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Subject: **Request for Applications (RFA) Number 521-11-021**

Reference: **Leveraging Effective Application of Direct (LEAD) Investments Program.**

The United States Agency for International Development (USAID) is seeking applications to fund a Cooperative Agreement for the LEAD Investments program. The authority for the RFA is found in the Foreign Assistance Act of 1961, as amended.

The Recipient will be responsible for ensuring achievement of the program objectives from the anticipated June 20, 2011 award date for a four year period through June 19, 2015. Please refer to the Program Description for a complete statement of goals and expected results. Subject to the availability of funds, USAID intends to provide approximately **$12,000,000** in total for this effort.

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. In addition, award of any resultant cooperative agreement 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. USAID reserves the right to fund any or none of the applications submitted.

Any questions concerning this RFA should be submitted in writing to Ms. Launa Lherisson, Acquisition Specialist, at llherisson@usaid.gov, and oaahaiti@usaid.gov . Applicants should retain for their records one copy of all enclosures which accompany their application.

Sincerely,

Gary C. Juste
Director
Office of Acquisition and Assistance

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SECTION I

1- PROGRAM DESCRIPTION

A. Summary

The Leverage Effective Application of Direct LEAD Investments activity is expected to demonstrate that a business plan competition model, enhanced by a matching grants program, will attract investments in Haitian small and medium enterprises (SMEs) that have high potential for growth and employment generation. USAID's experience in promoting public-private partnerships demonstrates that public sector grant funding can successfully leverage significant direct investment in SMEs from the private sector as part of an economic growth and job creation approach. Given their motivation and resilience, diaspora communities are emerging as a potentially important source of direct investment in the homeland. Globally, USAID welcomes diaspora engagement within the Agency's diverse and growing set of global development alliances with the private sector. The LEAD Investments activity will leverage USAID funds to develop partnerships with Haitian-based SMEs and US-based investors such as Haitian diaspora and others who understand the business opportunities and risks in Haiti and are motivated to invest in the SME sector.

The LEAD Investments activity will also include an innovations component whose purpose is to identify promising strategies and mechanisms to promote diaspora philanthropy through collective remittances. Globally, the lion's share of monies remitted to families back home is for personal use and individual investment. However, emerging global experience suggests that donor funding can be leveraged to garner a portion of individual remittances and channel them toward social investments for the public good, such as the building and financing of schools or other local development projects. Thus, LEAD Investments will include a small innovations fund to leverage diaspora remittances as a successful example of how private wealth can be converted to sustainable flows of philanthropic capital that can be used effectively for development impact.

The LEAD Investments activity will contribute to USAID's development assistance objective of improving food and economic security in selected geographic areas of Haiti. Through this Cooperative Agreement, USAID ultimately seeks to promote economic growth, sustainable job creation and community development in Haiti. The project will support two components. <u>Component One, Business and Social Entrepreneurship,</u> will provide matching grants to establish or strengthen SMEs[1] in the target areas. By participating in the project, SMEs will be able to increase their access to investment financing and technical support, leading to increased productivity and competitiveness and expanded operations in local and export markets. USAID expects that Haitian diaspora members will be highly motivated to participate in this activity along with other US-based investors who are familiar with the business environment in Haiti.

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[1] The Haitian Government has not developed a formal definition of a SME but the National Association of Bankers uses the following criteria, which should be applied to this Activity: (1) Staff headcount: 10-100; (2) Annual turnover: 5 to 50 M HTG (US $128K - $1.28M); and, (3) Total assets: Maximum 50 M HTG (US$ 1.28M).

Both business enterprises and social enterprises[2] that are legally registered in Haiti (or can become legally registered before sub-grants are awarded) will be eligible to participate. Businesses may be fully/partially US-owned or fully Haitian-owned.

Building on the steady flows of remittances from the US to Haiti, Component Two, Increasing the Development Impact of Remittances, will explore innovative ways to promote diaspora philanthropy through collective remittances that bolsters local development initiatives in Haiti. USAID believes there is an opportunity to leverage its resources to harness collective remittances from members of the Haitian diaspora community (which already sends $1.8 billion in remittances per year to Haiti) toward investments or local projects with a promise of development impact. The Recipient should explore creative ways to promote diaspora funding of small infrastructure or other community development projects in Haiti. For example, a mini "challenge grant" mechanism might provide a small USG match to a hometown association's donation of collective remittances to build a classroom or small school, or to repair/expand a health clinic. The Recipient may use up to $500,000 of the matching grants fund to support innovative approaches, based on global experience and good development practice, to motivate diaspora philanthropy through remittances.

USAID anticipates contributing $11 million to this four-year program (exclusive of cost-share from the matching grants program) to achieve the results described Section 4.C below. Fifty percent of the USAID share of the budget should be dedicated to sub-grants, with approximately $5 million in funding for sub-grants allocated to Component One and up to $500,000 for small sub-grants in Component Two. USAID anticipates that the Recipient would organize three cycles of sub-grant competitions under Component One within the first 36 months of the project, leaving at least 12 months to monitor and support sub-grantees to successfully implement their business proposals.

B. Background

The Development Challenge.

Limited economic development constrains Haiti's ability to address its most pressing social and economic problems. Even before the earthquake, Haiti faced low levels of economic growth as measured by gross domestic product (GDP), high levels of unemployment, extreme income inequality, and a small tax base. The earthquake destroyed productive infrastructure, human capital, inventory and collateral – the assets underpinning Haitian businesses and thereby the entire Haitian economy. Given this context, the development challenge at hand is to support Haiti's economic development by rebuilding damaged infrastructure, promoting policies that will lead to a friendly business environment, expanding access to financial products, and providing technical assistance to small and medium enterprises to help them address organizational, technical and human capacity limitations to their growth potential. These actions will underpin

[2] Social enterprises are defined as organizations that are driven by a social and/or environmental purpose, and which use business and market-based models to pursue their mission. Their primary purpose is to generate profit to further their social or environmental goals often through investments in health clinics, cooperatives, vocational training centers, etc.

future economic growth, employment generation, reduced income inequality, and an expanded tax base.

Before the earthquake, the Haitian economy was dominated by large enterprises and informal businesses; the World Bank ranked it 162 out of 183 countries for ease of doing business in 2011. According to the best available data, the Haitian economy is primarily driven by informal micro, small and medium enterprises (MSMEs) which generate up to 90% of new jobs. These informal MSMEs access financing primarily from microfinance institutions charging comparatively high interest rates, and thus are limited in their ability to grow and add new employees. The earthquake exacerbated this situation with up to $2 billion in financing required to repair, rebuild and restart businesses. These estimates include the massive losses to infrastructure and inventory as well as loss of human life.

Following the earthquake, the US-based Haitian diaspora demonstrated its commitment to help rebuild Haiti by providing immediate, direct support to family members and their communities of origin. Many diaspora members are looking for ways to contribute to the country's reconstruction beyond individual remittances sent to family members back in Haiti. At the OAS-sponsored "Haitian Diaspora Forum: Contributing to a Strategic Plan for Reconstruction and Development in Haiti" in March, 2010, members of the diaspora developed recommendations to the Haitian government and international donors to guide reconstruction and development efforts, offered support for social programs, and expressed interest in making strategic business investments. Over the past year, various diaspora organizations, including home town and professional associations, have demonstrated an expansive willingness for engagement in their homeland. However, the potential impact of diaspora-driven development activities in Haiti remains largely unrealized. More effective cooperation among diaspora organizations, Haitian government and private sector actors and USAID will promote relevant and well-managed business and social investments that benefit Haitian communities through sustainable job creation and improved infrastructure.

The Government of Haiti's Role

If it is to attract more foreign direct investment and/or local investment, Haiti must surmount a number of policy and capacity challenges to improve the business climate. Substantial administrative, legal and regulatory barriers to doing business exist in Haiti. Collectively, these barriers act as a brake on potential investments and lead to variable business performance. Under its new five-year strategy, USAID is proposing a package of targeted reform activities that will streamline the processes and regulations that have been created and controlled at the level of the central government. Among the realistic opportunities to improve the business enabling environment, the GOH can reduce the time needed to register property and access the capital required to start or grow a business. By enacting specific reforms, the GOH will directly contribute to attracting more investment in the private sector, particularly in MSMEs.

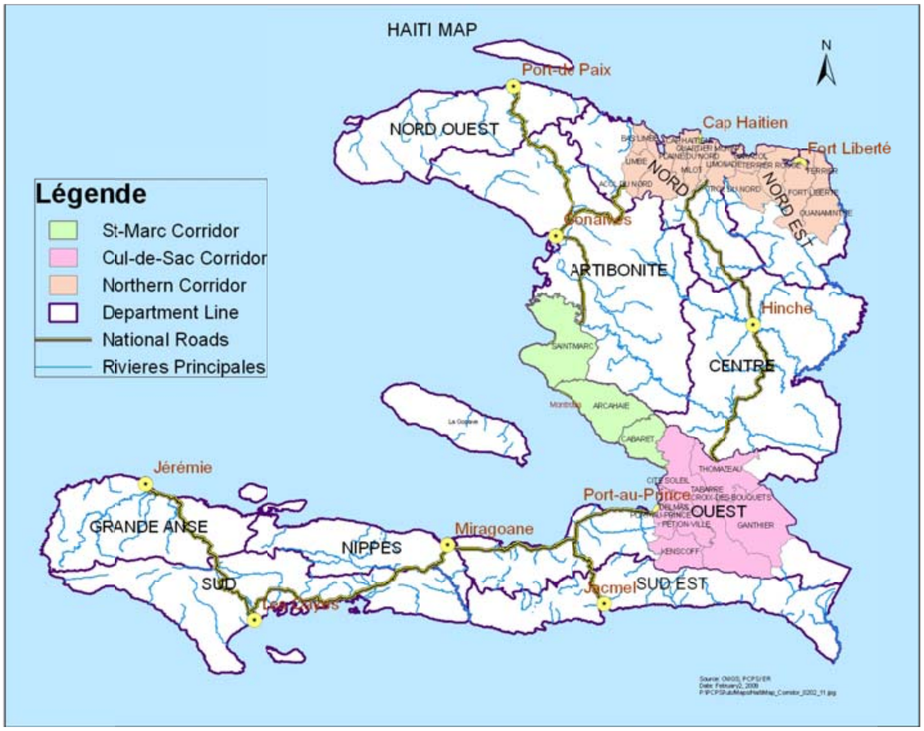
Working with the GOH to prioritize the enabling environment for MSMEs could improve sustainability and inclusion, and spur job creation, increased per capita income and economic growth. Evidence shows that a positive relationship exists between the size of the formal SME sector and a country's development. For example, the majority of jobs in high income countries are in the formal SME sector. Currently contributing only 5% of jobs in Haiti, the formal SME sector has strong potential to grow in Haiti. To support MSME growth in value chains, demand and supply side constraints must be addressed in tandem.   The challenges on the demand side have created a very small market for formal SMEs that are investment ready. In coordination with USAID, the Recipient of this Cooperative Agreement could explore the possibility of strengthening the Ministry of Haitians Living Abroad, which has shown relatively weak capacity to engage with the Diaspora.

