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Deadline for Question: August 14, 2023
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Subject: Request for Full Application (RFA) Number: 72051723RFA00006.

Program Title: Oceans Plastics - Solid Waste Management Program.

Federal Assistance Listing Number: 98.001- USAID Foreign Assistance Programs Overseas

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified entities to implement the Oceans Plastics - Solid Waste Management Activity. Eligibility for this RFA is not restricted.

USAID intends to make an award to an Applicant if it meets the objectives of this funding opportunity based on the merit review criteria described in this RFA subject to a risk assessment. Parties interested in submitting applications are encouraged to read this RFA thoroughly to understand the type of program sought, application submission requirements, and the selection process. To be eligible for award, Applicants must provide all information as required in this RFA and meet eligibility standards in Section C of this RFA.

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USAID may not award to an Applicant unless the Applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6.g. The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin registration early in the process.

Please send any questions to the point(s) of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished through an amendment to this RFA.

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 any costs incurred in preparation or submission of comments/suggestions of an application. An application is submitted at the risk of the Applicant. All preparation and submission costs are at the Applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Chadwick C. Mills

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Mills

Date: 2023.08.04 14:10:47 -04'00'

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SECTION A: PROGRAM DESCRIPTION

ANTICIPATED ACTIVITY NAME:	Oceans Plastics - Solid Waste Management Activity
ANTICIPATED MECHANISM TYPE:	Cooperative Agreement
ANTICIPATED TOTAL BUDGET:	\$15 million
ANTICIPATED TIMEFRAME:	5 years

I. JUSTIFICATION

Marine plastic pollution poses a serious threat to the health of all oceans and seas, with potentially dire consequences to climate, ecosystems, and livelihoods worldwide. An estimated 85 percent of all marine debris is plastic in one form or another¹. One of the regions that is most vulnerable to the ocean plastic problem is the Caribbean, as its economies depend on tourism and fisheries. Ocean plastics pollution exacerbates the challenges of climate change, threatening livelihoods, destroying ecosystems, and reducing the resilience of millions of people. Caribbean nations generate the largest volume of plastic per capita in the world², leaving more than 320 metric tons (MT) of plastic uncollected in the Caribbean each year.

The Dominican Republic is amongst the largest and fastest growing economies of both Central America and the Caribbean. Despite having a more diversified economy in relation to the rest of the region, tourism represents 8.4 percent of the country's economy, according to its central bank. The Ministry of Tourism of the DR claims the sector's true impact is closer to 30 percent, once ancillary services are factored in. The DR significantly contributes to the plastic waste problem while also being impacted by plastic waste originating from other countries in the Caribbean Basin. It is estimated that 441,650 MT of plastic waste is generated annually in the DR, making it one of the highest plastic waste producers in the Caribbean region³. Because of the low recovery rates for plastic, low public awareness of the environmental impacts of plastic waste, and extremely poor final disposal practices, up to 90 percent of plastic generated in the country could potentially enter water streams and ultimately, the ocean⁴. The same applies to the estimated 46,700 MT of plastic waste that are generated annually in the four northern provinces of Monte Cristi, Dajabon, Puerto Plata, and Espaillat. Solid waste, including plastic waste, is projected to increase in the DR as populations, coastal cities, and tourism continue to grow.

The extent and rapidly increasing volume of plastic pollution are putting marine and coastal environments in jeopardy. Plastics are the most common, most harmful, and most persistent solid pollutants in marine environments. They cause severe health effects to a diversity of species, damage ecosystems, and disrupt critical biogeochemical cycles. Unless effective actions are taken, the volume of marine plastic waste is expected to triple by 2040⁵. In addition, human

¹United Nations Environment Programme (2021). *From Pollution to Solution: A global assessment of marine litter and plastic pollution*. Nairobi. *From Pollution to Solution: A global assessment of marine litter and plastic pollution*. (n.d.). UNEP - UN Environment Programme. Retrieved October 4, 2022, from

<https://www.unep.org/resources/pollution-solution-global-assessment-marine-litter-and-plastic-pollution>

²ACS- World Environment Day 2022 Opening words. (1000kg = 2,204 pounds = 1MT)

³Rapid Review of Plastic Pollution in the the Northern Coastal Areas of the Dominican Republic

⁴ Rapid Review of Plastic Pollution in the the Northern Coastal Areas of the Dominican Republic

⁵ United Nations Environment Programme (2021). *From Pollution to Solution: A global assessment of marine litter and plastic pollution*. Nairobi.

health hazards related to plastic waste are typically associated with the ingestion of contaminated seafood, the release of toxic chemicals, and the exposure to harmful pathogens transported in plastics. These environmental effects reduce ecosystems' resilience to climate change.

The country has taken major steps to strengthen its solid waste management (SWM) practices including the passing of the SWM law in 2020. In response to these positive actions, USAID-DR has designed the USAID Addressing Ocean Plastics - Solid Waste Management Activity (referred to as the Activity) to tackle marine plastic pollution at the source and its consequences. The Activity will support components of the aforementioned law as it relates to the implementation of SWM practices at the national and municipal level in the Northern Coast regions of the DR in coordination with local governments and the private sector. This includes reducing waste at the source by supporting communities to adopt sustainable waste management practices, and working with the private sector to establish or strengthen recycling initiatives and circular economy models. These efforts are aligned with USAID's Dominican Republic 2020-2025 Country Development Cooperation Strategy (CDCS) which is to promote a more secure and inclusively prosperous Dominican Republic that advances local and regional resilience.

I. PURPOSE

This Activity's goal is to reduce waste in municipalities leading to cleaner oceans in the Dominican Republic. To achieve clean oceans, USAID will work on the Northern Coast of the Dominican Republic enabling communities and economies to thrive and to build resilience to climate and economic shocks.

The objectives of this activity are:

- a. Best SWM practices are implemented in accordance with the 2020 SWM Law at the national and municipal level on the Northern Coast by building capacity and strengthening governance.
- b. Communities, in coordination with local governments and the private sector, reduce waste at the source by adopting sustainable waste management practices.
- c. Circular economy models for plastic that foster innovations and partnerships are established and expanded in collaboration with private sector partners.

II. DEVELOPMENT HYPOTHESIS

IF national and municipal actors in the Northern Coast have the capacities, funds, and tools to adopt and implement best SWM practices according to the 2020 SWM Law; and

IF communities in coordination with local governments and the private sector, reduce waste at the source by adopting sustainable waste management practices; and

IF private sector is committed to promoting circular economy models for plastic that foster innovations and partnerships;

THEN the amount of plastic waste entering inland water bodies, streets, and dumpsites will be reduced, leading to cleaner oceans along the Northern Coast of the Dominican Republic.

III. RESULTS FRAMEWORK

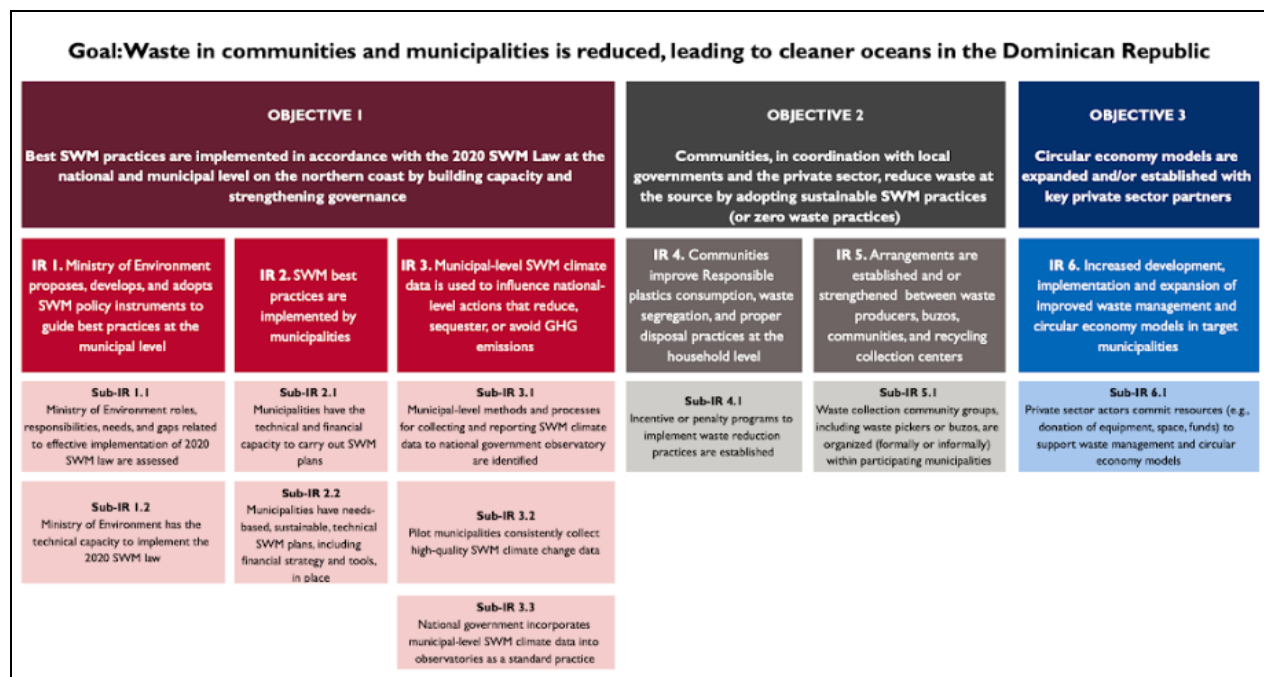


Figure 1. Results framework for the Activity, including purpose statement, goal, objectives, intermediate result (IR) and sub intermediate results.

Nearly 80% of marine debris originates from land⁶. To effectively address the plastic pollution in our oceans, we must first tackle plastic pollution where it primarily originates, on land. This Activity focuses on three objectives over a five-year period in the provinces of Dajabon, Monte Cristi, Puerto Plata, and Espaillat, with potential positive spillover effects across other Northern Coastal provinces. Efforts will support the government (national and municipal), communities, and private sector to improve their solid waste management practices and help the Dominican Republic become a model for the Caribbean while protecting its natural heritage, and reducing greenhouse gas (GHG) emissions originating from the waste sector. Once achieved, the three objectives will improve waste segregation practices at source, increase material recovery through reuse and recycling, reduce waste disposal in the landfills and environment, ultimately leading to less plastic leakage in the ocean (See Figure 1).

Cross-cutting themes for this Activity include climate resilience, private sector engagement, innovation, gender equity, and social inclusion. Applicants are expected to explicitly highlight how these four cross-cutting themes will be addressed in their proposals.

⁶ [Jambeck, J.R.](#), Andrady, A., Geyer, R., Narayan, R., Perryman, M., Siegler, T., Wilcox, C., [Lavender Law, K.](#), (2015). [Plastic waste inputs from land into the ocean](#), *Science*, 347, p. 768-771; DOI: 10.1126/science.1260352

Objective 1: Best SWM practices are implemented in accordance with the 2020 SWM Law at the national and municipal level on the Northern Coast by building capacity and strengthening governance

In 2020, the Dominican Republic passed a new national SWM Law (Law 225-20), providing the foundation to advance the implementation of sustainable solid waste management practices across the country and setting the stage for a critical shift towards a more efficient municipal waste management system. To support the implementation of Law 225-20, this objective will work to strengthen capacities and governance at the national and municipal level.

Given that the law is relatively new, many aspects of it, including the development and socialization of multiple assessments, plans, and protocols, need to be completed in order to advance its implementation. Additionally, while national and local authorities have taken important steps to begin remediating open and informal dump sites, the roles and responsibilities among different stakeholders are not clear. For example, many dumpsites along the Northern Coast (e.g. Nagua Municipal Dump, Vergua Municipal Dump, and Sosua Municipal Dump) still need technical assistance to be permanently closed, remediated, and/or relocated. USAID has been supporting Samana Province under its Clean Cities Blue Oceans (CCBO) program over the last 3 years remediating two informal dumps in Las Terrenas and Samana city. The Activity will aim to build on existing best practices from USAID's experience and other programs fostering coordination among actors, including the Ministry of Environment, the newly established SWM *fideicomiso* (a private public trust fund specifically created to manage final destination dumps and logistics), and municipalities. The *fideicomiso* is expected to solve 40% of the solid waste problem nationwide. Enhancing clarity on roles and responsibilities of each actor will be essential to achieve sustainability and ownership of the new dumpsite management system under the 2020 SWM Law.

