NATIONALITY	_____
RATIONALE (Generic)	_____
UNIT COST (Non-US Only)	_____
FOR NON-US	_____

(g) Proposed Disposition. If the recipient plans to purchase any nonexpendable equipment with a unit acquisition cost of \$5,000 or more, please indicate below (using a continuation page, as necessary) the proposed disposition of each such item. Generally, the recipient may either retain the property for other uses and make compensation to USAID (computed by applying the percentage of federal participation in the cost of the original program to the current fair market value of the property), or sell the property and reimburse USAID an amount computed by applying to the sales proceeds the percentage of federal participation in the cost of the original program (except that the recipient may deduct from the federal share \$500 or 10% of the proceeds, whichever is greater, for selling and handling expenses), or donate the property to a host country institution, or otherwise dispose of the property as instructed by USAID.

TYPE/DESCRIPTION (Generic)	_____
QUANTITY	_____
ESTIMATED UNIT COST	_____
PROPOSED DISPOSITION	_____

6. Past Performance References

On a continuation page, please provide past performance information requested in the RFA.

7. Type of Organization

The recipient, by checking the applicable box, represents that -

(a) If the recipient is a U.S. entity, it operates as ☐ a corporation incorporated under the laws of the State of, ☐ an individual, ☐ a partnership, ☐ a nongovernmental nonprofit organization, ☐ a state or local governmental organization, ☐ a private college or university, ☐ a public college or university, ☐ an international organization, or ☐ a joint venture; or

(b) If the recipient is a non-U.S. entity, it operates as ☐ a corporation organized under the laws of _____ (country), ☐ an individual, ☐ a partnership, ☐ a nongovernmental nonprofit organization, ☐ a nongovernmental educational institution, ☐ a governmental organization, ☐ an international organization, or ☐ a joint venture.

8. Estimated Costs of Communications Products

The following are the estimate(s) of the cost of each separate communications product (i.e., any printed material [other than non-color photocopy material], photographic services, or video production services) which is anticipated under the grant. Each estimate must include all the costs associated with preparation and execution of the product. Use a continuation page as necessary.

(End of SECTION VII)

ANNEX – APPROVED IEE**INITIAL ENVIRONMENTAL EXAMINATION AND CATEGORICAL EXCLUSION**

The Implementing Partner shall prepare and submit with the application (and as part of initial work plan development), a complete Environmental Mitigation and Monitoring plan (EMMP) describing how they will, in specific terms, implement all conditions of the IEE that apply to proposed project activities within their purview (see table below). The EMMP shall include monitoring the implementation of the conditions and their effectiveness.

The completed EMMP shall be integrated into the initial work plan and subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment. Activity Reports shall contain a separate section on implementation of the environmental conditions specified above, and shall assess successes and failures in their implementation.

As part of its initial Work Plan, and all Annual Work Plans thereafter, the Implementing Partners, in collaboration with the USAID Contracting Officer Technical Representative (COTR) and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under the project to determine if they are within the scope of this IEE or other approved Regulation 216 environmental documentation.

If USAID or the Implementing Partners plan any new activities or substantial modifications to existing activities outside the scope of the approved Regulation 216 environmental documentation, an amendment shall be prepared 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.

Activity	Recommended Determinations
1A. Construction or rehabilitation of institutional or general structures involving a total disturbed footprint of <i>less than 1000m²</i> ; Operation of such facilities	Negative Determination subject to the conditions that; 1. No complicating factors. The site is not within 30m of a permanent or seasonal stream or water body, will NOT involve displacement of existing settlement/inhabitants, has an average slope of less than 5% and is not heavily forested or in an otherwise undisturbed local ecosystem. 2. Construction management. The ERF process must impose the following construction management requirements: (1) During construction, prevent sediment-heavy run-off from cleared site or material stockpiles to any surface waters or fields with berms, by covering sand/dirt piles, or by choice of location. (Only applies if construction occurs during rainy

	season.); (2) Construction must be managed so that no standing water on the site persists more than 4 days; (3) IPs must require their general contractor to certify that it is not extracting fill, sand or gravel from waterways or ecologically sensitive areas, nor is it knowingly purchasing these materials from vendors who do so; (4) IPs must identify and implement any feasible measures to increase the probability that timber is procured from legal, well-managed sources. 3. Designs must provide for drainage, sanitation and fresh water, as appropriate; note that schools and training facilities must provide sanitation; schools must provide potable water supplies. Potable water supplies are subject to the quality and testing requirements set out under Activity 4 4. Operations. Where USAID has responsibility for operations of the facility, the IP must assure appropriate waste management, cleaning and maintenance of latrines, maintenance of drainage structures, and other elements of environmentally sound compound operation. Where USAID does not have operational responsibility, the IP must work with the responsible party to develop a practical environmental management protocol and maximize the probability that it will continue to be implemented after project hand-off.
1B. Other construction or rehabilitation of Institutional or general structures; Operation of such facilities.	Negative determination subject to the conditions that: 1. The formal AFR subproject/sub grant review process, as set out by the AFR Environmental Review Form (available at www.encapafrika.org/compliance.htm) must be completed and approved prior to construction of any individual facility. 2. The construction management practices specified above are implemented. 3. .Designs must provide for drainage, sanitation and fresh water, as appropriate; note that schools and training facilities must provide sanitation; schools must provide potable water supplies. Potable water supplies are subject to the quality and testing requirements set out under Activity 4 4. Operations. Where USAID has responsibility for operations of the facility, the IP must assure appropriate waste management, cleaning and maintenance of latrines, maintenance of drainage structures, and other elements of environmentally