C. Link to USG Strategic Plan and Framework

The USG Strategy

For the next five years, the USG will contribute to the goal of "a stable and economically viable Haiti." Consistent with the GOH Haiti Action Plan, the USG's reconstruction and long-term development plan seeks to help rebuild and restructure an overcrowded capital that has absorbed multitudes of rural migrants. At the same time, the USG will support new and diverse economic opportunities outside of Port-au-Prince, especially in the Saint-Marc and Cap Haitien development corridors, using focused and catalytic investments in housing, energy, agriculture, health, security and national and local governance.

The USG's development strategy will focus on stimulating economic activity and enhancing the delivery of basic services in the three designated development corridors of Port-au-Prince, Saint-Marc , Cap Haitien, while promoting stronger democratic governance and rule of law at the local and national levels, and engaging the private sector in the reconstruction process. The selection of the three corridors responds to the GOH post-earthquake Action Plan to stimulate growth beyond Port-au-Prince. Before the earthquake, sixty-five percent of economic activity in Haiti was located in greater Port-au-Prince; in the outer provinces, economic opportunities in agribusiness, manufacturing, and tourism were nascent. The migration towards Port-au-Prince has concentrated Haiti's social and economic problems; over the last ten years, poverty declined by more than eight percent across Haiti while increasing by thirteen percent in Port-au-Prince.



To contribute to the goal, the USG will support four core development pillars in Haiti: infrastructure and energy; food and economic security; health and basic services; and, governance and rule of law. Specifically related to Pillar B, Food and Economic Security, the USG will help to jumpstart and expand agricultural productivity. Without support for the agricultural sector and associated infrastructure, recovery and economic development will bypass the majority of Haitians who make their livelihoods from agriculture. To realize Haiti's agricultural income growth potential, priority will be given to those markets where Haitian farmers can be most competitive in domestic, regional and international arenas. USG investments will be based on selection criteria including agricultural potential, number of beneficiaries that can be reached, distance to markets, availability of rural credit, alignment with other USG investments within an integrated development corridor, and our prior experience in the watershed/corridor.

At the same time, building and growing diversified industries will contribute significantly to Haiti's prosperity. A more conducive environment for micro, small and medium enterprises (MSMEs) will help to build an inclusive economy and a strong middle class. The USG is positioned to help build the formal MSME sector in Haiti by assisting the Haitian government to improve the business enabling environment, easing access to of MSMEs to financial products and expanding business development services (BDSs) for MSMEs.

USAID/Haiti Initiatives to Promote Economic Growth, FY 2010 – FY 2015

Economic growth is the dominant factor in reducing poverty; however, in a context of extreme income inequality, economic growth may not be sufficient to reduce poverty. Rather, broad-based economic growth must be paired with targeted interventions that reach the poor and enhance their participation in the economy. USAID/Haiti will target the poor through MSMEs with interventions focusing on three areas:

- Policies to improve the business enabling environment
- Easier access of MSMEs to financial products
- Significant expansion of business development services (BDSs) for MSMEs

USAID/Haiti will support activities that address the macro- and micro-economic drivers of growth – the policies, regulations, and related forms of economic governance – that are collectively known as the enabling environment. This includes supporting the Government of Haiti (GOH) to reduce the policy and regulatory constraints that negatively affect management of business and financial transactions. In addition, USAID/Haiti will expand the capacity of MSMEs by improving business skills, raising workforce quality, and increasing access to investment and credit. USAID's approach is to tackle the prolonged stagnation of Haiti's MSME sector and the country's extreme unemployment by reducing barriers to business start-up and growth, generating long-term employment opportunities, and providing comprehensive and demand-driven training to unemployed or underemployed individuals to meet the specific needs of Haitian enterprises. Additionally, USAID proposes a range of interventions that both increase investment from domestic and foreign sources, and build the capacity of local financial institutions to deliver new and diversified services to expanded markets.

Coordination with Other Donors

Donors are designing/planning a variety of initiatives to promote economic development and strengthen infrastructure. Briefly, some of these key initiatives include:

Donor	Economic Rebuilding	Territorial Rebuilding
Inter-American Development Bank (IDB)	• $45.4 M for construction and development of the first integrated free trade zone (near Cap Haitien) • $2.4 M to improve North Department tourism sector • $11 M for Business Development Services to enhance the productivity and profitability of new entrepreneurial investment projects to be financed through new loans • Doing Business reform program	• $40 M for the rehabilitation and improvement of an important portion of the main network of highways • $5.2 M for shelter assistance for disaster-affected population, for both immediate recovery and construction of basic core houses • $30 M for transitional housing
IFC/World Bank (WB)	• $6 M in financing to the apparel company Grupo M and expanding the free trade zone in the North • $35 M emergency investment program to help private companies restart operations and preserve and create jobs in Haiti • -IFC Business Edge training program	• $850 M to increase coordination and support of sustainable solutions for the region's financial, tourism and infrastructure sector • $65 M financing costs associated with the recovery and reconstruction of Haiti's critical

	• Free trade zone policy and legislative program • Ports feasibility study and potential investment • WB 'Doing Business' reform program	infrastructure and reestablishment of basic institutional capabilities
CIDA	Nothing currently planned	• $75 M for 92 km of road to support economic development and access to services in the south • $19.8 M to rebuild and rehabilitate tertiary road infrastructure in areas with high economic potential
Clinton Foundation	• $20 M to provide equity and financing for SMEs • Partnership with World Bank to support and strengthen 'Doing Business in Haiti' • Investment promotion and facilitation	• $16 M worth of goods, including 14 pieces of heavy equipment for reconstruction

In addition, a number of funds have been established/enhanced to provide access to financing. These include Development Credit Authority (DCA) programs financed by USAID and implemented by local banks to improve access to credit for the housing sector and facilitate SME financing in the productive sector. The IDB has created guarantee funds to support restructuring of bank loans. USAID, OPIC, the IFC, the IDB and others are creating a range of BDS and training programs to enhance the growth and profitability of MSMEs.

D. Program Description

This Cooperative Agreement is envisioned as a 48-month activity beginning in mid FY 2011. Illustratively, the initial 6 month period would provide sufficient time for project start-up, including the preparation and announcement of a matching grants program. During the next twenty-four to thirty months, the Recipient would complete three cycles of business plan competitions to select sub-grantees. The final twelve to eighteen months would be dedicated to completing the technical assistance and capacity-building activities to help Haitian SMEs achieve their sales, marketing and other business goals. In addition, the recipient would create and manage an innovative small grants program to encourage the channeling of collective remittances toward community development initiatives in Haiti.

Program Purpose

The cooperative agreement has two specific objectives:

1. To create jobs and improve social infrastructure in three Haitian development corridors through sustainable business and social enterprise development, partnering US investors with small and medium Haitian firms.

2. To develop and test innovative mechanisms to increase the development impact of remittances in Haiti.

Key Implementation Principles

This program seeks to promote the engagement of US-based business and social investors who understand the development challenges and opportunities in Haiti with promising local Haitian firms. Ultimately, the development impact of the program will be sustainable job creation. Given their personal histories and knowledge of Haiti, USAID expects that Haitian diaspora along with other investors who understand the risks and opportunities of investing in Haiti will be highly motivated to participate in this program. To ensure a successful program, the following key principles should guide implementation:

- *Anchor the activities in local development priorities*. Haiti faces a wide range of issues that must be considered as part of any private sector support program, including environmental degradation, effects of population growth, and needs of disadvantaged populations including women, youth and rural isolated communities. Proper consideration of these issues within the context of a viable private sector development strategy is critical to enhancing the longer-term impacts of the project. Project activities shall be coordinated with other USG-funded economic and social initiatives in the development corridors to ensure mutual reinforcement of activities for greater cost-effectiveness.

- *Target the secondary cities of Saint-Marc and Cap Haitien.* Project activities should be focused primarily on the secondary cities of Saint-Marc and Cap Haitien to contribute to the USG strategy of promoting the growth of secondary city growth, with a lesser emphasis on the remaining towns and areas in the three growth corridors.

- *Build sustainable local partnerships.* US-based investors should be full or part owner of a legally registered Haitian business. Effective engagement in Haiti will be greatly facilitated by the US investors' knowledge of the local languages (French and Creole) as well as an understanding of the business environment.

- *Promote capacity building*. The Recipient should develop the capacity of the business and social enterprises at all stages of project – planning, implementation, and monitoring and evaluation. For example, the Recipient can offer technical assistance and training to facilitate business plan writing and presentation, compliance with USG environmental assessment and mitigation requirements, management capacity and access to commercially viable solutions to market inefficiencies. The Recipient can also provide assistance to identify and strengthen avenues for channeling remittance toward social investment projects, complemented by effective (skilled) volunteerism and community service in Haiti.

- *Support innovation*. Discover new ideas and approaches that have development impact potential as measured in job creation, increased incomes and greater access to services and basic infrastructure in Haiti. For example, the Recipient shall explore the use of mobile banking, online platforms and social media to enhance the ability of linking collective remittances and home town associations with specific community development initiatives in Haiti.