At the national level, Objective 1 aims to support the central government, particularly the Ministry of the Environment and Natural Resources, in proposing, developing, and adopting SWM policy instruments to guide implementation of best practices at the municipal level (i.e., IR-1). For this, the Activity will support organizations to clearly identify institutional and technical needs and to articulate roles and responsibilities between the Ministry of the Environment and Natural Resources and other ministries and agencies. By filling these needs, the Activity will strengthen the technical capacity of the Ministry of Environment and Natural Resource's SWM division to implement the 2020 SWM Law (i.e., sub-IR 1.2).

At the municipal level, the Activity will support the logistical, technical, and financial challenges of developing and implementing comprehensive municipal SWM Plans required by the new SWM Law. Until recently, and despite numerous efforts from the government to adopt best management practices related to solid waste, municipalities were in charge of managing dumpsites and providing collection routes through public-private partnerships. This responsibility coupled with the lack of technical capacities, organizational deficiencies, limited financial and human resources, inadequate waste collection fleets and routes (with poor access to marginalized neighborhoods), limited understanding of the amount of waste produced per municipality, and inadequate access to waste collection points, has overwhelmed municipalities. Under the new law, the national government is accelerating the closure of most municipal

dumpsites, turning them into transfer stations which, in turn, will be supplying regional landfills. Under this new scheme, municipalities will only be responsible for waste collection and transportation to the transfer station, while the *fideicomiso* will be managing the transfer stations and regional landfills through public private contracts. This scheme can be an opportunity for municipal authorities to achieve some financial savings, enabling the retention of some of the resources that would otherwise be used on dumpsite property lease or its operational management. However, it also poses a challenge to local authorities, which must rearrange their operational and financial SWM planning in order to successfully adapt to the new model, while improving collection services and expanding to remote areas within their jurisdiction. Objective 1 aims to build the technical and financial planning capacities of the selected municipalities to carry out SWM plans (i.e., sub-IR 2.1) and develop- implement comprehensive and sustainable municipal SWM plans (i.e., sub-IR 2.2). By the end of the Activity, selected municipalities will be implementing SWM best practices (i.e., IR 2) having the appropriate skills, knowledge, and planning instruments in place (Figure 1). In addition, the Activity will be providing targeted technical assistance and building capacity of the *fideicomiso* to strengthen the linkage with municipalities and other organizations with vested interest in the implementation of the 2020 SWM Law, such as *La Liga Municipal* to ensure sustainability of the interventions.

Once the Activity starts the capacity needs of the Municipalities and linkage to the *fideicomiso* must be reassessed. Capacity assessments, inclusion of best practices from other programs and study tours are encouraged.

Improved solid waste management can also have important climate change mitigation co-benefits. It is estimated that emissions from landfills, mainly methane and carbon dioxide, represent 5 percent of the total global GHG emission and 12 percent of the world's emissions of methane⁷. Additionally, waste separation and organic waste diversion are approved approaches for decreasing methane emissions in the waste sector and decreasing waste disposed of in the landfills. Appropriate data collection and analysis in the DR is needed to better gauge GHG emissions related to dumpsites and SWM, as well as potential emissions reduction achievable through source reduction, waste separation and recycling, zero-waste communities and overall emissions resulting from SWM.

As part of Objective I, the Activity will identify methods and processes for collecting and reporting information on GHG emissions related to dumpsites mitigation, closure, and operation activities (i.e., sub-IR 3.3). Once appropriate guidelines, tools, and methods are established in close coordination with government authorities and local experts, high quality SWM climate change data will be collected at selected municipalities as a pilot (i.e., sub-IR 3.2). SWM climate change data from pilots at the municipal level will record measurements, and incorporate them into national initiatives such as the DR Climate Change Observatory (i.e., sub-IR 3.3). Having a more comprehensive understanding of the potential GHG emissions reductions from sustainable solid waste management at the municipal level will support waste-related decision making for

⁷ Stocker, T. IPCC, 2013: Technical Summary. In Climate Change 2013: The Physical Science Basis. Contribution of Working Group I to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change; IPCC: Geneva, Switzerland, 2013; pp. 159–254

reduction, sequestration and avoidance of GHG emissions (i.e., IR 3). These decisions will contribute to the country's UNFCCC Nationally Determined Contribution (NDC) targets.

The priority provinces for this objective at the municipal level are Dajabon and Monte Cristi. However, cost-effective solutions in other provinces of the Northern Coast will also be considered if viable. For example, these can include any of the following: technical assistance to develop dumpsite relocation plans for the Veragua municipal dump at la Cuchara (Puerto Plata), assisting the tourism cluster of Puerto Plata with the completion of their municipal Solid Waste Risk Management Plan, and/or assisting local grassroots NGOs (like Heroes del Medio Ambiente, Cabarete Sostenible, or Oceano Limpio) with Zero Waste Initiatives in Cabarete, Sosua, and Puerto Plata. In addition, through the technical support to *La Liga Municipal* the best practices implemented in the focus provinces have the potential to be spread across the broader northern region.

Objective 2: Communities, in coordination with local governments and the private sector, reduce waste at the source by adopting sustainable waste management practices

One of the primary outcomes of this Activity is to reduce the volume of plastic pollution in the inland water bodies and streets of the Northern Coast by working with communities to reduce their plastic consumption and improve their waste sorting and disposal practices. Implementing the 3Rs (reduce, reuse and recycle) on the Northern Coast will reduce improper plastic disposal. In order to achieve this, behavioral change and increased awareness on best waste management practices at households is essential. It is well known that Dominican households have a strong attachment to the use of plastic, especially plastic bags. This cultural norm, in addition to the lack of plastic alternatives, lack of incentives (or disincentives) paired with limited programs that promote and accompany households while implementing the 3Rs, leads to a large consumption of plastics followed by inappropriate sorting and disposal practices at the household level. Objective 2 aims to achieve *zero-waste*⁸ communities where households improve responsible consumption and adoption of appropriate waste segregation and disposal practices (i.e., IR 4). To achieve this, the Activity should leverage partnerships with both public and private stakeholders in order to establish incentive (or disincentive) programs that encourage communities to adopt sustainable SWM practices (i.e., IR 4.1). Illustrative activities may include: supporting local businesses and communities to create collection centers for recyclables, placing trash bins and aggregation points in convenient locations, providing basic training on waste segregation, promoting scale appropriate organic waste processing technologies (e.g anaerobic digestion, composting, gasification, etc), conducting formative research on communities' behavior towards waste and plastic, organizing public awareness campaigns to facilitate compliance and community buy in to implemented SWM programs and systems, or conduct a waste reduction competition between municipalities. Study tours to countries with proven working and successful community driven SWM models may also be utilized.

⁸ The Global Alliance for Incinerator Alternatives (GAIA), a USAID grantee and leader in the approach, defines “zero waste” as “significantly reducing — and eventually completely eliminating—the amount of resources that we send to disposal. The zero-waste model, as outlined by GAIA, has ten components: source separation, door-to-door collection, composting, recycling, reuse/repair/deconstruction, waste reduction initiatives, economic incentives, residual separation and research facilities, better industrial design, and interim landfills.

Informal waste pickers are essential community actors in waste recycling in the Dominican Republic, locally known as “*buzos*”. Currently, the Dominican Republic has over 10,000 registered *Buzos*, 60 percent of which are undocumented migrants from Haiti. *Buzos* can play a major role in achieving high recycling rates by collecting and selling recyclables. However, being a *Buzo* in the DR is considered a dangerous, socially marginalized activity. Most waste pickers have limited access to dumpsites or other sources of valuable materials which, coupled with inadequate equipment and sorting facilities, leads to very low recovery rates for valuable materials.

In order to achieve higher levels of efficiency in recovery and recycling, it is critical to streamline the flow of valuable materials from the point of discard to the potential collector or buyer. As informal dumpsites are phased out and closed under SW LAW 225-20, *Buzos* will likely lose access to the dumpsites as their main source of recyclable materials, making it even more critical to facilitate and expand new alternatives to better collect recyclable waste at the source. Under Objective 2, the Activity aims to establish and/or strengthen sourcing agreements between waste producers, *buzos*, communities, and recycling collection centers (i.e., IR 5). These collection centers (or “centros de acopio”) might include local hotels, small businesses, schools, or other community gathering places (like small local shops or “colmados”, where community members can bring their recyclables). Community members could also leave sorted plastic waste at their curb and allow for piloting doorstep recyclables collection programs in collaboration with waste collectors organizations. To achieve this, interventions under this objective will also support the formal or informal organization of waste pickers so they are better able to coordinate and respond to potential arrangements with collection centers and small business opportunities (i.e., sub-IR 5.1). Since *Buzos* are often members of marginalized groups and communities, Objective 2 will strongly emphasize social inclusion by conducting appropriate local needs assessments and adapted community engagement plans where possible that take into account the social context of waste pickers. After the award is made, a Gender Empowerment and Social Inclusion analysis are expected to be conducted to understand different gender and social dimensions across communities, including *buzos*.

Objective 3: Circular economy models are established and expanded in collaboration with private sector partners

The private sector plays a critical role in the reduction, reuse, and recycling of waste, particularly plastic waste. The new SWM Law establishes a series of parameters by which private companies will be responsible for the financing of the operations destined to handle the waste they produce through a mandatory Extended Producer Responsibility (EPR) mechanism for several waste classes, including plastic. Under the law, producers, importers, and marketers of these products will be responsible for proper post-industrial and post-consumer SWM upon completion of a National EPR Plan for each type of covered waste by the Ministry of Environment through a multi-stakeholder consultation process.

Under this Objective, the Activity will aim to enhance the Ministry of the Environment capacity and other national actors responsible for establishment of mandatory EPR for plastic by bringing the voices of different stakeholders, supporting the consultation process for and implementation of national EPR Plan for plastic waste which support an integrated SWM system.

In addition, the SWM Law seeks to stimulate investments in green technologies, innovative product design, and use of biodegradable materials. In the DR, there are private sector actors that are already taking steps to support circular economy practices and paving the way towards the implementation of the new SWM requirements. For example, one of the largest industry associations in the country recently established a public private partnership to create a culture to reduce, reuse and recycle called [NUVI](#). In 2022, NUVI announced its goal to collect and recycle 90 million pounds of plastic bottles in the next 5 years. NUVI is also considering the expansion of their operations to new provinces on the Northern Coast. Examples in the tourism sector include Iberostar, a hotel chain that has recently established water purification systems in order to reduce plastic bottles in their resorts. The Puerto Plata tourism cluster has also started developing a SWM plan, which will be implemented in 2023. However, despite great initial efforts, further expansion of current initiatives and greater participation from the private sector is required as companies learn how to navigate the technical, cultural, and financial challenges that establishing circular economy models poses.

Under Objective 3, the Activity will support the private sector in implementing circular economy and waste reduction models, establishing new initiatives, or supporting the expansion of successful programs to the Northern Coast provinces (i.e., IR 6). Interventions could leverage and expand initiatives like NUVI to the Northern Coast or seek to introduce new models of circular economy and zero-waste management. These could include the introduction of single use plastics alternatives in hotels or supermarket chains, the piloting of new biodegradable materials for packaging, the establishment of collective sorting and disposal initiatives, supporting EPR initiatives, etc. To support the implementation of circular economy models, the Activity will leverage partnerships with public and private sector stakeholders in the Northern Coast. These partnerships might yield results such as: donation of funds or equipment to support local SWM initiatives, collaborative agreements in order to establish shared collection facilities, or technical support.