	sound compound operation. Where USAID does not have operational responsibility, the IP must work with the responsible party to develop a practical environmental management protocol and maximize the probability that it will continue to be implemented after project hand-off
2. Direct construction/rehabilitation of market yards	Negative determination subject to the conditions that: <i>1. The formal AFR subproject/sub grant review process, as set out by the AFR Environmental Review Form (available at www.encapafrica.org/compliance.htm) must be completed and approved prior to construction of any individual market.</i> <i>2. Construction management.</i> The ERF process must impose the following construction management requirements: (1) During construction, prevent sediment-heavy run-off from cleared site or material stockpiles to any surface waters or fields with berms, by covering sand/dirt piles, or by choice of location. (Only applies if construction occurs during rainy season.); (2) Construction must be managed so that no standing water on the site persists more than 4 days; (3) IPs must require their general contractor to certify that it is not extracting fill, sand or gravel from waterways or ecologically sensitive areas, nor is it knowingly purchasing these materials from vendors who do so; (4) IPs must identify and implement any feasible measures to increase the probability that timber is procured from legal, well-managed sources. <i>3. The design must provide for drainage, sanitation and fresh-water</i> and the activity must include development of a practical environmental management protocol for the facility (e.g., cleaning, disposal of waste, maintenance of latrines, etc.) The IP must work with the responsible local stakeholders or administration to implement this protocol and maximize the probability that it will continue to be implemented after project hand-off.
3. Small scale irrigation works	Negative Determination subject to the conditions that: <i>1. The formal AFR subproject/sub grant review process, as set out by the AFR Environmental Review Form (available at</i>

	www.encapafrica.org/compliance.htm) must be completed and approved prior to construction or rehabilitation of each site/system. 2. General consistency with EGSSAA. The environmental management conditions established by the ERF process must be generally consistent with good-practice guidance of USAID's <i>Environmental Guidelines for Small-Scale Activities in Africa</i> (agriculture and irrigation chapters, construction chapters; www.encapafrica.org/egssaa.htm) 3. The IP must assure implementation of any mitigation and monitoring conditions specified by the approved ERF.
4.Small scale water points construction/rehabilitation including wells and boreholes	Negative Determination subject to the following conditions. 1. Good-practice design standards must be implemented for new construction and rehabilitation works, generally consistent with USAID's <i>Environmental Guidelines for Small-Scale Activities in Africa (water supply & sanitation chapter)</i>; www.encapafrica.org/egssaa.htm). These standards must be specified in the EMMP (see Section 4 of this IEE) and must include siting of new wells well away from groundwater contamination sources (e.g. latrines, cesspits, dumps), exclusion of livestock from water points, and prevention of standing water at water supply points. 2. Water quality assurance plan. The IP will develop and implement a Water Quality Assurance Plan that will ensure that all new and rehabilitated USAID-funded water supplies provide safe drinking water, defined as meeting local and WHO water quality standards. This Plan must be approved by the MEO prior to initiation of these activities. The plan must include and assign responsibility to the IP for initial water quality testing. When feasible, the program must also set in place capacities and a responsibility to provide reasonable assurance that ongoing water quality monitoring occurs. The standards for initial and ongoing testing including types of contaminants for which testing should be conducted, testing methods, testing frequency, and issues such as public access to results— should follow any applicable USAID guidance, as well as local laws, regulations and policies. The plan must include a response protocol in the event that the water does not meet water quality standards.

	The plan must include testing for Arsenic per Guidance Cable State 98 108651. Specifically, the USAID managing team must assure that the standards and testing procedures described in “Guidelines for Determining the Arsenic Content of Ground Water in USAID Sponsored Well Programs in Sub-Saharan Africa” (www.encapafrica.org/docs.htm#specificwater). Note that this guidance requires initial testing, and quarterly testing for four quarters. <i>If the program terminates in less than four quarters, remaining testing is the responsibility of the mission. Water violating the 10ppb Arsenic standard may not be supplied for public consumption.</i> 3. Monitoring for & response to overdraw. Wells used for irrigation must be monitored for groundwater overdrafts. In the event that overdraw occurs, draw from the well must be reduced to a sustainable level.
5. Technical assistance and support for small income generating activities including small-scale agro-processing, crafts etc.	Negative Determination subject to the conditions that; training and technical assistance address issues of environmental sound practices in small income generating activities including; sound waste management practices, sustainable resource use an exploitation as well as occupational health and safety measures.

(End of ANNEX)

(END OF RFA)