- *Ensure due diligence*. The Recipient should ascertain the reputation and legal legitimacy of all proposed members of the business partnership (both in the US and Haiti) prior to the approval of any financial support. The Recipient will be required to have clearly documented procedures and qualifying criteria for business endeavors, and to be entirely transparent in selecting participating businesses, industries and social programs and monitoring use of funds.

- *Always include an exit strate*gy. To ensure sustainability, all LEAD Investments activities shall include an up-front exit strategy that clarifies how the investment will end, leaving behind sustainable impact.

Expected Results and Illustrative Activities

The program will achieve results laid out under the following two program components. The components should be closely linked to ensure they are mutually supportive, and they should be closely coordinated with other USG business development and social investment programs in the three USG-supported development corridors of Port-au-Prince, Cap-Haitien and Saint-Marc .

Component 1: Business and Social Entrepreneurship

The program will provide matching grant funding to support promising partnerships between US-based investors and legally registered business partners in Haiti as a way to channel either start-up funds or subsequent capital infusions to creative business ideas that will likely spur development and create jobs in the targeted development corridors. The program will emphasize small and medium business development but exceptionally could consider microenterprises that are judged to be at the crossroads of quickly converting to small businesses with more employees.

Leveraging: The matching grants program will leverage business and social investments on a basis of least 1:1. Proposals that offer to leverage beyond the 1:1 ratio will receive preferable consideration. USAID will contribute between $50,000 and $200,000 per matching grant. Although the program can consider support for all commercially viable proposals in the USG-supported development corridors, proposals for sustainable job-creating business ventures in the productive sectors are highly preferred. Complementary industries in the value chains associated with the preferred sectors are also relevant. Examples of preferred sectors include:

- Textiles/garment industry
- Assembly industries (furniture, apparel, etc.)
- Construction and infrastructure
- Storage/warehousing, logistics and transportation
- Agricultural production, processing and agribusiness
- Alternative energy
- Information and communications technologies

Eligibility Criteria: The Recipient shall propose the business/eligibility criteria for the sub-grantees. Illustratively, these could include:

- The business must have legal status and be a registered Haitian business or Haitian for-profit social enterprise. Businesses and social enterprises that are not yet legally registered may participate in the competition provided they are able to become legally incorporated in Haiti before advancing to the final round of competition. The business must have the capacity to enter into a legal (sub-grant) agreement.
- May be a start-up or established business in Haiti seeking to expand or introduce new goods or services. Proposals that are advanced to the final round will be required to submit evidence of ownership.
- Must not act as an intermediary but be directly responsible for the preparation, management and implementation of the project proposed.
- The proposed investment should be focused on building business operations to create jobs within the specified development corridors. Proposals for business development in Saint-Marc and Cap Haitien will be viewed favorably.
- Applicants for matching grants must demonstrate a minimum one-to-one matching ratio of applicant to USAID funding. Proposals that offer to leverage beyond that will be viewed favorably. Applicants for sub-grants will be required to submit a detailed budget showing how each party's contribution will be used. A majority of the applicant's match must be in the form of a cash contribution, with higher percentages of cash viewed favorably. The applicants should demonstrate that USAID matching funds are not being used to cover operating costs, increasing the likelihood of sustainability and long-term viability of their business plans. In addition to cash contributions, in-kind resources such as equipment, property (with proof of legal ownership) and supplies are allowed. The cash value of the in-kind contributions should be calculated.
- Applications with any of the following attributes will not be considered:
    - Not-for-profit organizations or government institutions
    - Employees, contractors or family members of any participating sponsors
    - Project judges, technical assistance sources or consultants financed by the project
    - Any entity otherwise excluded from US federal procurement or non-procurement programs
- USAID funds may not be used to support outsourcing or related efforts designed to induce the relocation of any U.S. business or reduce the number of employees of the business in the U.S. Prohibited activities include the provision of financial incentives to U.S. businesses to relocate, direct marketing of investment opportunities in Haiti or subsidies to support the same. USAID ADS 225 contains more information on this restriction.

Competitive Selection: Experience has shown that the competitive selection of promising business proposals by an expert selection panel is critical to success. The selection panel will be trusted with ensuring that the matching grant selection process is rigorous, consistent, fair and transparent. The selection panel could be composed of two staff of the Recipient, one USAID members, and two external members. The external members of the selection panel might receive a modest stipend to defray the costs of their participation in the selection process. Based on the evaluation criteria announced in the calls for proposals, the Recipient should set up a panel of independent evaluators/experts whose collective expertise covers all of the criteria (technical knowledge of the business sector proposed, financial analysis and risk assessment, logistics, administration, knowledge of the business enabling environment in Haiti, etc). The Recipient should identify the potential panelists and assess their qualifications, potential conflicts of interest, availability and commitment to the LEAD Investments objectives. USAID will participate on the selection panel and will approve the actual selection of all sub-grant recipients. Illustratively, the proposal evaluation criteria could include:

- **Business idea:** proposals must demonstrate a well-conceived idea and model that has the potential to be profitable and/or demonstrate a strong social impact, sustainable and generate economic development. Successful proposals will clearly articulate the market opportunity to be met by the proposed product or service, and how this will add value and jobs to the economy. The project objectives are sound, realistic, achievable and measurable.
- **Management capacity:** Proposals must demonstrate the team's capacity to successfully implement and grow the business in the local context. Evidence will include information regarding team composition, relevant qualifications, and demonstrated track record of success. Proposals should also demonstrate the depth and strength of the partnership between the US-based investor and the local enterprise. The local firm has the financial and technical capacity to implement the project and builds on strong partnerships to support it.
- **Sustainability:** Proposals must outline a strategy for operational sustainability composed of concrete activities to be executed over the 12 to 18 month implementation period as well as plan for achieving operational sustainability and overcoming anticipated challenges. Proposals should also outline a financial strategy/plan to cover the operational and financial costs with the 12 to 18 month implementation period and achieve long term financial sustainability. Plans must be based on realistic projections of expense and revenue streams. If break-even is not expected by the end of the LEAD funding cycle, the business must present a realistic strategy to secure additional financial support after LEAD support ends.
- **Results:** Proposals should demonstrate the ability to achieve tangible results in terms of business growth and economic development during the LEAD funding cycle. It should define relevant outcome indicators and targets such as revenue generated, direct and indirect jobs created, increased wages, lives improved through delivery of goods and services, etc.
- **Leverage:** Proposals must demonstrate the ability to leverage USAID resources in terms of financing, expertise and networking. Proposals should demonstrate a minimum of 1:1 leverage ratio of financial resources. The applicant's match should be primarily cash. Proposals that offer to leverage beyond the 1:1 ratio will be viewed favorably as will budgets in which the Applicant's cost share is greater than the minimum of 50% cash.

Based on the experience of the USAID African Diaspora Marketplace (www.diasporamarketplace.org) and other donor-supported investment initiatives (see Annex 1), a phased approach to selection is recommended. For example, during Phase 1, the selection panel would review the initial pool of concept papers to ensure the Applicants and their business ideas meet the established requirements. Applicants that are passed to Phase 2 would become semi-finalists and would be invited to submit full business plans using a common template. The Recipient would provide web-based training modules and materials to improve the quality of proposals/business plans or hold a training seminar in Port-au-Prince on how to develop a business plan. The Recipient should also ensure that all Applicants fully understand, and are able to comply with, USAID environmental rules and regulations. Semi-finalists and evaluation panel members may receive a modest stipend to help defray the expenses incurred in attending the training event. During Phase 3, semi-finalists could be invited to present their proposals at an event to the selection panel. Again, they could receive a modest stipend to defray their expenses. In Phase 4, the winners would be proposed (subject to USAID final approval), and all due diligence requirements would be met before the matching grants would be awarded. Technical assistance needs and opportunities to link the winners to USAID's business development centers (see below) would also be identified at this stage.

Based on the Recipient's analysis of business and investment opportunities, some illustrative areas of support that could be provided to sub grantees include:

- Technology transfer
- New product development
- Institutional strengthening and capacity-building (human resources planning)
- Equipment acquisition
- Fixed capital investments (production machinery, plant systems, power plants)
- Research and development
- Production and/or quality control
- Market research and access

Business Development Services (BDSs): To enhance the likelihood that approved business plans will be successfully implemented and generate new jobs in Haiti, the program will emphasize the importance of technical assistance and training. This could include a range of activities including market reviews prior to issuing the calls for applications to determine priority business sectors in each development corridor as well as other post-award technical assistance and training in areas such as financial management and accounting, marketing, human resources management and operational strengthening. USAID expects that the Recipient shall provide short-term training and technical assistance as needed to sub-grantees.

The Expected Results for Component One are presented below along with illustrative activities and illustrative indicators. The activities and indicators herein should be adjusted in the Recipient's proposal to ensure consistency with its proposed approach to achieving the results.