In alignment with [USAID's Private Sector Engagement Policy](#), the Activity will embrace market-based approaches, as well as the resources and expertise the private sector offers to address development issues and propose solutions to address solid waste challenges in the area. Past experience has shown that working with the private sector can produce better, cost-effective, and sustainable outcomes. Potential engagements may include efforts to support behavioral change, circular economy development, sustainable business practices, enhanced access to sustained markets and green jobs creation.

IV. GEOGRAPHIC AND POPULATION TARGETING

This Activity will be implemented in the Northern Coast of the Dominican Republic, in the provinces of Dajabon, Monte Cristi, Puerto Plata, and Espaillat (Figure 2). The provinces of Dajabon, Monte Cristi, and Puerto Plata are considered priority provinces, meaning the objectives 1, 2 and 3 will be implemented as described in Table 1. Espaillat (specifically municipalities of Veragua, Rio San Juan, Jamao) is considered optional and activities under Objectives 1, 2 and 3 will be implemented if opportunities are identified.

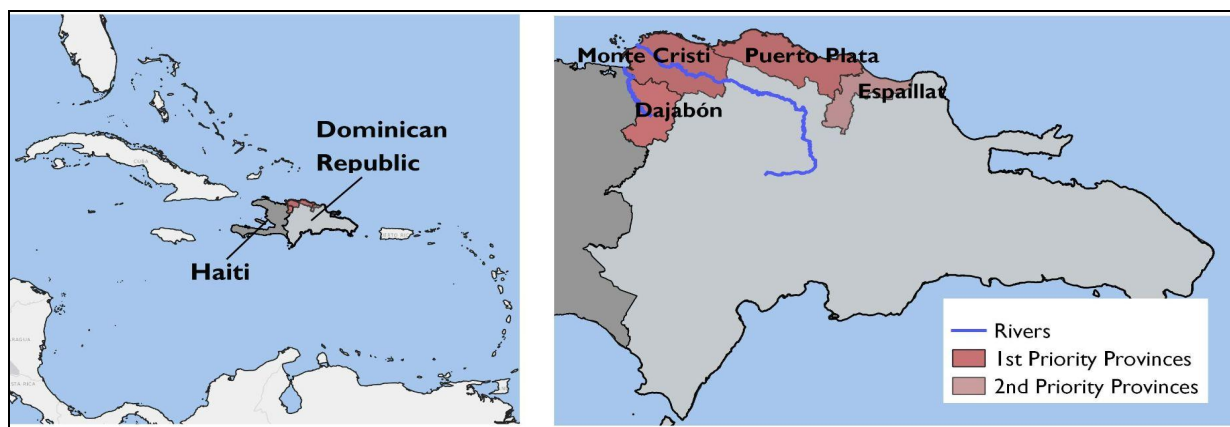


Figure 2. Geographic scope of the Activity in the northern provinces of Dajabon, Monte Cristi, Puerto Plata, and Espaillat.

More specifically, Objective 1 and 2 must be implemented in Monte Cristi and Dajabon border provinces. Objective 1 also has a national component. These objectives aim to improve SMW and promote zero-waste initiatives at the municipal and community levels. These provinces are critical for the USAID/DR Mission, and are consistent with its 2020-2025 CDCS and its Border Resilience Project. The provinces also align well with the DR government priorities sites for SWM interventions.

If feasible, Objectives 1 and 2 can also be implemented in Espaillat and Puerto Plata to support Municipal SWM and community-based solutions including technical assistance to locate and support the establishment of adequate dumpsites and/or collection centers. Under Objective 3, the applicant is expected to explore opportunities and must engage with the private sector in Monte Cristi, Dajabon, and Puerto Plata to achieve results.

	Dajabon ¹	Monte Cristi ¹	Puerto Plata ¹	National level ^{1, 2}	Espaillat (Veragua, Rio San Juan, Jamao) ²
Objective 1 - National and Municipal level work	Yes	Yes		Yes	If opportunity identified
Objective 2 - Community-based work	Yes	Yes	If opportunity identified	Not applicable	If opportunity identified
Objective 3 - Private sector work	Yes	Yes	Yes	Yes	If opportunity identified

¹ These are priority provinces or geographies where USAID expects and requires objectives to be implemented.

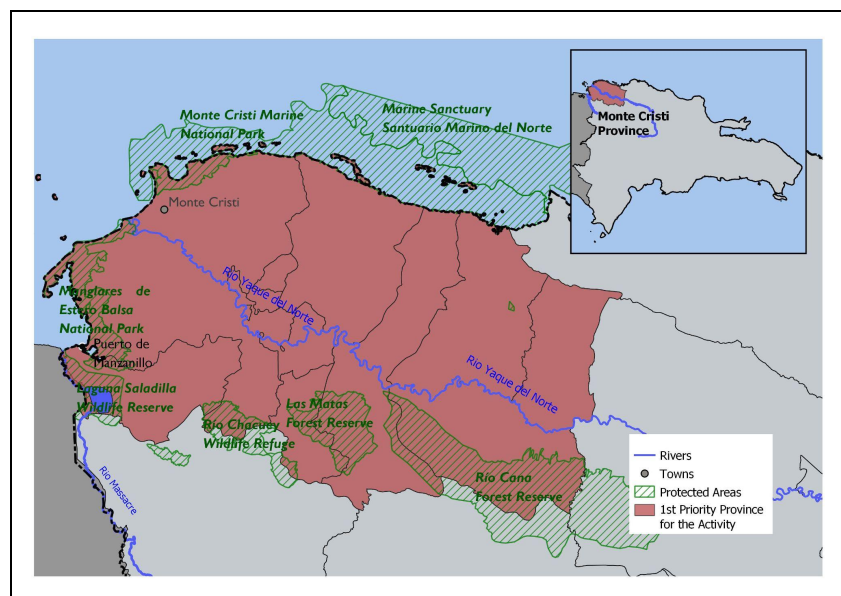
² Optional provinces or geographies, where the applicant could identify opportunities and propose complementary activities with a high return on investment and/or impact.

Monte Cristi

Monte Cristi is a province located in the north west end of the Dominican Republic, on the border with Haiti, with 118,000 inhabitants. Historically, it is known for its agriculture production, namely banana, aloe vera, and rice, as well as smaller animal husbandry activities and fisheries. Monte Cristi is poised for rapid development and growth given the recent investments in the Port of Manzanillo in Pepillo Salcedo - located in the Monte Cristi province (See figure 3- Monte Cristi). The Port of Manzanillo is projected to become one of the main distribution hubs in the Caribbean for exports, binational businesses, and international trade by 2030⁹. In addition, the

province and its community members are committed to becoming the first plastic-free province in the country.

Despite its relatively low generation of waste (113 T/day¹⁰ - 41,014 T/ year), Monte Cristi Bay receives large volumes of waste that are ultimately discharged into the Atlantic Ocean. Most of this waste originates in larger communities that are located upstream (Jarabacoa, Mao and Santiago de los Caballeros) along the Yaque del Norte River, one of the three largest



rivers in the country.

The province is also high in biodiversity, with a total of 10 protected areas that cover 30 percent of the province's territory. These include: Manglares de Estero Balsa National Park (one of the most important mangrove systems on the island), El Morro National Park, Monte Cristi Underwater National Park (which protects one of the longest uninterrupted and healthiest barrier reefs in the country), and a series of wildlife refuges.

The Activity envisions implementing all three objectives in Monte Cristi as it represents the most important gateway for solid waste to reach the Atlantic Ocean in the Dominican Republic. Monte Cristi's unique ecosystems are also highly threatened by these same sources of contamination.

⁹ Northern Hispaniola assessment conducted for USAID - Dominican Republic (see annex 1),

¹⁰ Ibid

The fact that Monte Cristi manages lower levels of solid waste, compared to the surrounding provinces, offers a more controlled setting (smaller population, fewer localized sources of pollution, etc.) and could yield a greater impact given the amount of funds available for this intervention. A successful intervention in Monte Cristi could trigger a chain reaction of behavior change for other related locations. The Activity is expected to leverage related USAID and other donor and government activities that are active upstream where change in SWM management is crucial.

Dajabón

The Dajabon province is located in the north west of the DR and is separated from Haiti by the Massacre River (also known as the Dajabon River). Dajabon has an estimated population of 40,000 inhabitants¹¹, and a very dynamic binational market, where at least 2,600 Dominican and Haitian merchants formally trade goods each day—with an additional 15,000 to 25,000 transient traders around the periphery of the market. In Dajabón, a city official reported that the estimated daily solid waste generation is 32 MT/day for the whole city, with the border market producing roughly 12 MT/ day when it is open. This provides the basis for an average estimate of 35.5MT/day (12,957.5/ year), which often reaches the Atlantic ocean through drains and rivers¹² including the Massacre river that crosses the market. Most of the waste generated, including plastic, from Dajabon and its market, empties into the Manzanillo Bay on the DR-Haiti northern border. This waste affects marine protected areas in both countries such as Three Bays National Marine Park on the Haitien side and the Monte Cristi Underwater Sub-marine National Park on the DR side, along with the Los Siete Hermanos wildlife refuges islets.

All three objectives must be implemented in Dajabon. Opportunities in this province include support to the already established new controlled sanitary landfill (La Patilla), intended to be a regional site for solid waste.

This new landfill includes composting and recycling facilities, storage space for recyclable materials, and a disposal area in trenches for non-recoverable waste. The infrastructure still requires some additional equipment as well as the final authorization to operate from the Ministry of Environment, but once operational it will provide the Dajabón province with substantially improved end disposal and waste recycling capacity. According to the municipality, more land is available in the vicinity, which presents the opportunity for extension and sharing of the infrastructure with other neighboring municipalities, as stipulated in the SWM Law 225-20.¹³

¹¹ USAID HAITI - DOMINICAN REPUBLIC SOLID WASTE MANAGEMENT ANALYSIS BRIEF - JUNE 2021- Annex 2

¹² USAID HAITI - DOMINICAN REPUBLIC SOLID WASTE MANAGEMENT ANALYSIS BRIEF - JUNE 2021- Annex 2

¹³ USAID HAITI - DOMINICAN REPUBLIC SOLID WASTE MANAGEMENT ANALYSIS BRIEF - JUNE 2021- Annex 2



Dajabón will collect and process waste produced within its province and the province of Monte Cristi. At the provincial level, the *fideicomiso* expects to manage volumes of 142 Tons per day from Montecristi and 80 Tons per day in Dajabon respectively. In addition to the new dumpsite, the following factors identified in the Dajabón area also create potential SWM investment opportunities¹⁴.

- Strong collective capacity to pay for SWM services. The high concentration of economic activity in the large border markets provides the collective capacity and purchasing power to support sustainable SWM service provision (i.e. Objective 1 and 2).
- Economic incentives and the SWM Law in the Dominican Republic create investment opportunities in the border area. A 2001 law enabled the establishment of a special development zone in Dajabón province and created fiscal exemptions for several types of projects and companies promoting local development inclusive of SWM initiatives. The country's recent SWM Law also includes several requirements that provide a framework for SWM improvement (i.e. Objective 3).
- Existing infrastructure and private sector investment in plastic recycling plants and PET plastics collection for export to countries like Honduras, Guatemala, and El Salvador (i.e., Objective 3).

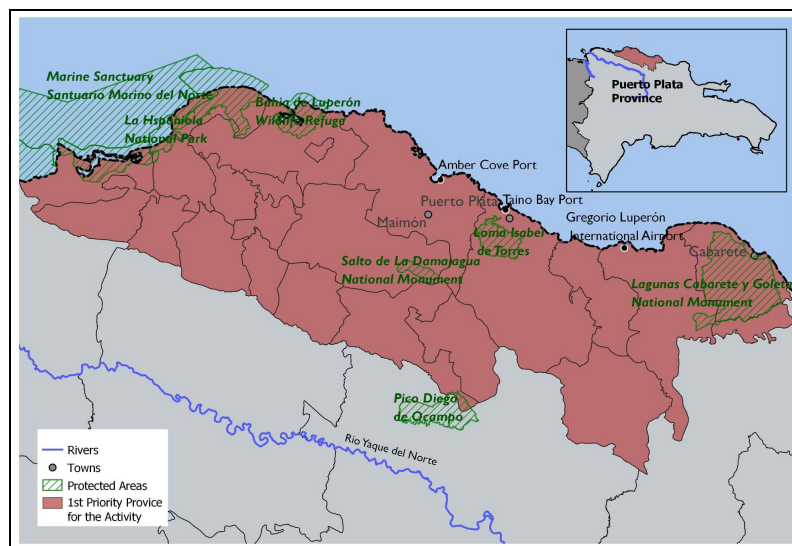
Puerto Plata

Puerto Plata is located on the Northern Coast of the DR. This province and its capital, Puerto Plata city, is the largest populated center (160,000 inhabitants¹⁵) on the Northern Coast of the DR. This area also generates the most solid waste in the northern region of the country (314 MT/day or 114,879 MT/ year)¹⁶. This province depends primarily on the tourism sector.

¹⁴ USAID HAITI - DOMINICAN REPUBLIC SOLID WASTE MANAGEMENT ANALYSIS BRIEF - JUNE 2021- Annex 2

¹⁵ Ibid

¹⁶ Ibid



In addition to the hotels and restaurants that characterize the area there are also two ports in Puerto Plata Bay, one that receives commercial ships (Municipal Port of Puerto Plata) and one that receives cruise ships (Taino Bay Port). Maimón (a town in Puerto Plata) also has a cruise ship terminal at Amber Cove which hosts two cruise ships daily and sometimes up to three. There is a regional landfill (at the old landfill site), currently under construction, across from the Amber Cove Port's main entrance.

Before remediation, toxic fumes from burning waste in this open dump site impacted the health of local populations and the cruise ship businesses at the Amber Cove and Taino Bay. Given the strong presence and high stakes of international and national tourism stakeholders in the area, the province of Puerto Plata is identified as an important location to implement and leverage work with the private sector in reducing plastic waste (i.e. Objective 3).

Monte Cristi and Puerto Plata have well developed tourism. While the tourism in Monte Cristi is more of a nature-based, small scale endeavor, the Puerto Plata's tourism is of a more complex nature given its larger size and more traditional nature. Further, both Monte Cristi and Puerto Plata have strong active tourism clusters¹⁷ that have been strengthened by USAID programming in the past (2003-2007 and 2008-2011). The existence of the tourism clusters facilitates collaboration and the sharing of best practices between the provinces. The Activity can build on the previous USAID work with the tourism clusters and facilitate knowledge and experience transfer from private sector successes in the tourism sector between the two provinces.

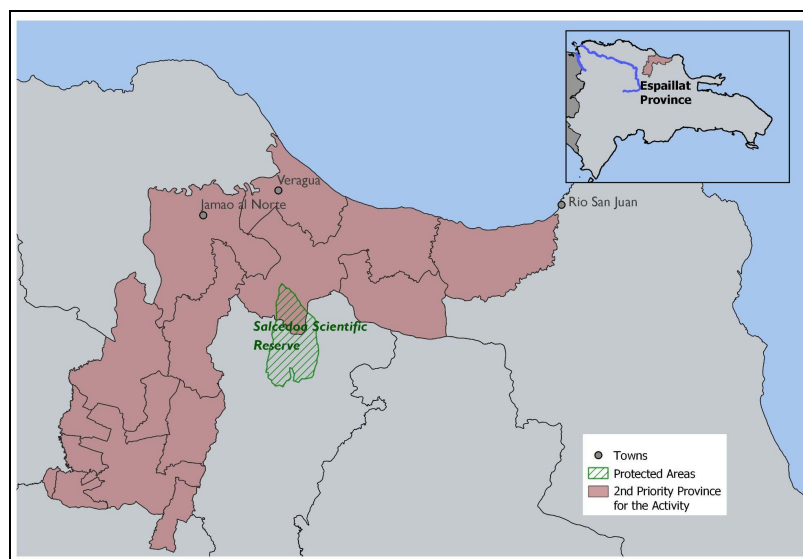
Municipalities within Espaillat

Veragua (37,378 inhabitants), Río San Juan (16,998 inhabitants), and Jamao al Norte (42,953) are smaller towns within the Espaillat province with a relatively smaller generation and accumulation of waste (19,100 MT per year, 81,124 MT per year and 2,568 MT per year respectively)¹⁸. Given the relatively small generation and accumulation of waste and the competing interests for limited resources for SWM in the country, these cities are not an immediate priority in terms of addressing SWM.

¹⁷ A cluster is a geographical concentration of enterprises, institutions and universities that share an interest in a particular economic and strategic sector (in this case tourism is the particular sector). These associations generate a collaboration that allows members to address joint projects of all kinds, from outreach and promotion of the sector or creating shared capacities (model based on the theory of Michael Porter, 2000).

¹⁸ 2012 partial census and other 2010 complete census from ONE

However, the Activity aims to support community based solutions where feasible (i.e., Objective



2) as well as to provide technical assistance to locate and support the acquisition of adequate sites or enable the municipality to i) create collection centers and/or ii) create a final destination site for disposing of solid waste (i.e. Objective 1). For example, the Veragua dumpsite at La Cuchara is located in an area of fragile mangroves with waterways that empty directly into the ocean. The Veragua dumpsite needs better planning and investment in order to upgrade and/or relocate it to more sustainable

and environmentally safe areas. While the availability of land for dumpsite relocation is a complex issue in these locations, finding a suitable location for easier management and oversight could be propelled by the Activity under Objective 1.

V. RISKS AND ASSUMPTIONS

PROGRAM RISKS

A. Risks (Objectives 1 and 2): Target population is not ready to adopt new practices and technologies.

- a. **Potential Impact:** Target population refuses or lacks interest in reducing waste at the source by adopting sustainable waste management practices (or zero waste practices).
 - i. **Mitigation Measure:** (i) Identify community leaders in the area to model the behavior or new practice; (ii) Highlight community leaders to cities that have clean communities; (iii) Target youth and women head of households as agents of change to model the new behavior; and (iii) Develop a behavior change strategy based on people's perceived barriers or drivers for the adoption of the new practices.
 - ii. **Mitigation Measure:** Recognizing that the proposed intervention may not be appropriate for all geographic locations, the applicant must consult with beneficiaries and other stakeholders to assess the most appropriate solution within the operating context.
- b. **Potential Impact:** Communities do not recognize that they should assume responsibility for their problems or contribute to addressing their development challenges, and prefer to rely on the government. Further communities are not aware of alternatives that they can implement to complement government initiatives.

- i. **Mitigation Measure:** (i) “Locally-led” solutions are generated by the communities to motivate ownership; (ii) Develop activities in a way that encourages cost-share by the communities/beneficiaries (in money or in kind) to procure bins, signage, other related equipment, thereby securing commitment and sustainable adoption of best practices.

B. Risk (Objective 3): Decreased interest and investment from the private sector in recycling, circular economy approaches including EPR schemes, reusing, management waste initiatives due to market fluctuations, or low cost benefits opportunities.

- a. **Potential Impact:** Lack of demand for recycling, EPR, reusing, management waste initiatives
 - i. **Mitigation Measure:** Shift programmatic focus initially towards the public sector to create an enabling environment that incentivizes the private sector’s interest.
 - ii. **Mitigation Measure:** Include the private sector at the onset of program implementation to understand their challenges and business models, and gain their buy in.

C. Risks (Objectives 1 and 3): Lack of interest from local authorities to act upon or involved in SWM efforts. Additional risks include potential high staff turnover and duplication of efforts that occur in most governments which can result in delays or periods of inactivity.

- i. **Mitigation Measure:** Foster dialogue with government organizations and the private sector to ensure strong initial buy-in.
- ii. **Mitigation Measure:** MOUs at higher governing levels provide understanding with governments for the lifetime of the Activity and beyond.
- iii. **Mitigation Measure:** Promote the integration of climate information from solid waste management services and SWM governance tools, approaches, and methodologies as best practices in protocols, plans, and regulatory frameworks to ensure standardization and potential scaleup.

CONTEXT RISKS

A. Risks (Objectives 1, 2, and 3): Political instability, crime, and violence (individual and gang related activity) in Haiti and binational conflict over resources may disrupt Activity achievements.

- a. **Potential Impact:** Haitian internal political conflict, gangs and/or binational border conflicts can affect targeted border areas thereby delaying/halting program implementation.
 - i. **Mitigation Measure:** Continuous dialogue with government organizations and the private sector to ensure strong buy-in.
 - ii. **Mitigation Measure:** Leveraging existing coordination platforms, such as the round tables of the DR-Haiti Mixed Bilateral Commission, and developing MOUs that outline a shared vision and development agenda to

- ensure there is a common understanding between governments and stakeholders at a transboundary level.
- iii. **Mitigation Measure:** Understanding of political culture and decision-makers upfront. Leveraging these connections to minimize impact.
- iv. **Mitigation Measure:** Collaborate with other USAID/U.S. government (USG) agencies that are experts in rule of law, addressing political instability and implementing community violence prevention measures.

B. Risks and Assumptions (Objectives 1, 2, and 3): Operational challenges due to climate change (extended periods of drought, floods, hurricanes, natural disasters, etc. potentially resulting in humanitarian crises).

- a. Potential Impact: Program implementation delays.
 - i. **Mitigation Measure:** Ensure early understanding of climate risks and embed mitigation measures into the implementation plan of the Activity.
 - ii. **Mitigation Measure:** Focus on building the enabling environment for the medium and long term.
- b. Potential Impact: Divergence in goals or need to pivot due to changes in immediate needs and/or priorities.
 - i. **Mitigation Measure:** Adaptively manage change and impact at the ground level by developing mechanisms for regular check-in or feedback to ensure that the Activity meets beneficiary needs.
 - ii. **Mitigation Measure:** Ensure detailed Collaboration, Learning, and Adapting (CLA) strategy is in place to mitigate changes as they come along.
 - iii. **Mitigation Measure:** Establish a project management charter which defines internal roles and responsibilities at the local and regional level, and external stakeholder engagement.

VI. ADAPTIVE MANAGEMENT

Refine and Implement

The USAID/DR Mission will work closely with the Award Recipient during the post-award co-creation model known as Refine and Implement (R&I) which is intended to improve the activity design, appropriateness for context, and implementation planning. During initial refinement, the new awardee may carry out a number of interventions including traditional start-up tasks and additional activities, such as: conducting additional assessments to address knowledge gaps; community and other stakeholder engagement through participatory or system-driven approaches for strengthened local partnerships, capacity development, and coordination; conducting additional stakeholder consultations; refining the Theory of Change and results model; etc. At the end of the Refinement Period, the Award Recipient and USAID/DR will agree on a revised Theory of Change and results model, and other approaches or strategies, such as the Activity's social and behavior change strategy or the Activity's private sector engagement strategy. The Award Recipient will be encouraged to continue employing principles of adaptive management and 'refinement' approaches throughout the life of the award.

Collaborating, Learning, and Adapting

The Award Recipient is expected to contribute to USAID/DR's commitment to a multifaceted CLA approach to development. The CLA approach is based on the understanding that development efforts yield more effective results if they are coordinated and collaborative; test promising, new approaches in a continuous search for generating improvements and efficiencies; and build on what works and eliminate what does not. Given the importance of CLA to the success of the Activity, the recipient is expected to integrate CLA approaches in the following ways:

Collaborating

- Establish and manage relationships with government ministries, provincial authorities, civil society organizations (CSOs), and the private sector and;
- Incorporate an inclusive and gender-sensitive approach to CLA.