<u>Result 1: Haitian business and social enterprises strengthened to create jobs and expand infrastructure in targeted development corridors</u>

Indicator 1.1	Number of new jobs created
Indicator 1.2	Value of new/additional sales and exports from the small and medium firms assisted by the program
Indicator 1.3	Evidence of the use of improved management technologies or innovations

Sub Result 1.1: Competitive matching grant program designed and managed to expand investments in Haitian business and social enterprises in targeted development corridors

Indicator 1.1.1 Grants Manual submitted to and approved by USAID
Indicator 1.1.2 Number of analyses completed regarding the investment climate (opportunities and risks) in the sector supported by the project
Indicator 1.1.3 Consistent with the approved grants manual, a full package of matching grant program materials and templates prepared (sample announcement of competition, application instructions and forms, eligibility criteria, competition parameters and selection criteria, restrictions and prohibitions, etc)
Indicator 1.1.4 Number of semi-finalists trained to develop business plans
Indicator 1.1.5 Number semi-finalists trained in USG environment compliance

Sub Result 1.2: Communications strategy developed and effectively used to inform US-based business investors and Haitian SMEs about the requirements of the matching grant program

Indicator 1.2.1 Number of distribution channels utilized to create widespread awareness in appropriate audiences of the matching grants program's objectives, requirements, application/award schedule, and roles/responsibilities of the various parties.
Indicator 1.2.2 LEAD webpage developed and maintained
Indicator 1.2.3 Number of business proposals submitted to each cycle of competition

Sub Result 1.3 Technical assistance and business development services provided to enhance the viability of funded business plans

Indicator 1.3.1 Number of Haitian SMEs that successfully accessed (bank loans or) private equity as a result of USG assistance [Standard indicator]
Indicator 1.3.2 Number of participating Haitian firms receiving USG supported assistance to improve their management practices [Standard indicator]
Indicator 1.3.3 Number of Haitian firms receiving USG supported assistance to invest in improved technologies [Standard indicator]
Indicator 1.3.4 Number of Haitian firms participating in USG-assisted value chains [Standard indicator]
Indicator 1.3.5 Number of Haitian firms receiving business development services from USG assisted sources (for example, trained in business and export management topics, etc.) [Standard indicator]
Indicator 1.3.6 Number of institutions/organizations mature/viable in the competency areas strengthened as a result of USG assistance (one or more of the following: governance, management practices, human resources, financial resources, service delivery, external relations) [Standard indicator]

Sub Result 1.4 Matching grants program effectively leverages resources for business and social enterprise development in Haiti

Indicator 1.4.1 Number of competitively-awarded matching grants awarded to qualified businesses
Indicator 1.4.2 Ratio of private funds leveraged to USAID support
Indicator 1.4.3 Total value of funds (cash and in-kind) leveraged from the private sector

Illustrative Activities for Component 1: Business investments and entrepreneurship

- Compile existing research on investment risks and opportunities in the development corridors and devise a strategy to disseminate information to potential investors and inform the sub-grant selection process.
- Establish a multi-stage, competitive matching grants program:
    - Develop and post to the webpage a set of resources to orient interested businesses about the matching grants program
    - Identify the business sectors and areas of intervention
    - Establish the leverage requirements and eligibility criteria for applicants
    - Develop and disseminate the application procedures/templates
    - Establish the eligibility requirements for Haitian business partners
    - Determine the selection criteria and process
    - Responsibilities of sub grantees (reporting requirements, etc)
- Develop and carry out a communications and outreach strategy, including a well-publicized webpage, to encourage qualified applicants to participate in the matching grants competition. Conduct the communications campaign prior to each call for proposals
- Recruit a panel of experts who can be called upon (be available) to review three cycles concept papers and final business plan proposals
- Manage the sub-grants program including, for example, intake/review of initial business concept papers, identifying the semi-finalists and guiding them to develop full business plans, and selecting the finalists, and, after all due diligence has been completed, awarding matching grants to the winners
- Provide technical assistance to semi-finalists in business plan writing and compliance with USAID environmental guidelines
- Conduct needs assessments and provide capacity-building to sub grantees to ensure successful implementation of the business plans
- Design and execute the proposal evaluation processes, including selection and orientation of expert panel members
- Organize an event at which semi-finalists present their proposed business plans to the selection panel
- Organize post award conferences to review all USAID requirements (standard provisions, etc)
- Based on a needs assessment, provide technical assistance and/or link sub-grantees to USAID business development services to build their management and operational skills, enhancing their likelihood of success in their funded business endeavors
- Provide technical assistance to develop business sustainability plans, including both operational and financial sustainability
- Establish a monitoring and evaluation system that facilitates the identification of needed corrective measures to the business plan

- Develop grant disbursement schedules and process payments

Component 2: Increasing the Development Impact of Remittances

Haitian diaspora were among the first to respond to the devastating January 12 earthquake through their individual remittances and other support to family members back home. The present program will help to prove the hypothesis that, as the reconstruction and development advance, individual diaspora members will be willing to pool their resources to achieve a development impact beyond the reach of an individual acting alone. This concept of "diaspora philanthropy" is taking root around the world and shows great promise for channeling monetary contributions to communities of origin. Communications technologies have revolutionized the way people organize and interact. The internet, email, and mobile telephones have made community organizing easier. As a result, diaspora members are positioned to contribute toward philanthropic activities in their countries/communities of origin by channeling some their remittances toward development activities.

Component Two of this Cooperative Agreement is envisioned as an innovations component. The Recipient should propose the specific Sub Results, Indicators and Activities under Result 2:

Result 2: Development impact of remittances amplified.

Indicator 2.1	Number of social infrastructure and community development projects successfully completed (including schools or clinics built/refurbished/equipped, etc.)
Indicator 2.2	Ratio of remittances to USAID support
Indicator 2.3	Total value of remittances leveraged through USAID contributions

Sub Results Illustrative Activities for Component 2: Increasing the Development Impact of Remittances

As this is an innovations component, the recipient of this Cooperative Agreement should develop and propose its own approach to garnering remittances in support of local development initiatives, especially in the three USG-supported development corridors. Local development initiatives could include projects that benefit the poor and increase equity. Thus, contributions to a well-funded school would not be viewed as favorably as contributions that expand access to education for underserved children. The Recipient should include the proposed Sub Results, Indicators and Illustrative Activities that would be funded under the Cooperative Agreement. Up to $500,000 in USAID funding can be used for sub-grants, leveraged by at least 3:1 (Remittances: USAID funding). The inclusion of private sector partners involved in the transfer of remittances to Haiti would be viewed favorably. Similarly, coordination mechanisms with other USAID projects in the development corridors should be explained (for example, USAID assists local governments and communes to identify high priority public investments through participatory consultations with citizens and the local private sector through the LOKAL project and remittances could potentially be joined to municipal funding for specific social/public investments, with a commitment to ongoing maintenance and sustainability of the investment).

Other Key Considerations for Implementing the Cooperative Agreement

Coordination with other USAID/Haiti Projects to Support USAID's Geographic Targeting in Saint-Marc and Cap-Haitien

Although the Cooperative Agreement can finance matching grants to support SMEs in Port-au-Prince, the Recipient should make a concerted effort to promote job creation in the secondary cities of Saint-Marc and Cap-Haitien in support of the USG strategy in Haiti. In particular, USAID investments in the agricultural sector and its support for workforce development for the construction and garment sectors are expected to create opportunities for SME growth – in these specific sectors as well as transportation, logistics, technology and communications, and other support services. USAID plans to invest in developing Business Development Services (BDSs) in the corridors as well, and the Recipient should ensure linkages are created so that the SME beneficiaries under the Cooperative Agreement can take maximum advantage of these support services.

Supporting Women's Entrepreneurship

Women's entrepreneurship and the critical role of women in the household economy in Haiti are areas of increasing recognition. For example, given the significant role played by women in Haiti's internal market system and the country's dominant informal economy, ensuring the active participation of women as money managers or entrepreneurs will have a positive impact on enterprise creation or expansion and the success of project investments. Women's entrepreneurship enhances economic growth, and provides employment opportunities for business owners and workers. In addition, providing enhanced economic opportunities for women tends to have a direct beneficial impact on the social, education and health status of both women and their families. Under this cooperative agreement, the Recipient should ensure that women have broader opportunities to participate in this initiative, receiving technical assistance and training to start, improve or expand their businesses and take advantage of the opportunities provided by global trade. The Recipient should look for opportunities to coordinate, leverage other resources, and work with foundations and/or NGOs to further support women-focused benefits in Haiti.

Gender and Disability Issues

Given the critical role of women in development, it is essential that the Recipient demonstrate knowledge and capacity to address gender-based constraints. Based on the different needs and roles of men and women, strategies for addressing these needs and for ensuring women's full participation in all proposed activities should be part of the Recipient's methodology/proposed approach. In addition to explicitly addressing women's needs and participation the proposed methodology/approach should also address:

1) How will the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the assistance to be provided?

2) How will the anticipated results of the assistance affect men and women differently?

Furthermore, the program strategy should demonstrate how activities will be monitored, tacked and evaluated to measure the impact on women and on gender relations. All people-level indicators should be disaggregated by sex.

The Recipient should also address disability issues in the work plans that will be submitted to USAID. In addition, the Recipient should describe how a climate of nondiscrimination against people with disabilities will be fostered, and how the inclusion of people with disabilities under the cooperative agreement will be considered and accommodated, as appropriate.

Coordination with the Government of Haiti:

Experience shows that national government can be motivated to engage in certain policy reforms in order to attract diaspora investments. Globally, the level of commitment varies greatly, ranging from relatively symbolic engagement such as mechanisms that encourage regular consultations with diaspora professionals to highly committed governments that encourage access to capital, especially for small-scale entrepreneurs, through loans, competitions and risk-sharing mechanisms. Some countries make it easy for diaspora business owners or investors to come and go between their country of origin and their country of settlement.

In coordination with USAID/Haiti, the Recipient should explore and propose various approaches to engendering a stronger GOH awareness of the existing barriers to greater diaspora investment in Haiti. In coordination with other USAID-funded efforts to improve the business enabling environment, the Recipient could do a baselines assessment of the capacities and policies of the Ministry of Haitians Living Abroad and offer specific technical assistance to the Ministry and/or the Centre de Facilitation des Investissements to reinforce its institutional capacity to engage with the Diaspora and to foster their return. This might include assisting the Ministry to draft proposed new policies, updating the Ministry's website and linking the Ministry to databases of diaspora skills.

1. Substantial Involvement

A cooperative agreement implies a level of "substantial involvement" by USAID. The intended purpose of USAID involvement during the award is to assist the recipient in achieving the supported objectives of the agreement. The substantial involvement elements anticipated under this award are listed below:

- Approval of Annual Work Plans
- Approval of the Monitoring and Evaluation Plan
- Approval of up to five key personnel in the Recipient's proposed staffing plan, including, for example, the Program Director, Deputy Director/Senior Business Entrepreneurship Advisor, Senior Capacity-Building Specialist, Grants Manager, or any combination of up to five positions as appropriate
- Concurrence on the selection of all sub award recipients under Component 1 and Component 2

- Approval of changes in program direction resulting from lessons learned during implementation and/or from inter-relationships with other projects.

2. Reports

In addition to any reports that may be requested via technical directions under program activities, the Recipient shall submit the following reports to the Agreement Officer's Technical Representative (AOTR), and when requested, to the Agreement Officer. These reports shall be submitted to USAID/Haiti in English (the original and three print copies as well as a CD).

A. Annual Work Plan:

Submission of work plans will be tied to the USG fiscal year. The initial work plan shall be submitted within 30 days after the award is made and shall cover the period from the start-up date through September 30, 2011. By September 1 of each year, an annual work plan shall be submitted to the AOTR covering the period from October 1 through September 30. The initial work plan and the subsequent annual work plans shall describe all activities, benchmarks and results to be achieved over the course of year within each of those activities.

B. Monitoring and Evaluation Plan

In conjunction with the initial work plan, the Recipient will submit a monitoring and evaluation plan. This initial monitoring and evaluation plan should include outputs, outcomes and impact indicators that will track progress against project initial benchmarks for all ongoing activities and show how both components of the program (Business and Social Entrepreneurship and Increasing the Development Impact of Remittances) will lead to an increase in investment in Haitian small and medium enterprises (SMEs). It is expected that all relevant standard indicators from the Foreign Assistance Framework be included in the Monitoring and Evaluation Plan for reporting purposes. .

Consistent with the new USAID evaluation policy, the LEAD program, which is a pilot program and comprises of an innovative component, will undergo a performance evaluation aimed at measuring whether the expected results are occurring. To this end, outcome and impact indicators should be carefully chosen and modalities through which baseline data will be collected clearly defined in the proposal.

Each subsequent year, the Recipient should submit an updated monitoring and evaluation plan incorporating any adjustments in indicators or indicator targets.

C. Quarterly Progress Reports and Annual Reports

The recipient will prepare quarterly reports that shall be submitted in English to USAID/Haiti's Agreement Officer with a copy to USAID/Haiti's AOTR. These reports will cover the three-month period from October through December, January through March, April through June, and July through September, and an annual report covering the period October through September, respectively. Reports are due to USAID/Haiti within 30 days of the end of each period.

Quarterly progress reports will include at least one success story for each component, preferably one per development corridor. Reports should also describe the extent to which children, women, youth or other target groups were participants or beneficiaries; where applicable, and to the extent to which the target geographic areas, Government of Haiti and local entities enhanced their capacities to create jobs and contribute to community development. Data must be disaggregated by gender, business sector and geographic location; will summarize progress in relation to agreed targets or milestones contained in the Work Plan, will specify any problems encountered and indicate resolutions or proposed corrective actions. (For each corrective action, the Recipient will designate responsible parties and establish a timeframe for completion). The report will list activities proposed for the next quarter, noting where and why they deviate from the approved work plan and will provide information on accrued expenditures to date.

The Recipient will include a listing of all sub-agreements, including a description of the related program description for the sub awardee, in force for the reporting quarter.

D. Quarterly Financial Reports

The Recipient shall submit an original and two copies. Financial reports shall be in keeping with 22 CFR 226.52. In accordance with 22 CFR 226.52, the SF 269 and SF272 will be required on a quarterly basis. The Recipient shall submit these forms in the following manner:

a) The SF 272 and 272a (if necessary) must be submitted via electronic format to the U.S. Department of Health and Human Service (http://www/dpm.psc.gov) within 45 calendar days of the end of each quarter. A copy of this form shall also be submitted at the same time to the AOTR.
b) The SF 269 or 269a (as appropriate) must be submitted to the AOTR.
c) In accordance with 22 CFR 226.70-72, the original and two copies of all final financial reports shall be submitted to M/FM/CMP-LOC Unit. The electronic version of the final SF 272 or 272a shall be submitted to HHS in accordance with paragraph (a) above.

E. Final Report

The final report will be submitted within 45 days after the expiration of the award and will include a description of the cumulative results achieved, final data compared to baseline data, for all indicator included in the monitoring and evaluation plan; an assessment of the impact of the program, disaggregated by geographic region (development corridor) and type of investment (business or social), summary of problems/obstacles encountered during the implementation, and how those obstacles were addressed and overcome if appropriate, a summary of lessons learned, and any particularly important success stories.

The Recipient shall submit the original and three print copies as well as one CD of the program final report to the AOTR and Agreement Officer, respectively. In addition, the Recipient will provide in electronic form a copy of the final report to one of the following:

1) Via email: docsubmit@dec.cdie.org mailto:docsubmit@dec.cdie.org
2) Via U.S. Postal Service: development Experience Clearinghouse, 8403 Colesville Road, Suite 210, Silver Spring, MD 20910, USA
3) Via Fax: (301) 588-7787; or
4) Online: <http://www.dec.org/index.cfm?fuseaction=docSubmit.home.

3. Key Personnel

The Applicant is free to propose a staffing pattern/position descriptions for executing the work that it believes will best achieve the results anticipated under this Program Description. Illustratively, the following long-term personnel may be needed:

A- Program Director

A Program Director will oversee all aspects of the program to be carried out by the Recipient. S/he will be responsible for: a) providing the vision and overall leadership to the team and partners; b) managing the Recipient's technical and business assistance; c) implementing activities with a total business-oriented philosophy; d) making the necessary business links among the participating individuals and organizations in the United States and Haiti; e) making the necessary philanthropy and volunteerism links among the participating individuals and organizations in the United States and Haiti for meaningful development activities in Haiti; f) ensuring effective coordination with other USAID/Haiti projects; g) developing strategic alliances for SMEs; h) preparing and submitting reports requested by USAID; and, i) coordinating USAID assistance with key Government of Haiti counterparts.

The individual would be the principle liaison with the USAID AOTR as well as other USG and GOH officials as required. The Program Director would have:

- A master's degree from an accredited university in business administration, international trade, economic or a related firm.

- S/he will have at least 12 years of previous experience as a team leader of business development projects, including with SME strengthening, business development and competitiveness exercises.

- Sound understanding of the development, political and SME environment in Haiti, knowledge of Haitian counterparts and knowledge of individuals and organizations active in the SME sector is highly desirable.

Strong communication and interpersonal skills are also required.

Fluency in spoken and written French (FSI level 4-5) is required and fluency in Haitian Creole is highly desired.

B- Deputy Director/Senior Business Entrepreneurship Advisor

The Senior Business Entrepreneurship Advisor is responsible for coordinating all day-to-day aspects of Component 1, including working closely with the Grants Manager. S/he will promote the program among prospective participants and design both generic and tailored technical support for implementing the approved business plans. Coordinate with other USAID projects in the development corridors including workforce development, agriculture sector development, etc,. Monitor progress towards goals and expected results.

This individual should possess:

- A master's Degree from an accredited university in business administration, marketing, finance, economics or international trade.

- Preferably 10 years of relevant experience in international business, especially in a developing country environment; past experience working in private business and economic development projects is highly desirable.

- The individual should possess a proven ability to analyze business competitiveness and investment mobilization, have past experience with competitiveness assessments, and the ability to monitor and evaluate donor funded projects.

- Sound understanding of the development, political and SME environment in Haiti, knowledge of Haitian counterparts and knowledge of individuals and organizations active in the SME sector is highly desirable.

- Strong communication and interpersonal skills are also required. Fluency in spoken and written French (FSI level 4-5) is required and fluency in Haitian Creole is highly desired.

C- Senior Capacity Building Specialist

The Senior Capacity Building Specialist will lead and oversee the capacity building activities that complement the sub-grants to ensure successful implementation of funded business plans. This will include, for example, accounting systems, human resources development, procurement, improved operations and maintenance procedures and systems, marketing, logistics, environmental compliance, reporting, and monitoring and evaluation, among others. Specifically, the incumbent of this position will identify and adapt existing tools and products to support SME growth and development; identify and coordinate with local consultants/sources of capacity building for SMEs; plan and organize training events and intermittent technical assistance to SMEs; implement, in coordination with the Deputy Director/Business Development

Advisor and Monitoring and Evaluation Advisor, monitoring and evaluation procedures and training in reporting.

The Senior Capacity Building Specialist should have :

- A Master's Degree from an accredited university in Business Administration, Economics or a related area.

- Preferably 7 years of relevant experience in capacity-building and institutional development, especially in a developing country environment; past experience working in SME development is highly desirable.

- The incumbent should have a proven ability to conduct training needs assessments and apply other methods to assess business development needs.

- Sound understanding of the development, political and SME environment in Haiti, knowledge of Haitian counterparts and knowledge of individuals and organizations active in the SME sector is highly desirable.

- Strong communication and interpersonal skills are also required. Fluency in spoken and written French (FSI level 4-5) is required and fluency in Haitian Creole is highly desired.

D- Grants Manager

Given the significant number and value sub grants expected under this Cooperative Agreement, USAID anticipates the need on the Recipient's part to employ an experienced grants manager with knowledge of award management, sub-award requirements and donor relations. The Grants Manager will provide guidance and training as necessary to all potential sub grantees on the requirements of the proposal preparation and submission process, financial management requirements, and any other administrative requirements pertinent to working with a USAID-financed activity. The Grants Manager will ensure that all reporting, both technical and financial, is in order. S/he will serve as a central liaison for coordination of the work carried out under the sub grants with that of the technical experts and their counterparts and partners working under the program.

The Grants Manager should have :

- Either (1) a Master's degree in business administration, accounting or a related field plus three to five years of experience in an international project setting, 2 of which must be in USAID grants management, or (2) a Bachelor's degree in business administration, accounting or a related field, and five to seven years of relevant experience in an international project setting, 3 of which should in USAID grants management.

- Knowledge of USG and other donor contract, cooperative agreements, and grant regulations. S/he should be resourceful through technology, research skills, and relationship building and, with minimal supervision, be able to manage high volume work flow.

- The Grants manager should have excellent written and verbal communication skills and relevant computer software skills with proficiency in Excel. French language capability is a plus.