Learning

- Conduct an initial and iterative system mapping analysis to help focus activity interventions and ensure that they adapt over time as the context changes;
- Regularly revisit the system map through less formal 'pause and reflect' sessions with stakeholders (likely on a semi-annual or annual basis) to review changes in the social, political, and economic context and update the Activity's Theory of Change, strategic approaches, and interventions;
- Conduct after-action reviews for major interventions or approaches;
- Integrate more qualitative approaches to monitoring that enable the Activity to understand difficult-to-measure changes.

Building on the USAID's experience in Samana province

Through [Clean Cities, Blue Ocean](#) USAID is providing technical guidance to the remediation and closure of two open dumps in Samana province and building capacity of local municipalities for delivering improved solid waste services. In addition, CCBO has been working with communities and informal waste collectors to address and improve their livelihood challenges. CCBO's technical approach for and closure of the two open dumps in Samana has been accepted by PROPEEP as a model for replication across the country. Over the years CCBO has developed a strong partnership with national and local stakeholders, developed and deployed several tools (i.e., SCIL tool, solid waste cost-of-service analysis) to provide targeted capacity building to the municipalities. In addition, CCBO successfully engaged with Samana's private sector and built market linkages for supporting recyclable activities. All efforts based on [USAID's local systems approach](#).

During its first year, the Activity is expected to collaborate closely with CCBO to ensure proven approaches and tools are scaled to the Northern provinces where possible.

Adapting

- Periodically review and update, as needed, the Activity's Theory of Change, strategic approaches, and interventions based on the above learning. Annual work plans will be

the primary means by which the Activity will adapt its approach and ‘pause and reflect’ should be timed to enable decision-making ahead of annual work plans.

The CLA Framework discusses the enabling conditions necessary for CLA throughout the Program Cycle. These are:

- The Award Recipient is expected to create a learning-oriented culture that enables adaptive management.
- The Award Recipient is expected to adequately resource CLA approaches throughout implementation and recruit and build the capacity of staff to implement in this way.
- USAID/DR will provide flexibility to the Award Recipient to adapt when learning indicates adjustments are necessary.

Flexibility

Given that government directives may evolve, USAID/DR will maintain flexibility in accommodating shifts on target beneficiaries and technical interventions when necessary. It is imperative to use adaptive management principles to respond immediately to the context changes as well as maintain development gains achieved through activity implementation. USAID may direct the recipient to undertake additional activities that are within the parameters of the program description in response to unforeseen changes in the operating context and budget. Adjustments will be agreed upon through changes to annual work plans, and may require corresponding reductions in other planned activities in order to remain within the available obligated amount and budget ceiling.

Monitoring

Monitoring of the project will be done at various levels and according to the CLA strategy developed under the Activity. Feedback mechanisms will be established between USAID/DR and the Award Recipient to monitor the implementation of activities and to track where variances that have the potential to derail the achievement of expected results occur. When such instances are identified, corrective approaches will be discussed and appropriate remedies put in place for adaptive management to occur. Monitoring activities include but are not limited to: selection of indicators and setting of baselines, targets, and data quality parameters; recurrent reporting on indicator data; quarterly meetings; and field visits, all of which should be captured under an Activity MEL Plan. **Applicants must include illustrative targets in their applications as suggested in the table below:**

Goal: Waste in communities and municipalities is reduced, leading to clean oceans in the DR Illustrative objective/goal-level indicators: • <u>EG. 12.6 (Outcome):</u> GHG emissions, estimated in metric tons of CO2 equivalent, reduced, sequestered, or avoided through clean energy supported by USG assistance • <u>EG.10.1-2 (Outcome):</u> Amount of municipal solid waste (in metric tons) diverted from the environment supported by USG assistance (disaggregated by type of waste and collection source)			
Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
OBJECTIVE 1 : Best SWM practices are implemented in accordance with the 2020 SWM Law at the national and municipal level on the Northern Coast by building capacity and strengthening governance	IR 1: Ministry of Environment proposes, develops and adopts SWM policy instruments to guide best practices at the municipal level Sub-IR 1.1: Ministry of Environment roles, responsibilities, needs, and gaps related to effective implementation of SWM Law assessed a. Identify gaps, needs, roles, and responsibilities for effective implementation of the SWM Law Sub-IR 1.2: Ministry of the Environment has the technical capacity to implement the 2020 SWM law a. Develop an instrument or instruments to support	CUSTOM (Output): Number of people trained in 3R/SWM supported by USG assistance (Disag: M/F) EG.11-6 (Outcome): Number of people using climate information or implementing risk-reducing actions to improve resilience to climate change as supported by USG assistance (Disag: M/F) EG.10.1-3 (Outcome): Number of policy instruments that promote reduction of plastics pollution and sustainable management of municipal solid waste supported by USG assistance (Disag: Proposed, adopted, implemented)	DR.3.1-3 Number of consensus building forums (multi-party, civil/security sector, and/or civil/political) held with USG Assistance LLD 01 Percent of locally led development activities achieving intended results Youth 5 Percentage of youth who participate in civic engagement activities following soft skills/life skills training or initiatives from USG assisted programs GNDR-8 Number of persons trained to advance outcomes consistent with gender equality or female empowerment through their roles in public or

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
	implementation of the 2020 SWM law (such as communication plan, public awareness plan, social participation plan) b. Provide technical capacity in the form of staff and training support to the Ministry of Environment to fill identified gaps IR. 2: SWM best practices are implemented by municipalities Sub-IR 2.1: Municipalities have the technical and financial capacity to carry out SWM plans a. Support municipalities in developing or conducting socially inclusive municipal financial assessments to	CUSTOM (Outcome) : Percentage of targeted municipalities with a SWM plan in place CUSTOM (Outcome) : Percentage of targeted municipalities collecting and reporting SWM data CBLD-9 (Outcome): Percent of USG-assisted organizations with improved performance (Disag: type of org.) CUSTOM (Outcome): Number of new Private Sector projects aimed at SWM CUSTOM (Outcome): Number of media mentions of influence or application of municipal-level data CUSTOM (Outcome): Number	private sector institutions or organizations Other progress/context measures: (i) Activity reports; (ii) CRM Analysis; iii) Monitor and record changes in climate

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
	understand sources of funding and costs (in alignment with the 2020 SWM Law, Articles 16, 17, 18, and 19) b. Support municipalities in conducting socially inclusive waste assessments to understand waste production, informal dump sites, dumping practices, etc. (modeled on USAID's Clean Cities Blue Oceans technical support and in alignment with Article 42 of the 2020 SWM Law) Sub-IR 2.2: Municipalities have needs-based, sustainable, technical SWM plans, including financial strategy and tools, in place	of uploads of municipal-level data	

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
	a. Provide technical guidance to local authorities to develop Municipal SWM plans towards the implementation of the 2020 SWM Law b. Provide technical training on SWM best practices under a trainer of trainers approach IR 3: Municipal-level SWM climate data is used to influence actions that reduce, sequester or avoid GHG emissions Sub-IR 3.1: National government incorporates municipal-level SWM climate data into observatories as a standard practice a. Add SWM climate change indicators to an existing or new Observatory		

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
	Sub-IR 3.2: Pilot municipalities consistently collect high-quality SWM climate change data a. Develop the tools and capacity to track SWM climate change indicators Sub IR. 3.3: Municipal-level methods and processes for collecting and reporting SWM climate data to national government observatory are identified a. Identify opportunities both within and external to USAID to collect and report climate data related to SWM in the Activity's geography		

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
OBJECTIVE 2: Communities, in coordination with local governments and the private sector, reduce waste at the source by adopting sustainable waste management practices (or zero waste)	IR 4. Communities improve responsible consumption, waste sorting and proper disposal (i.e., zero-waste practices) at the household level a. Provide training on the reuse or use of recycled materials to produce goods or handicrafts. b. Provide technical training and guidance on sorting and disposal practices to communities increasing community awareness and engagement collective efforts in SWM practices (may include community competitions, rewards for collective management arrangements, community	(Outcome) CUSTOM: Percent of municipalities with established waste collection community groups (Output) CUSTOM: Number of households / establishments (e.g., businesses, hotels, schools) participating in zero waste programs or practices as a result USG assistance (Output) CUSTOM: Number of people who have completed training in 3R/SWM/zero initiatives supported by USG assistance CUSTOM: Amount of partnerships developed with locally or regionally significant private sector partners to equitably develop sourcing	PSE 2 Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives CUST Level of interest at a household and community level to reduce waste at the source by adopting sustainable waste management practices (or zero waste practices). DR.3.1-3 Number of consensus building forums (multi-party, civil/security sector, and/or civil/political) held with USG Assistance <u>Other progress/context measures:</u> (i) Activity reports; (ii) CRM Analysis; iii) Monitor and record changes in climate

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
practices)	recreation areas renovation) Sub-IR 4.1. Municipal governments establish incentives and/or penalties to implement sustainable waste management practices a. Leverage partnerships with ocean plastics buyers (i.e. Samsung, Nike) and other actors who can help to develop new markets for goods that use recycled materials. b. Leverage partnerships with the government and/or private sector to c. ensure that basic infrastructure and collection services are provided (trash containers, signs, "centros de acopio", etc) to advance the	agreements with waste picker groups as a result of USG assistance (Outcome) CUSTOM: Number of actions established to motivate changes in household-level waste management supported by USG assistance (Outcome) CUSTOM: Amount household-level solid waste (in metric tons) diverted from the environment supported by USG assistance (Outcome) CUSTOM: Number of arrangements created between waste collectors and waste access points (inclusive of the private sector) as a result of USG assistance	

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
	community in proper sorting d. Leverage partnerships with the private sector to increase availability of plastic alternatives on the northern coast e. Penalty fee in place for improper SWM at a municipal level IR.5: Arrangements are established and/or strengthened between waste producers, buzos, communities, and recycling collection centers a. Identify potential community collection sites for recyclables ("centros de acopio"). This item could include supporting the acquisition of basic equipment for transportation		

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
	and collection b. Facilitate partnerships with locally or regionally significant private sector partners to equitably develop sourcing agreements with community groups inclusive of waste pickers Sub-IR 5.1: Waste collection community groups, inclusive of waste pickers (buzos), are organized (formally or informally) within participating municipalities a. Conduct a gender and social inclusion assessment to fully understand social dynamics in participating communities b. Develop a community engagement plan and workshops on waste		

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
	collection/segregationEfforts should include opportunities for waste pickers participation at the source		
OBJECTIVE 3: Circular economy models are expanded and/or established with private sector partners	IR 6: Increased development, implementation and expansion of improved waste management and circular economy models in target municipalities Launch a small grant innovation challenge to identify new SWM technologies and business models opportunities inclusive of providing leverage to secure larger grants (proof of concept	(Outcome) STIR-10: Number of waste reduction/ SWM Management innovations supported by USG assistance. (Outcome) CUSTOM: Amount of investment mobilized from the private sector for 3R/SWM supported by USG assistance (in US dollars) (Output) CUSTOM: Number of events, partnerships, practices or publications are leveraged or	PSE 2 Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives CUST Level of interest in funding circular economy models (or zero waste practices) Other progress/context measures: (i) Activity reports; (ii) CRM Analysis;

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
	grants or loans, prototype demonstration funding, connections to potential investors, financial training and skills development) b. Work with existing initiatives (such as NUVI), and explore new initiatives to help expand recycling and waste reuse and reduction efforts to the Northern Coast c. Convene actors and support engagement from economic clusters in key sectors (i.e. Puerto Plata tourism cluster, free trade zone in Dajabon) on issues involving plastics and waste d. Provide technical assistance for private sector actors to	implemented by US government assistance. (Output) CUSTOM: Number of SWM technologies and business models identified and implemented as a result of USG assistance. (Output) CUSTOM: Number of people trained in new law and related practices	

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
	develop waste reduction business plans and access funding sources for circular economy practices e. Establish actions to eliminate problematic or unnecessary packaging; encourage reuse models to reduce the need for single-use plastic packaging or products; incentivising the use of reusable, recyclable or compostable plastic packaging; increasing the collection, sorting, reuse and recycling rates, and facilitate the establishment of necessary infrastructure and related funding mechanisms,		

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
	and; stimulating the demand for recycled plastics Sub-IR 6.1: The private sector commits resources (e.g., donation of equipment, space, funds) to support waste management and circular economy models a. Create information campaigns and/or learning and dialogue spaces with potential private sector partners b. Develop partnerships through MOUs with the private sector and other potential stakeholders c. Promote cutting edge, modern access to green technologies and business services for enhanced		

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Strategic Approach & Key Results	Illustrative Activities may include but are not limited.	Illustrative Performance Indicators (including Standard F Indicators)	Risks & Assumptions Indicators
	productivity, climate resilience, competitiveness, environmental compliance and sustainable developments results		

(*) Activity feeds directly into IR 1.2, IR 2.2 and IR 3.2 of CDCS - Dominican Republic, 2020-2025.

Evaluation

In line with other resilience interventions, the Activity was planned as part of USAID/DR's Border Resilience Project under USAID/DR's 2020-2025 CDCS. As part of USAID/DR good practices, the agency plans to evaluate activities under the Office of Sustainable Economic and Environmental Development (SEED) in USAID at the end of their implementation, this may include the USAID's Addressing Ocean Plastics - Solid Waste Management Activity to document lessons learned and apply them to future interventions. As such, the Activity requires robust monitoring of the Activity to inform the evaluation. There will be a mid-term performance evaluation which will be used to improve Activity management, justify use of resources with evidence and data, ensure accountability, and test the underlying development hypotheses of the Activity's strategies. USAID/DR will use the findings and recommendations identified in the evaluation and potential ad-hoc assessments to increase the efficiency and effectiveness of ongoing activities by developing post-evaluation action plans to address performance issues and to build on new and better opportunities.

Unplanned evaluations or assessments may be conducted in the event that USAID/DR identifies the need to assess specific Activity components. Unplanned evaluations may be triggered by interventions that are under- or over-performing.

Geographic Data

Collecting and analyzing geographic data throughout Activity implementation helps to maximize development impact, and to promote transparency, participation, and collaboration. Planning for and managing data collection and submission by implementing partners is a crucial step in leveraging the value of geographic data at USAID.

USAID is required to make nonproprietary geospatial data available collected under its activities to the public. Data must be consistent with U.S. Federal Geographic Data Committee (FGDC) standards. Therefore, the Award Recipient must collect, analyze, and share Activity Location Data for the implementation sites and, at a minimum, collect the location of intended beneficiaries at the administrative unit 1 level, e.g., region, province, etc.

The Award Recipient is expected to analyze Activity Location Data with other monitoring data to inform efforts to manage adaptively and promote accountability. The Activity MEL Plan must consider indicator disaggregation by geographic location. When geographically disaggregated indicators are included, the MEL Plan must indicate the level of geographic detail at which the indicator data will be collected.

VII. ALIGNMENT

USAID/DR's Country Development Cooperation Strategy (CDCS) and the Border Resilience Project

This Activity falls under the USAID/DR Border Resilience Project, which directly responds to the USAID/DR 2020-2025 CDCS. The USAID/DR CDCS supports U.S. initiatives to advance the 2030 GODR National Development Strategy. The five-year CDCS prioritizes three interrelated thematic Development Objectives (DO) as follows:

DO1 “Citizen-Responsive Governance Strengthened”;
DO2 “Effective and Inclusive Service Delivery Systems Enhanced”; and,
DO3 “Resilient and Inclusive Community and Wellbeing Improved.”

The purpose of the Border Resilience Project is to enhance the resilience of communities in the DR-Haiti border region. Northern areas between Haiti and the DR suffer from deficiencies in solid waste management (SWM). This growing and common challenge along a shared border, poses risks to both human and environmental health. It also impacts the long-term economic growth and resilience of the region by increasing vulnerability to floods and threatening industries such as tourism and fisheries. The lack of sound waste management practices in this region also contributes to the growing ocean plastics pollution problem, as unmanaged waste on land easily reaches the coast through drains and rivers. Barriers to SWM include: service provision, waste treatment, and recycling and recovery opportunities.

Through an integrated approach to resilience, USAID/DR will seek opportunities for collaboration and integration across multiple activities that contribute to the Border Resilience Project in all three DOs in areas of water, sanitation, and hygiene; natural resources management; biodiversity conservation; locally-led development; and conflict mitigation and management around solid waste matters.

This Activity aligns with the overall strategic goal of the USAID/DR’s CDCS of strengthening resilience and promoting economic prosperity in the DR inclusive of the border region with Haiti. The activity contributes to the USAID/DR’s CDCS Development Objective 1: Citizen Responsive Governance Strengthened through Intermediate Result (IR) 1.2: Accountable interconnected institutions strengthened; and Development Objective 3: Resilient and Inclusive Community Wellbeing Improved through Intermediate Result (IR) 3.2: Capacity for locally owned sustainable outcomes improved.

The Activity will strengthen local governance for solid waste managements and increase the capacity to adapt to the impacts of climate change through local involvement and livelihood improvements intersecting with USAID/DR CDCS DO1, DO2 and DO3¹⁹. In addition, The Activity will be co-located and efforts will be linked with existing bilateral and regional activities that are implemented in the North West region, thus contributing to multiple sectors (including the private sector).

Caribbean Development Program (CDP)

This Activity will also build on cross border and/or regional collaboration and activities that currently form part of the Caribbean Development Program (CDP) managed by the USAID/DR. CDP is a regional Operating Unit managed out of the Sustainable Environment and Economic Development Office (SEED) and implements biodiversity and energy initiatives across the Caribbean. The CDP’s Caribbean Biodiversity Program (CBP) works to reduce threats to coastal

¹⁹ Development Objective 1: Citizen Responsive Governance Strengthened through Intermediate Result (IR) 1.2: ;
Development Objective 2: Effective and Inclusive Service Delivery Systems Enhanced through IR 2.2: Natural resource and climate risk management systems improved; and Development Objective 3: Resilient and Inclusive Community Wellbeing Improved through IR 3.2: Capacity for locally owned sustainable outcomes improved.

marine resources as seventy percent of the Caribbean's population's livelihoods depend on them²⁰. Ocean plastics present an immediate threat to the region, exacerbating the challenges of the rapidly growing plastic pollution global crises, threatening livelihoods, destroying ecosystems, and reducing resilience to changes in climate.

PACC 2030

In June 2022, Vice President Harris announced the U.S.-Caribbean Partnership to Address the Climate Crisis 2030 (PACC 2030). PACC 2030 will serve as the U.S. government's primary mechanism for regional climate adaptation and energy cooperation through 2030, as the United States works toward meeting the long-term goals of the Paris Agreement and the 2030 Sustainable Development Goals (SDGs). The Caribbean is on the front lines of the climate crisis with sea level rise that threatens low-lying islands and exacerbates storm surge associated with hurricanes. This Activity will align with the PACC 2030 framework and will build upon the elements that can most increase resilience in the Dominican Republic to the impacts of climate change. Specific considerations to expand on lessons learned and best practices from models and innovations worth replicating in the Oceans plastics field, have been vested in the upcoming Regional Flagship Biodiversity design to complement and enhance plastic mitigation efforts at a regional level.

PREPARE

The Activity aligns with the U.S. Government's President's Emergency Plan for Adaptation and Resilience (PREPARE), a strategy to activate a whole-of-government approach that brings together U.S. diplomatic, development, and technical expertise to support more than half a billion people in developing countries to adapt to and manage the impacts of climate change by 2030. This Activity will support the Dominican Republic in adapting to and managing the impacts of climate change across three components of the PREPARE strategy: i) sharing knowledge, ii) promoting plans and programs, and iii) fostering resources and private capital as it relates to the management and reduction of solid waste, in particular Ocean Plastics. This Activity will support the country with building resilience by reducing pressures to ecosystems that provide natural barriers against climate shocks and also sequester GHGs from the atmosphere.

USAID Climate Strategy

Addressing climate change is a top priority for USAID as part of the USG's renewed and strengthened commitments to building climate resilience and helping limit warming to 1.5 degrees Celsius as called for under the Paris Agreement. The Activity directly responds to the USAID Climate Strategy 2022-2030 i) Target 1: Reduced carbon emission. Reducing plastic usage reduces carbon emitted during manufacturing and carbon emitted through degradation of plastics, and ii) Target 5: Protection of Ecosystems. Reduction of plastic wastes in marine ecosystems protects these systems. Embedded common principles included in the USAID Climate Strategy 2022-2030 and in the Activity include: locally-led development, private sector engagement, nature-based solutions, evidence and innovation, and equity and inclusion. Furthermore, the Activity will aim to contribute to indicators under the climate strategy related

²⁰ (2022). Retrieved 14 October 2022, from <https://www.worldbank.org/en/news/feature/2013/11/06/caribbean-climate-change-sea-levels-no-beaches>

to finance mobilized in the sector, help people to become more climate resilient, and increase engagement and partnerships.

Resilience Policy

The Activity follows guidelines, definitions and concepts dictated from the USAID resilience policy. The USAID resilience policy²¹ published in 2012 recognizes the need to work to develop “the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.” Poor solid waste management systems result in ocean dumping. Ocean plastics present an immediate threat to the region, exacerbating the challenges of the rapidly growing plastic pollution global crises, threatening livelihoods, destroying ecosystems, and reducing resilience to changes in climate.

The Activity will work to strengthen the capacity of municipalities and entities established by the law, to improve waste management plans through innovative and evidence-based use-reduction, reuse, and recycling strategies and to establish enhanced local and regional markets for recycled plastic.

Save Our Seas (SOS) Initiative

The [Save Our Seas Initiative](https://urban-links.org/project/save-our-seas-initiative/)²² is USAID’s flagship initiative to combat ocean plastic pollution globally. The initiative was launched in June 2022 and designed to support the implementation of the Save Our Seas Act 2.0 of 2020. USAID is launching 14 new country and regional programs in countries and regions that represent 40 percent of total global mismanaged plastic waste under this initiative with an initial funding of \$62 million. The Save Our Seas Initiative also demonstrates U.S. leadership on combating ocean plastic pollution, creating opportunities to pool resources from private sectors and donor partners. It raises ambition and enables actions in developing countries during the negotiation of the new global plastics agreement.

This Activity falls under Save Our Seas Initiative by building on the successes from CCBO work in Samana Province since 2019. The Activity directly contributes to the initiative’s objectives on scaling and expanding existing ocean plastic programming and catalyzing private sector’s investments by working with a wide range of stakeholders to create a cleaner environment and ocean for DR.

Local Capacity Development and New Partnership Initiatives

In line with USAID principle of promoting local capacities, the Activity supports the use of local organizations in implementation. The recipient will intentionally engage with local organizations in a way that develops their ability to design, implement and report on programming. Local capacity development for the proper management of waste will be an important component as part of the sustainability approach of the Activity.

VIII. REGIONAL INTEGRATION STRATEGY

²¹ <https://www.usaid.gov/policy/resilience>

²² <https://urban-links.org/project/save-our-seas-initiative/>

Caribbean Vision for Climate and Disaster Resilience

The USAID Bureau for Latin America and the Caribbean (LAC) is spearheading the development of a framework for USAID’s climate resilience programming in the Caribbean, the Caribbean Vision for Climate and Disaster Resilience (“the Caribbean Vision”). The Caribbean Vision will collaboratively develop and commit to processes, roles, and responsibilities related to regional climate resilience programming and future reporting of climate related sectors. The main purpose is to foster “A Caribbean Region that has the capacity and resources to anticipate, prepare for, and adapt to changing conditions; and to withstand, respond to, and recover from climate shocks, and improve the lives of those most vulnerable. The Activity is directly linked to this strategy given its focus on addressing climate risks, supporting locally led development, and bettering access and provision of public services and resources.

IX. CROSS CUTTING ISSUE INTEGRATION

Youth

The Activity encompasses activities for youth aged 10-29 years as agents of change and to secure the generational economic shifts in the region. The border region has the highest rates of youth migration compared to other parts of the country due to lack of opportunities and community cohesion. The purpose of including youth in these activities is to enable this age group to participate in addressing development challenges of their communities.