2) AUTHORIZING LEGISLATION

The authority for this RFA is found in the Foreign Assistance Act of 1961 and the resulting award will be administered in accordance with OMB Circulars, 22 CFR 226, and USAID's Automated Directives systems (ADS) Chapter 303, "Grants and Cooperative Agreement with Non-Governmental Organizations" as applicable. These policies and regulation can be viewed or download from USAID's Web site http://www.usaid.gov/business/regulations/.

Pursuant to 22 CFR 226.81, it is USAID policy no to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to this program and are in accordance with applicable cost standards (22CFR, 226, OMB Circular A-122 for non-profit organization, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for non-profit organizations) may be paid under the cooperative agreement. USAID reserves the right to fund any or none of the applications submitted.

[END OF SECTION I]

SECTION II – BASIC AWARD INFORMATION

1) ESTIMATED FUNDING: Subject to the availability of funds, USAID intends to award approximately **$12,000,000** in total funding for the LEAD Investments program. Award will be made to the responsible applicant whose application offers the greatest value, cost and other factors considered.

2) PERFORMANCE PERIOD: The anticipated program start date is June 20, 2011 **award date for a 4 year period through June 15, 2015.**

3) AWARD TYPE: USAID anticipates the award will be a **Cooperative Agreement**. **Substantial Involvement** under the award is expected to be as follows:

- Approval of Annual Work Plans
- Approval of the Monitoring and Evaluation Plan
- Approval of up to five key personnel in the Recipient's proposed staffing plan, including, for example, the Program Director, Deputy Director/Senior Business Entrepreneurship Advisor, Senior Capacity-Building Specialist, Grants Manager, or any combination of up to five positions as appropriate
- Concurrence on the selection of all sub award recipients under Component 1 and Component 2
- Approval of changes in program direction resulting from lessons learned during implementation and/or from inter-relationships with other projects.

4) AUTHORIZED GEOGRAPHIC CODE: The Authorized **Geographic Code is 935** for the procurement of goods and services.

5) BRANDING STRATEGY AND MARKING PLAN: The successful applicant will be required to submit a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer. A Branding Implementation Strategy and Marking Plan shall be in accordance with USAID Branding and Marking plan as required per ADS 320. Refer to ADS 320, (http://www.usaid.gov/policy/ads/300/) specifically 320.3.3.3 for more information. The Recipient shall comply with the requirements of the USAID "Graphic Standards Manual" available at www.usaid.gov/branding, or any successor branding policy.

[END OF SECTION II]

SECTION III – ELIGIBILITY INFORMATION

1) USAID policy encourages competition in the award of grants and cooperative agreements. In response to this RFA, any U.S. or non-U.S. organization, non-profit, or for-profit entity is eligible to apply for all or sections of the RFA. **However applicants should be registered to operate in Haiti.**

2) USAID encourages applications from potential new partners.

3) The minimum **cost sharing** element under this RFA is **20%** of total estimated funding and is required in order for applicants to receive consideration. Type of costs acceptable for cost share are consistent with 22 CFR 226, including overhead and/or indirect costs.

[END OF SECTION III]

SECTION IV – APPLICATION SUBMISSION INFORMATION

SUBMISSION AND PREPARATION GUIDELINES

Electronic submission of application is required; paper copies are not necessary or requested. Receipt by the e-mail addresses and before the deadline indicated below shall constitute timely receipt of the application. Receipt time is when the application is received by the USAID Internet server.

Submit as follows:

Electronically to all the following e-mail addresses: llherisson@usaid.gov and oaahaiti@usaid.gov

Questions no later than: April 8, 2011. Note that all questions should be submitted in writing via e-mail to Ms. Launa Lherisson, Acquisition and Assistance Specialist, at llherisson@usaid.gov with copy to oaahaiti@usaid.gov by the deadline indicated.

Full Applications no later than: April 25, 2011

Applications which are submitted late or do not follow the instructions contained herein run the risk of not being considered in the review process.

All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format.

Technical and Cost Applications should be submitted in separate files and e-mail messages.

This RFA includes a mandatory minimum **Cost Share percentage of 20%** of the total proposed USAID contribution to the program. Per ADS 303.3.10.3, applications that do not meet this minimum cost sharing requirement are not eligible for award consideration. To leverage USAID's assistance, applicants must make a clear commitment to provide the minimum required cost sharing and include a clearly identified section entitled “Cost Sharing” indicating the percentage of the budget that will be raised from other sources and the source(s) for those funds.

Applications should conform to the sections described in this **Section V** and must include the Representations and Certifications provided in this **Section IV**.

Applicants should retain for their records one copy of the application and all enclosures which accompany their application. To facilitate the competitive review of the applications, USAID will consider only applications conforming to the format prescribed below.

Technical Application Format

Technical applications shall be submitted separately for each component. Applications must be submitted electronically in MS Word and .pdf (Adobe Acrobat) versions. USAID shall only accept applications for review in English, although timely submissions in French and Creole are acceptable.

In case of any conflicts between the MS Word, .pdf and other language versions of the application, **the English .pdf version will govern** and will be the only version presented to the Technical Evaluation Committee for review. Any pages submitted in excess of the prescribed page limits indicated below will not be considered for evaluation.

Technical applications should not exceed 26 pages, single-spaced, using Times new Roman 12-point font. They should be organized as indicated below and the content should reflect the evaluation criteria. The use of charts and tables is encouraged to convey information clearly and precisely. Any charts and tables must be numbered as part of the 26-page limit.

1) Executive Summary (recommended 1 page)

2) Technical Approach (recommended 15 pages)

Applicants should submit a technical approach that describes the methodology for achieving the overall program objectives and the expected results. Applicants are encouraged to think innovatively and creatively about ways to draw forth significant non-federal resources from investors to meet or exceed the 1:1 match requirement for Component One. Applicants should explain how activities will be implemented and monitored. Indicators and specific annual/life of project targets should be clearly stated, including the estimated total number of jobs to be created by the end of the project (explaining the method used to calculate that number). The technical approach should be feasible and cost-effective, with an appropriate level of coordination with other USAID Activities in the development corridors.

The Applicant should include a time-phased Life of Activity work plan in both narrative and graphic form covering the entire 48 month period. The plan should include all major results and milestones as well as the expected timing of achievement.

3) Management Plan and Key Personnel (recommended 5 pages)

Identify proposed key position and the proposed candidates for each position. Describe the proposed candidates' skills and responsibilities, including language abilities in French and Creole. Identify skill areas and provide candidates for both short-term consultants. Discuss past performance for proposed personnel, noting achievements and results directly attributable to these key personnel.

As an annex to the technical proposal, the Applicant should submit resumes or curriculum vitae of key personnel. Resumes/curriculum vitae may not exceed three pages in length per individual and shall be in chronological order starting with the most recent experience. A signed letter of commitment from each candidate shall accompany each resume/curriculum vitae indicating his/her: a) availability to serve in the stated position, in terms of number of days after award; and b) intention to serve for a specified duration.

Applicants should clearly discuss management of the proposed activity and specifically describe its working and reporting relationship with USAID/Haiti, and coordination with other implementers or local organizations. Applicants may propose to enter into an arrangement with a sub-Recipient to facilitate effective implementation of the Activity. In this case, all organizational roles and responsibilities should be clearly described.

Provide an organizational chart with names, title, functions, and responsibilities of personnel that will be directly involved in the Activity.

4) Organizational Capability and Past Performance (recommended 5 pages)

Applicants must state type of organization (non-profit, etc.) and describe the qualifications of the proposed Recipient and other implementing partners (sub-Recipients). Applicants must describe the responsibilities of the Recipient and its oversight plans over any sub-Recipients. Discuss past institutional performance and note achievements and results directly attributable to the organization. Discuss previous experience in dealing with similar activities, preferably in Haiti and/or the region. State grant, cooperative agreement, and/or contract numbers, awarding institution and contact names, and numbers for both technical (AOTR or COTR) and administrative (Contract/Grant) officers.

5) Recommended Attachments (not part of the 26 page limit)

- CVs and Letters of Commitment for key personnel
- Additional information on proposed members of a consortium or sub-recipients
- Past Performance Summary table
- Branding and Marking Plan
- Monitoring and Evaluation Plan

FIRST YEAR WORKPLAN

The applicant must submit a first year work plan which displays activities per results and per month (as specified in the Performance Monitoring and Evaluation Plan). This plan must include the organization responsible to implement each activity in case of partnership. All work plan activities must be within the Program Description and shall not change the Program Description.

PERFORMANCE MONITORING AND EVALUATION PLAN

The application must include as an attachment a proposed performance monitoring and evaluation (M&E) plan. At a minimum, the M&E plan should include the relevant indicators to measure performance annually and at the end of the program, baselines (or estimated baselines) for each indicator, annual and end of program targets for each indicator, a narrative describing in detail:

- The entire data collection process (including plans for conducting data quality assessments, timing of data collection, method of data collection, data storage, and data reporting

- Proposed plans for periodic evaluations during the agreement period (such as additional baseline studies, management assessments, mid-term evaluations, final evaluations, and/or "one time" studies to fill in information gaps); and

- Strategy and procedures to ensure that periodic reporting to USAID is timely, accurate and efficient. Indicators and targets proposed to be used to monitor progress should also be included, such as program management indicators or cross cutting indicators related to community-based activities. As applicable, indicators should be disaggregated by gender, age cohorts, and geographical location (i.e. Haiti Departments), and if applicable, by sub-recipient.

PAST PERFORMANCE REFERENCES AND INFORMATION

Certain documents are required to be submitted by an applicant in order for the Agreement Officer to make a determination of responsibility. However, it is USAID policy not to burden applicants with undue reporting requirements if that information is readily available through other sources.

Please provide performance reports from the last three most recently completed contracts, cooperative agreements or grants funded by USAID or other international donors. Also provide a list of current U.S. Government and/or privately-funded contracts, grants, cooperative agreements, etc., and the name, address, and telephone number of the Contract/Agreement

Officer or other contact person, who USAID may contact at its discretion. A brief narrative description of accomplishments under these should be provided.