Gender and Inclusive Development

The Activity will support gender equality, women’s empowerment and the inclusion of vulnerable groups and must ensure alignment with GODR’s initiative under the Gender and Climate Change Action Plan (PAGCC-RD). The Activity should refer to the [USAID/DR Mission’s Gender and Inclusive Development Analysis \(GIDA\)](#) and conduct an additional *rapid needs assessment* specific to this sector and geographic area to evaluate gender and inclusive development needs within the first three months of the award. The rapid needs assessment document should be sent to USAID for review and approval not later than three months after the signing of the agreement. These findings and recommendations should be based on USAID six standardized domains [ADS Chapter 201 | U.S. Agency for International Development](#).

The findings and recommendations obtained from the GIDA and the needs assessment, should be integrated into the work plan of the Activity, added to mandatory reports, and reviewed, if applicable, every year. For specific guidance on how to conduct a GIDA, refer to [USAID Suggested Approaches for Integrating Inclusive Development Across the Program Cycle and in Mission Operations](#).

Applicants will maintain a commitment to nondiscrimination towards beneficiaries or potential beneficiaries and will develop a strategy for including marginalized populations into the work plan, including information on how the Activity will benefit the different marginalized groups. Applicants must show that the Activity takes into account the variety of different needs and approaches required to reach marginalized populations. The work plan should demonstrate:

- An understanding of the issues facing each marginalized group,
- Which specific needs and interventions are required to reach each of the different marginalized groups,
- Which specific strategies are required to ensure the different marginalized groups are able to access the Activity's services, and
- A plan to ensure the safety of marginalized groups while accessing the Activity's services.

Applicants should include concrete and practical approaches that address the challenges that marginalized groups face in accessing the Activity's services, and also involve and consult local civil society organizations representing marginalized groups in the Activity.

Climate Change

The DR is ranked as one of the 10 most vulnerable and exposed areas in the world to climate change impact²³. Poor solid waste management further magnifies climate change impacts through emissions, and increased flooding that can wash plastic waste leaking into waterways and eventually into the ocean. Plastic pollution and climate change are interconnected stressors on our environment, threatening terrestrial and marine ecosystems. This Activity is expected to strongly contribute to progress towards the 2022-2030 Climate Strategy²⁴, helping address climate change under climate mitigation, adaptation and critical populations by:

- **Mitigation:** Reduce, avoid, or sequester CO₂ and methane emissions from the plastics life cycles, improving landfills and waste segregation, reducing landfill fires and air pollution. Also consider: Reducing organic waste by composting, optimizing routes for solid waste collection and logistics costs, strengthening the recycling market and reducing the demand for single use plastics.
- **Adaptation:** Reduce flood risk resulting from poorly managed solid waste (e.g. increase collection, prevent littering, etc.) to stop clogging of street drains and waterways, linked to health impacts in low-lying coastal or riverine cities. Flooding and storm surges can further dissipate poorly managed waste—including plastic waste—into the ocean, resulting in an additional ocean plastic burden.
- **Critical populations:** Support to achieve systemic changes that increase meaningful participation and active leadership in climate action of local communities as well as women, youth, and other marginalized and/or underrepresented groups. This includes empowering informal waste collectors, youth, women, and marginalized populations with training and leadership opportunities for advancement in a dignified working environment.
- **Finance:** Mobilize public and private finance for climate and solid waste management and build the capacity of municipal governments to increase revenue from solid waste services.

²³ Germanwatch. 2017, 2021. *The Long-Term Climate Risk Index (CRI)*

²⁴ USAID (2022). "[USAID Climate Strategy 2022-2030](#)."

Private Sector and Local Partner Engagement

As described in USAID's Private Sector Engagement Policy²⁵ guidelines, USAID/DR actively seeks to increase partnerships with private sector entities to foster co-investment, collaboration, and sustainability to address development issues. Engagement with the private sector presents a timely opportunity to promote sustainable development and self-reliance in the Dominican Republic and maximize the impact of USG investments in SWM and ocean conservation.

In alignment with USAID's Private Sector Engagement Policy, the Activity will embrace and prioritize market-based approaches, as well as resources and offers of expertise leveraged from the private sector to jointly address development issues and seek market-oriented solutions to address solid waste challenges in the area that can contribute to the circular economy and the other strategies aligned with this activity. Past experiences have shown that working with the private sector can produce better, more cost-effective, and more sustainable outcomes. Engagement efforts will likely include behavioral change on SWM, supporting circular economy, creating sustainable business practices, blue economy initiatives that tackle ocean pollution as well as fostering an environment for green job opportunities in sector related activities.

Applicants should include a detailed explanation of private sector engagement approaches including public-private partnerships and multi-stakeholder partnerships that leverage the private sector support for impact and long-term sustainability.

Science, Technology and Innovation

The Activity is committed to harness the power of science, technology, and innovation to deliver more cost-effective and sustainable results. Illustrative examples include but are not limited to:

- Working to strengthen the capacity of municipalities to improve waste management practices through innovative and evidence-based use-reduction, reuse, and recycling strategies,
- Establish enhanced local and regional markets for recycled plastic,
- Support, where possible, waste to energy initiatives and
- Record greenhouse gasses captured as a result of the Activity.
- Engage the community including the participation of local partners and encouraging lasting behavioral change needed for the adoption of target activities.

The activity aims to result in products, processes, tools, approaches, delivery models, and/or other interventions that have the potential to achieve significant improvements in current solid waste management alternatives. Innovation programs seek to:

- Identify new products, services, processes, technologies or ideas that fill a needs gap and/or deliver impact more cost-effectively or sustainably than existing practices.
- Produce improvements that are beyond incremental or existing trajectories, in terms of impact, beneficiaries reached, time saved, costs lowered, etc.
- Rigorously test and document evidence of the impacts of innovative solutions.
- Accelerate and transition innovative solutions to scale so that they are adopted, replicated, and sustained by markets, government and society.

²⁵ https://www.usaid.gov/sites/default/files/documents/1865/usaidd_psepolicy_final.pdf

Activities and outcomes are expected to be sustainable beyond the award period.

Sustainability

The Activity must analyze key sustainability issues and considerations around a host of issues including economic, financial, social soundness, cultural, institutional capacity, political economy, technical/sectoral, and environmental. Where appropriate, the analysis should discuss generally how the Activity objectives could help achieve sustainability goals. This analysis also requires a review of the financial costs of the Activity, its recurrent costs, and its maintenance capability and costs (if applicable), as well as ensuring that future revenues will be adequate. It involves analyzing the institutional capacity that will need to be in place or developed through the Activity, including systems, policies, and skills. The analysis should reference the sustainability objectives of the Activity or Activity components (with the understanding that not all activities aim to be fully sustainable at their conclusion), and indicate how the Activity intends to meet these objectives.

Program Description attachments:

- [Rapid Review of Plastic Pollution in the the Northern Coastal Areas of the Dominican Republic](#)
- [Solid Waste Management to Combat Ocean Plastics on the Northern Hispaniola Border June, 2021](#)
- [Gender and Inclusive Development Assessment - Dominican Republic \(202](#)

[END OF SECTION A - PROGRAM DESCRIPTION]

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award a Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide US\$15,000,000.00 in total USAID funding over a five (5) year period.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five (5) years. The anticipated start date for this award is November 1, 2023. Please note this is an estimated date and is subject to change.

3. Substantial Involvement

The award will be a Cooperative Agreement and in accordance with ADS 303.3.11(b), the intended areas of substantial involvement are:

- a. Approval of the recipient's implementation plans by the Agreement Officer Representative (AOR): USAID will approve (a) annual work plans, and (b) any significant adaptations to the work plan, for example changes based on Agency priorities, contextual changes, and/or partnerships.
- b. Review and approval of substantive provisions of proposed subawards or contracts (see definitions in 2 CFR 200).
- c. Approval of Specified Key Personnel as concurred by the AOR and approved by the Agreement Officer (AO). USAID will approve Key Personnel and future changes.
- d. Agency and Recipient collaboration or joint participation.
 - i. Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.
 - ii. Approval of the Recipient's Activity Monitoring, Evaluation, and Learning Plan (AMELP) by the AOR.
- e. Agency monitoring to permit specific kinds of direction or redirection of the work because of the interrelationships with other projects or activities. USAID monitoring will be required throughout the period of performance to continually facilitate its funding with that of other donors and activities. Direct agency operational involvement or participation to ensure compliance with statutory requirements such as civil rights, environmental protection, and provisions for the handicapped.

4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is code 937, which includes the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source.

5. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the New Opportunity for the Oceans Plastics - Solid Waste Management activity, which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

[END OF SECTION B]

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this RFA is not restricted.

2. Cost Sharing or Matching

Cost share is not required for this opportunity.

[END OF SECTION C - ELIGIBILITY INFORMATION]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Name: Mr. Chadwick Mills
Title: Deputy Regional Agreement Officer (AO)
Email: cmills@usaid.gov

Name: Mercedes Calderón
Title: Acquisition & Assistance Specialist
Email: mcalderson@usaid.gov

2. Questions and Answers

Questions regarding this RFA should be submitted by email to both Mr. Chadwick Mills at cmills@usaid.gov, with copy to Mercedes Calderón at mcalderson@usaid.gov no later than the date and time indicated on the cover letter. Any information given to the prospective Applicant(s) concerning this RFA will be furnished promptly to the prospective Applicant(s) as an amendment to this RFA, if that information is necessary in submitting the application or if the lack of it would be prejudicial to the prospective Applicant(s).

3. General Content and Form of Application

Preparation of Application:

Applicants must furnish the information required by this RFA. The application must be submitted in three separate parts: the Summary, the Technical Application, and the Cost Application. This subsection addresses general content requirements applying to the full application. Please see subsections 5 and 6, below, for information on the content specific to the Technical and Cost applications. The Technical application must address technical aspects only while the Cost Application must present the costs, and address risk and other related issues.

Applications must contain the following information:

- a. Cover Page (1 page, not included in the 20 pages limit)
- b. Table of Contents (1 page, not included in the 20 page limit)
- c. Summary Information (2 pages, not included in the 20 page limit)
 1. Name and contact information of Applicant.
 2. Organization type and country of legal registration. Include a short description of the organization structure and names of the board of directors and their email addresses. Also provide a link to the webpage if available for reference.
 3. Title of proposed activity.
 4. Location of proposed activity.

5. Name, contact information, and country of legal registration for other partner organizations collaborating on the concept (if any). Provide a letter of commitment for the proposed sub awardees and explain what the role will be for each sub awardee.
6. Overall objective of activity (1-2 sentences).
7. Brief description of the learning priority(ies) included in the proposed activity (1-2 sentences). Brief description of the approach to local resources included in the proposed activity, if applicable (1-2 sentences).
8. Amount of funding requested from USAID \$ _____
9. Explanation of how the requested funding amount reasonably reflects the organization's existing resources and capacity to grow.

d. Technical Application (20 pages)

1. Technical Approach
2. Institutional Capability and Relevant Experience
3. Key Personnel and Activity Management Plan

e) Cost Application (not included in the 20 pages limit)

1. Budget Narrative
2. Detailed Budget in an Excel spreadsheet
3. SF 424 Form(s)

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

The application must comply with the following:

- USAID will not review any pages in excess of the page limits noted. Please ensure that the application comply with the page limitations.
- Written in English.
- Use standard 8 ½" x 11", single sided, single-spaced, 12 point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- 10 point font can be used for graphs and charts. Tables however, must comply with the 12 point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this RFA must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in

addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

Applicants must review, understand, and comply with all aspects of this RFA. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

4. Application Submission Procedures

The application in response to this RFA must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late applications will not be reviewed nor considered. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time/confirmation from the receiving office/certified email receipt.