Signed commitment letters from each key partner should be provided.

Cost Application Format

The Cost Application is to be submitted via a separate file and e-mail from the technical application. This is due to the strict page limitations for the Technical Application. A Cost Application consists of:

- the **SF-424**, Application for Federal Assistance; **SF-424A**, Budget Information – Non-Construction Program; and **SF-424B**, Assurances – Non-Construction Programs. These forms may be downloaded from the following website: http://www.grants.gov/agencies/aapproved_standard_forms.jsp);
- a summary budget;
- a detailed/itemized budget;
- a budget narrative explaining costs to be incurred as described more fully below;
- a separate section addressing cost share
- and other administrative documentation as required.

The required budget format is embedded here (please double click on the Figure 1 icon):

Figure 1 - RFA Budget Template

Microsoft Office
Excel Worksheet

Please be sure that the budget includes at least the following elements:

- the breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;

- the breakdown of all costs according to each partner organization involved in the program, in the same detail and format as the budget template. Describe sub-award arrangements to the extent they are known at the time of application development: In case there are multiple organizations and partners, please explain as clearly as possible the management structure and how the parties are going to interact. If there are formal legal arrangements such as sub awards or sub contracts please clearly explain how these are to be structured and list past experience between the organizations. NOTE: If sub-awards are anticipated and not explained in the original application, the agreement officer's approval (after award) may be required before the sub-agreement may be executed.

- A copy of the self-certification for compliance with USAID policies and procedures for personnel, procurement, and travel.

- A copy of the organization's U.S. Government Negotiated Indirect Cost Rate Agreement (NICRA), if applicable.

- Applicants must include a 20% cost share requirement in response this RFA. In addressing cost share, describe contributions of non-USAID or private commercial donors to this Cooperative Agreement, including, the breakdown of the financial and in-kind contributions (cost sharing) of all organizations involved in implementing this Cooperative Agreement. Provide sufficient information to confirm and ensure that the proposed cost sharing will materialize.

- USAID strongly encourages applicants to propose cost share for operational costs such as staff and overhead. If overhead costs are proposed under this request for funding, the applicant must clearly demonstrate how these costs will be phased out over the 3-year period.

- Given that there are four specific objectives (see page 4 and 5) to the proposal and that USAID may decide not to fund one of them, proponents are encouraged to budget each component separately so as to facilitate future negotiations. Should the proposal be accepted, USAID understands that unavoidably there are common costs to all the project activities that would not be included under each component.

NOTE: The award will not provide for the reimbursement of pre-award costs.

REQUIRED REPRESENTATIONS AND CERTIFICATIONS (ADS 303.3.8)

The following sections describe the documentation that applicants for an Assistance award must submit to USAID prior to award. While there is no page limit for this portion, applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following:

CERTIFICATIONS, ASSURANCES, AND OTHER STATEMENTS OF THE RECIPIENT (MAY 2006)

NOTE: When these Certifications, Assurances, and Other Statements of Recipient are used for cooperative agreements, the term "Grant" means "Cooperative Agreement".

<u>PART I - CERTIFICATIONS AND ASSURANCES</u>

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 list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website : http://www.treas.gov/offices/eotffc/ofac/sdn/t11sdn.pdf , 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, and (3) 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 _______________

PART II - 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.

PART III - 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.

PART IV - CERTIFICATION OF COMPLIANCE WITH THE STANDARD PROVISIONS ENTITLED “CONDOMS” AND “PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING.”

Applicability: This certification requirement only applies to the prime recipient. Before a U.S. or non-U.S. non-governmental organization receives FY04-FY08 HIV/AIDS funds under a grant or cooperative agreement, such recipient must provide to the Agreement Officer a certification substantially as follows:

“[Recipient's name] certifies compliance as applicable with the standard provisions entitled “Condoms” and “Prohibition on the Promotion or Advocacy of the Legalization or Practice of Prostitution or Sex Trafficking” included in the referenced agreement.”

RFA/APS No. ____________________________________

Application No. ________________________________

Date of Application ________________________________

Name of Applicant/Subgrantee ________________________________

Typed Name and Title ________________________________

____

Signature ________________________________

PART V - 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.)

PART VI - 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 obtain the location and phone number of the local Dun and Bradstreet Information Services office from the Internet Home Page at http://www.dbisna.com/dbis/customer/custlist.htm . If an offeror is unable to locate a local service center, it may send an e-mail to Dun and Bradstreet at globalinfo@dbisma.com .

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 sub-grant or sub-agreement) to a sub-grantee or sub-recipient in support of the sub-grantee's or sub-recipient'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 (Generic)	QUANTITY	ESTIMATED UNIT COST	GOODS COMPONENTS	PROBABLE SOURCE	GOODS COMPONENTS	PROBABLE 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 SLUPPIER 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 loc al 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 IV]

SECTION V – APPLICATION REVIEW INFORMATION

The technical applications will be reviewed by a Technical Evaluation Committee (TEC) and costs will be reviewed by the Office of Acquisition and Assistance (OAA) at USAID/Haiti. Following the review of the applications, a letter will be sent to all applicants detailing the outcome of the review. USAID reserves the right to determine the final funding level of the resultant award.

TECHNICAL EVALUATION CRITERIA

The Technical Evaluation Criteria are tailored to the requirements of this particular RFA and are set forth below based on a **100 point** scale. Applicants should note that these criteria serve to: (a) outline specific items which applicants should address in their applications and (b) set the standard against which all applications will be evaluated. To facilitate the review, applicants must organize the narrative section of their application in the same order as the selected criteria (i.e technical approach, planning monitoring and reporting, management/implementation plan and key personnel, organization capability, past performance).

The evaluation committee will evaluate the application based on the following criteria:

A. Technical Approach (35 points)

- Demonstrated technical understanding of the business enabling environment in Haiti, particularly the challenges and opportunities to promote business entrepreneurship in the preferred business sectors.
- Demonstrated understanding of the particular challenges of small and medium enterprises (both business and social enterprises) in Haiti, especially in the targeted developed corridors
- Demonstrated understanding of remittances and ability to identify opportunities to promote collective remittances for local development initiatives.
- Clear articulation of how the program will be implemented and results to be achieved.
- Presentation of a an approach that is feasible, innovative and appropriate to the culture and context of Haiti
- Demonstrated understanding of SME capacity-building in a broad range of areas (business plan development, marketing, accounting, human resources, etc)
- Demonstrated understanding of the challenges and opportunities of facilitating productive engagement of US investors in business and social enterprises
- Evidence of commitment and know-how to closely coordinate with other USAID funded activities in the development corridors
- The projected results and indicators are clearly articulated and directly correspond to the stated objectives outlined in the technical application

- Quality of proposed timeline and implementation plan. Evidence of the capability for rapid, effective start-up of the program activities reflected in the implementation plan
- Evidence that the key principles envisioned for this Cooperative Agreement are addressed in the technical approach (activities anchored in local development priorities; sustainable partnerships; capacity building; innovation; due diligence; and, exit strategies).
- Sample monitoring and evaluation plan proposes sound methodologies for setting baselines and proposed indicators, and sound methodologies for collecting and analyzing data, with emphasis on applying these methodologies to the Haitian context.

B. Management (20 points)

- Clarity of management and administrative arrangement for overall implementation of the program in Haiti including organizational structure, logistical support, personnel management, procurement arrangements for goods and services, grants management, and functions and responsibilities of key personnel.
- Clarity of arrangements, and demonstrated effectiveness, of administrative and financial support services provided by the Recipient's home office
- Ability to respond in a timely and efficient manner to problems or situations where change in direction or an alternative approach is needed.
- Ability to effectively manage and coordinate activities of the Recipient and all sub-recipients or other collaborating organizations
- Utilization of host-country staff and, in particular, a plan for the development and capacity-building of Haitian staff as related to the proposed sustainability requirements of the project
- Extent to which the proposed program and plans capitalize on and strengthen prior and concurrent USAID investments in developing Haitian capacity to achieve the objectives of the program as outlined in the Program Description.

C. Past Performance (15 points)

Each applicant must submit a list of the three most relevant and recent past performance references for US Government and/or privately-funded contracts, grants and/or cooperative agreements. These are required for the applicant and all major sub-recipients. The past performance evaluation will focus on

- The applicant's past record in achieving results, developing human and institutional capacity, and ensuring sustainability, particularly for similar activities;

- The applicant's past record in supporting field operations, including assembling high quality technical assistance teams, placing them in the field in a timely manner and providing them with all the necessary support;
- The applicant's record in meeting USAID reporting and accountability requirements;
- The applicant's record of conforming to contract/agreement requirements and to standards of good workmanship;
- The applicant's record of forecasting and controlling costs;
- The applicant's record of adherence to contract/agreement schedules, including administrative aspects of performance; and,
- The applicant's commitment to customer satisfaction, and the business-like concern for the interests of the customer.

D. Key Personnel (30 points)

Applicants must propose which positions should be designated as Key Personnel (not expected to exceed 5 inclusive of the Program Director) and should specify the qualifications and abilities of proposed key personnel that are suited to successfully implementing the proposed technical approach.

Key personnel will be evaluated on the relevant prior experience directly related to their proposed positions and work to be carried out, including technical qualifications, language capability, professional competence, relevant academic background and demonstrated experience.

COST EVALUATION

Cost is less important than the Technical Evaluation Criteria; however following the technical evaluation outlined above, the TEC will be asked to evaluate the cost effectiveness and cost realism of those applications considered to have the potential to be eligible for award.

For those Applications selected by the TEC for further consideration for award, USAID/Haiti's Office of Acquisition and Assistance will undertake an independent cost analysis in accordance with ADS 303.3.12. OAA's cost analysis will involve ensuring costs, including **cost sharing**, are in compliance with Office of Management and Budget and USAID policies. Therefore applicants must justify in advance the proposed costs for each element of the program.

If an applicant expects to earn program income during the award period, the schedule of the award must specifically state how the income will be applied. (The definition of program income is located in 22 CFR 226.2 and income application suggestions can be found in 22 CFR 226.24 see http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&sid=df1c454a12de425f42b5824d5200ffeb&rgn=div8&view=text&node=22:1.0.2.22.25.3.54.5&idno=22)

Based on the cost breakdowns provided by applicants as part of the Cost application, the Agreement Officer verifies cost data, evaluates specific elements of costs, and, analyzes data to determine the necessity, reasonableness, and allowability of the costs reflected in the budget, and the allowability of the costs under the applicable cost principles.

The Agreement Officer shall perform cost analysis to determine:

1. The extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the grant activities within the amount requested;
2. Whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and
3. Any special conditions relating to costs that are in the award.

As part of the analysis of the applicant's proposed budget, the AO must review the applicant's **proposed cost sharing** contributions for cost realism. The AO must verify that the proposed contributions meet the standards set in 22 CFR 226.23 for U.S. organizations or the Standard Provision "Cost Sharing" for non-U.S. organizations.

The AO may ask M/OAA/Contract Audit and Support Division (CAS) to help determine whether an applicant's proposal is fair and reasonable for the program proposed, and provide an evaluation of whether the proposal is consistent with the Agency's cost accounting policies, procedures, and practices. This includes ensuring that the applicant's indirect cost rates are consistent with any Negotiated Indirect Cost Rate Agreements.

[END OF SECTION V]

SECTION VI – AWARD ADMINISTRATION INFORMATION

1) Following selection for award, a successful applicant will receive an electronic copy of the notice of award signed by the Agreement Officer which serves as the authorizing document. USAID will issue the award to the contacts specified by the applicant in its application documents and/or the Authorized Individuals submitted by the applicant in accordance with **Section IV.B, Part VI** above.

2) The applicable Standard Provisions that will apply in any resulting award document can be viewed or downloaded from USAID's Web Site http://www.usaid.gov/policy/ads/300/303.pdf.

3) The following programmatic reporting requirements shall be made part of any award issued under this RFA

[END SECTION VI]

SECTION VII – AGENCY CONTACTS

Any questions concerning this RFA should be submitted in writing via e-mail oaahaiti@usaid.gov, and Ms. Launa Lherisson, Acquisition Specialist, at llherisson@usaid.gov.

[END SECTION VII]

Annex

USAID Engagement with Diaspora Communities: Past Experience and Lessons Learned[3]

Past Experience

Over the past 35 years, the number of worldwide international migrants has almost doubled. As migration has increased, flows in the form of individual and collective remittances, investments, information and knowledge, tourism and trade have continued to grow at unprecedented rates. Today remittances are the second largest source of financial resources in developing countries, and represent 25% of the total resource flows from the US to the developing world. Although diaspora community engagement with home countries is sizeable, the developmental potential for this group remains largely untapped. To leverage the vast resources of diaspora communities, USAID initiated a Private Sector Alliance Division and launched the flagship global program called the Diaspora Networks Alliance (DNA). DNA works to intensify the flow of knowledge and resources of diaspora to their home countries to promote social and economic growth. USAID has identified various strategic diaspora engagement mechanisms including the following (among others):

- **Diaspora Direct Investment (DDI):** DDI offers immense possibilities given the willingness, motivations and resiliency of the diaspora to investing in risky markets.
- **Diaspora Philanthropy:** much of this experience has focused on channeling collective remittances toward community development projects in communities with high levels of out migration

Through the DNA, USAID supports the African Diaspora Marketplace, a Global Development Alliance (GDA) initiative that has successfully promoted transnational entrepreneurship to contribute to economic development in the diasporas' countries of origin. This project provides competitive partnership grants, market linkages and other technical support to members of the African Diaspora residing in the US who seek to initiate or expand innovative, entrepreneurial and development-oriented projects that will generate employment opportunities in Africa. Participating entrepreneurs are expected to implement their proposals in association with a local partner and should be willing to invest a certain percentage of their own funds towards the proposed projects. The project emphasizes technical assistance, capacity-building advice, and access to a range of financing and risk mitigation options.

In 2009, USAID launched a two-year, $2 million Haitian Diaspora Marketplace (HDM) project to stimulate DDI in Haiti. HDM established a cost-sharing mechanism called the Haitian Diaspora Challenge Fund designed to provide small, matching grants (between $50,000 and $100,000) aimed at promoting business opportunities, creating jobs, and generating wealth

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[3] This Annex draws heavily on the series of papers prepared under the USAID supported "Knowledge-Driven Microenterprise Development" project with The QED Group LLC and the Migration Policy Institute, especially the following two reports in the series of six reports: (1) Newland, Kathleen and Hiroyuki Tanaka. 2010. *Mobilizing Diaspora Entrepreneurship for Development*. Migration Policy Institute. (2) Newland, Kathleen, Aaron Terrazas and Roberto Munster. 2010. *Diaspora Philanthropy: Private Giving and Public Policy.* Migration Policy Institute.

through foreign and local business partnerships. The project was terminated before any sub-grants were approved. The major lessons learned through this experience include the need for a strong management structure, clear communication of program eligibility/requirements for applicants, and consistent outreach to the diaspora community, including the provision of technical assistance at all stages of the business development process, starting with the business plan.

Lessons Learned about diaspora entrepreneurship, philanthropy and volunteerism

Diasporas are in a unique position to aid in both disaster recovery and long-term development in their home countries. Diaspora members are often first responders in times of natural disasters both through remittances and by rallying other support for survival and recovery. They bring knowledge and an appetite for assuming greater investment risks in their home countries. These assets are particularly critical in Haiti where the deficit of trained professionals was felt following the earthquake. According to recent estimates, 84% of college-educated Haitian reside abroad, the largest percentage of any country in the world. The Haitian civil service was depleted by as much as 35% as a result of earthquake mortality, exacerbating the situation.

Recent research confirms that diaspora entrepreneurship contributes to development by creating businesses and jobs, stimulating innovation, creating social capital across borders, and channeling political and financial capital toward their countries of origin. Haitian Diaspora members, both business and social entrepreneurs are uniquely positioned to recognize opportunities in their country of origin, to exploit such opportunities and to contribute to job creation, economic growth and access to services. While ingenuity and persistence remain keys to success, intermediaries (diaspora organizations, governments, civil society groups) can help diaspora members understand markets in their countries of origin, find the resources they need to fund their ventures, and clear the obstacles that arise on their path toward realizing their goals.

Diaspora members looking for business opportunities in their countries of origin may be either "necessity entrepreneurs" or "opportunity entrepreneurs." Research suggests that a greater number of necessity entrepreneurs may not correlate with higher levels of economic growth or job creation. In fact, an abundance of necessity entrepreneurs can be a sign that individuals are setting up their own businesses because they cannot find opportunities in the labor market. Opportunity entrepreneurs are more likely to have a positive impact on economic development, especially if they focus on small and medium sized enterprises with growth potential. Thus, the LEAD Investments Project will focus on promoting high-value-added opportunity entrepreneurship among the Haitian diaspora living in the US.

Diaspora members looking to give back to Haiti can do so in a number of ways. They can contribute to development projects through monetary and in-kind contributions including professional experience, technical expertise, contacts and direct services. Communications technologies have revolutionized the way people organize and interact, facilitating philanthropic donations and volunteerism across borders. Individual diaspora donors range from small donors who give to specific causes in their communities of origin to migrants who achieve broader success abroad and able to make larger donations. Hometown associations provide migrants from the same town or region to interact on issues of common interest. Similarly, professional associations sometimes offer donations of time and resources to the homeland. Some diasporas have established foundations to promote philanthropy in their countries of origin. And finally, sometimes governments of diaspora settlement countries establish matching grants programs for migrants' philanthropic contributions.

Over the past number of years, the US Government, multi-lateral donors and the European Union have been providing various forms of support to mobilize diaspora entrepreneurship and social investments for development activities in the homeland. Several lessons can be drawn from these experiences:

- Investments in low value-added sectors (taxi companies, beauty shops, corner shops) usually do not contribute in any measurable way to economic growth. Thus, policymakers and funders should shift their attention away from these sectors, and identify and exploit opportunities that will boost economic development. Once the opportunities are identified, they should facilitate investment by diaspora members and help fill gaps in education, mentoring, training and funding that constrain entrepreneurs' abilities to invest in these sectors.

- Special privileges for diaspora investors and entrepreneurs must be carefully designed so they do not to distort the market for capital by directing it toward less productive uses. By the same token, domestically based entrepreneurs should not be put at a disadvantage. That said special incentives to attract diaspora direct investment are appropriate to level the playing field, since investing from abroad often carries extraordinary financial and administrative costs.

- Experience shows that successful/promising programs to support diaspora direct investment in their countries of origin often include support services such as networking, mentoring, training, investment and venture capital, and partnership.

- Programs that aim to support the efforts of diaspora entrepreneurs to create wealth and jobs in their homelands often focus on either end of the business spectrum: micro-enterprises and high-value-added, knowledge-intensive industries. But, small and medium enterprises should not be neglected, as they are often the most prolific job creators and are closely attached to local demand. In addition, they are least able to overcome bureaucratic impediments to business creation, corruption and gaps in market information.

- Programs that aim to promote diaspora entrepreneurship should be alert to small-scale businesses with potential to grow.

- Access to capital is one of the persistent problems for entrepreneurs, especially those who operate on a small scale. Matching grants are often successful in addressing this challenge if they address the need to promote competition. For example, USAID's African Diaspora Marketplace uses a contest in lieu of the market mechanism, an effective way (assuming expert judges) to re-inject competition into the allocation of resources.

- Rigorous evaluation is indispensible. Real time evaluations of ongoing programs are needed to make course corrections and retrospective evaluations are key to designing effective future programs that avoid mistakes of the past. It is extremely important to spend available funds wisely and avoid creating “moral hazard” on the part of entrepreneurs who do not have a business plan robust enough to survive without subsidy. As challenges are identified, entrepreneurs can benefit from information, mentoring, and training so they can use their limited financial capital effectively to become self-sufficient and profitable.