The application must be submitted by email to Mr. Chadwick Mills at cmills@usaid.gov, with copy to Ms. Mercedes Calderón at mcalderon@usaid.gov. The email submission must include the RFA number and Applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[RFA number], [organization name], Cost Application, Part 1 of 2".

USAID's preference is that the technical application and the cost application each be submitted as consolidated email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

After submitting an application electronically, Applicants should immediately check their own email to confirm that the attachments were indeed sent. If an Applicant discovers an error in transmission, please send the material again and note in the subject line of the email or indicate in the file name if submitted via grants.gov that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

Applicants are reminded that email is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, Applicants are requested to send the application in sufficient time ahead of the deadline. For this RFA, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, Applicants are discouraged from sending files in this format as USAID/Dominican

Republic/Regional Office of Acquisition and Assistance (ROAA) cannot guarantee their acceptance by the internet server. File size must not exceed 25 M per email.

5. Technical Application Format

The technical application should be specific, complete, and presented concisely. Applications must demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program. Applications should take into account the requirements of the program and merit review criteria found in this RFA.

- **Cover Page** (See Section D.3 above for further details on specific requirements)
- **Table of Contents** (See Section D.3 above for further details on specific requirements)
- **Summary information** - The Summary information must provide a high-level overview of key elements of the Technical Application. See Section D.3 above for further details on specific requirements. Include major sections and page numbering to easily cross-reference and identify merit review criteria.
- **Technical Approach**
 - The application must provide evidence that demonstrates a sound understanding of problems to be addressed, guiding principles of the Solid Waste Management (SWM) Activity, and opportunities to facilitate achievement of results. The application must be in English, single space on standard A4 or letter and in standard font and size.
 - The application must include a sustainability plan (no more than 2 pages) for the proposed activities beyond the award period. The sustainability plan must demonstrate the ability to develop feasible and scalable market-based solutions that leverage private sector and public resources to ensure the sustainability of the proposed activities.
 - The application must describe the target geographic coverage and rationale for selection of these landscapes, as well as outline expected results and impacts and the mechanisms proposed to measure and monitor progress, achievements, and sustainability for the supported municipalities.
 - The application must propose mechanisms via which public and private financing opportunities to fund and scale up pilot SWM and circular economy activities will be identified.
 - The application must clearly describe how the operational approach will foster transformative change through sustainable local systems strengthening of value chains and circular economy efforts.

- **Institutional Capability and Relevant Experience**

- The applicant must describe the degree to which they have a demonstrated and successful experience implementing similar programs to that described in the RFA. Similarity is defined in terms of the types of programs – implementing, monitoring, and reporting on similar or closely related activities to those contained in the program description.

- **Activity Management Plan and Staffing Plan**

- The applicant must submit the following to demonstrate Activity Management and Staffing Plan capacity:
- The application must clearly describe the organizational structure for implementation, including reasonableness of proposed timeline for activities and implementation, and arrangements for learning and appropriate adaptation of implementation based on experience and changes to implementing environment and stakeholder interests.
- The application must describe the appropriateness of overall staffing and organizational structure, partnership, and coordination plans. This should include a clear description of geographic locations and staffing distribution and requirements per location. A technical team with staff based in the field is required under this RFA.
- The applicant must propose the key personnel structure, including positions and qualifications, that they deem appropriate for the implementation of the activities described in the Program Description.

6. Business (Cost) Application Format

The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit exists for the full cost application, Applicants are encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

Prior to award, Applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the Applicant's risk in accordance with 2 CFR 200.206. Applicants should not submit any additional information with their initial application.

The Cost Application must contain the following sections (which are further elaborated below this listing with the letters for each requirement):

a) Budget Narrative**b) Detailed Budget in an Excel spreadsheet****c) SF 424 Form(s)**

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

Instructions for SF-424	https://www.grants.gov/web/grants/forms/forms-repository.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	https://www.grants.gov/web/grants/forms/forms-repository.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	https://www.grants.gov/web/grants/forms/forms-repository.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

Failure to accurately complete these forms could result in the rejection of the application.

c) Required Certifications and Assurances

The applicant must complete the following documents and submit a signed copy with their application:

- (1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" ADS 303mav document found at <https://www.usaid.gov/about-us/agency-policy/series-300/references-chapter/303mav>
- (2) Assurances for Non-Construction Programs (SF-424B)
- (3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

d) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make an award, and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs.

Applicants must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable. Applicants must refer to and complete (fill) the attached **ANNEX 1 – DETAIL & SUMMARY BUDGET TEMPLATE**.

The Budget must include the following worksheets or tabs, and contents, at a minimum:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. **See Section H, Annex 1 for Summary Budget Template**
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the Applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

The Detailed Budget must contain the following budget categories and information, at a minimum:

- 1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. An Applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the Applicant. Applicants must provide their established written policies on personnel compensation. If an Applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and any supporting market research.
- 2) Fringe Benefits – (if applicable) If an Applicant has a fringe benefit rate approved by an agency of the U.S. Government, the Applicant must use such rate and provide evidence of its approval. If an Applicant does not have a fringe benefit rate approved, the Applicant must propose a rate and explain how the Applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
- 3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the Applicant's normal travel

policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

- 4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
- 5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant’s budget, including those related to fringe and indirect costs.
- 6) Construction – If applicable.
- 7) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the Applicant. Applicants should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.
- 8) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

Eligibility: Any Applicant with a NICRA issued by a USG Agency must use that NICRA

Initial Application Requirements: If the Applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency’s discretion, a provisional rate may be set forth in the award subject to audit and finalization.

<https://www.usaid.gov/partner-with-us/resources-for-partners/indirect-cost-rate-guide-non-profit-organizations> see link for further guidance.

Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)

Eligibility: Any Applicant that does not have a current NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. Applicants must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200 for further information.

Method 4 - Indirect Costs Charged As A Fixed Amount

Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the Agreement Officer.

Initial Application Requirements: Provide the proposed fixed amount and a worksheet that includes the following:

- Total costs incurred by the organization for the previous fiscal year and estimates for the current year.
- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year
- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

If an Applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

Notes:

De Minimis rate: Eligible non-Federal organizations are authorized by 2 CFR 200 to elect to use the de minimis rate. The Agreement Officer must not deny use of the de minimis rate unless the Applicant fails to meet the conditions for its use.

Timing - The Agreement Officer should consider how much information will be required in the initial Application. The initial Application should require minimal supporting documentation, but if the Agreement Officer and the apparently successful Applicant will pursue approval of either a NICRA where one does not currently exist or a fixed amount, the Agreement Officer must request additional information and should conduct a pre-award survey.

9) Cost Sharing – Cost share is not required for this activity.

e) Prior Approvals in accordance with 2 CFR 200.407

Inclusion of an item of cost in the detailed Application budget does not satisfy any requirements for prior approval by the Agency. If an Applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the Applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

f) Approval of Subawards

Applicants must submit information for all subawards that it wishes to have approved at the time of award. For each proposed subaward Applicants must provide the following:

- Name of organization.
- Unique Entity Identifier (UEI).
- Confirmation that the subrecipient does not appear on the [Treasury Department's Office of Foreign Assets Control \(OFAC\)](#) list.
- Confirmation that the subrecipient does not have active exclusions in [SAM.gov](#).
- Confirmation that the subrecipient is not listed in the [United Nations Security](#) designation list.
- Confirmation that the subrecipient is not suspended or debarred.
- Confirmation that the Applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.332(b).
- Any negative findings as a result of the risk assessment and the Applicant's plan for mitigation. .

g) UEI and SAM Requirements

USAID may not award to an Applicant unless the Applicant has complied with all applicable UEI and SAM requirements. Applicants must obtain a UEI and register in SAM (<https://sam.gov/>) in order to be eligible to receive federal assistance, such as grants and cooperative agreements. Unless an exemption applies (see ADS 303maz), applicants must be registered in SAM prior to submitting an application for award for USAID's consideration. Recipients must maintain an active SAM registration while they have an active award. Each Applicant (unless the Applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

1. Provide a valid UEI number for the Applicant and all proposed sub-recipients;
2. Be registered in SAM before award. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.sam.gov).

3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an Application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin the process early. If an Applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that an Applicant is not qualified to receive an award and use that determination as a basis for making an award to another Applicant.

SAM and UEI registration: <http://www.sam.gov>

Non-U.S. Applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain an NCAGE code, on www.sam.gov, navigate to Help, then to International Registrants.

h) History of Performance

Applicants must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed 5 years, as follows:

- Name of the Awarding Organization;
- Award Number;
- Activity Title;
- A brief description of the activity;
- Period of Performance;
- Award Amount;
- Reports and findings from any audits performed in the last 5 years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

USAID reserves the right to obtain relevant information concerning an Applicant's history of performance from any sources and may consider such information in its review of the Applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

i) Branding Strategy & Marking Plan

The Apparently Successful Applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award. The applicant must follow instructions provided in the Pre-award Terms found in [ADS 303mba entitled "Branding Strategy – Assistance" and "Marking Plan – Assistance"](#) for preparing the strategy and plan. The applicant must complete (fill) the attached **ANNEX 4 – BRANDING**

STRATEGY & MARKING PLAN TEMPLATE. Also, refer to [2 CFR 700.16](#) or, for non-U.S. organizations, see the provision entitled [“Marking and Public Communications Under USAID-Funded Assistance \(December 2014\).”](#)

j) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.

Except as may be specifically approved in advance by the Agreement Officer, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this RFA and must meet the source and nationality requirements set forth in 22 CFR 228.

k) Conflict of Interest Pre-Award Term

Applicants must follow the Pre-award Terms found in [ADS 303mba entitled “Conflict of Interest Pre-Award Term”](#)

[END OF SECTION D - APPLICATION AND SUBMISSION INFORMATION]

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular RFA. Applicants should note that these criteria serve to: (a) identify the significant matters which the Applicants should address in its Application, and (b) set the standard against which the Application will be evaluated.

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be scored by a Merit Review Committee (MRC) using the criteria described in this section.

In evaluating the Application, the Selection Committee (SC) will utilize the review criterion as described in this RFA.

2. Review and Selection Process

The Technical Application will be evaluated by a Selection Committee composed of USAID personnel. Applicants' proposed cost sharing will be considered in the review process, as opposed to being an eligibility criterion. The Cost/Business Application will be evaluated by the Agreement Officer, Agreement Specialist on a cost effectiveness and realism analysis. The Agreement Officer will make the final selection.

a) Merit Review

USAID will conduct a merit review of the application received that comply with the instructions in this RFA. Applications will be reviewed and evaluated in accordance with the following criteria shown below:

Merit Review Criteria 1: Technical Approach

CRITERION 1	CRITERION NAME:	Technical Approach	IMPORTANCE or WEIGHT:	Most important
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The Technical Approach will be evaluated on the extent to which the applicant's approach:

- Provides convincing evidence of the applicant's understanding of the tasks it proposes to carry out, in response to the problem statement, and their relationship to the objectives and performance indicators supporting behavior change and enforcement of improved policies and regulations around SWM; reduce, reuse and recycle (3R); circular economy; and reduction of greenhouse gas emissions, as outlined in the RFA.
- Demonstrates that proposed activities are sustainable beyond the award period, including the ability to develop feasible and scalable market-based solutions that leverage

private sector and public resources to ensure the sustainability of the proposed SWM activities.

- Describes how inclusive development, support to government regularization plans, and local Community engagement considerations will be built into proposed activities.
- Demonstrates how the proposed activities offer scalable solutions that leverage private sector, build public-private partnerships, enhanced multi-stakeholder alliances and public resources, to ensure the sustainability and support of innovative opportunities propelling circular economy models and SWM value chains for the northern region.

Merit Review Criteria 2:

CRITERION 2	CRITERION NAME:	Institutional Capability and Relevant Experience	IMPORTANCE or WEIGHT:	Second Most Important
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- The extent to which the applicant's track record demonstrates successful implementation of similar activities. The relevance of past performance in a similar field of work will be evaluated.

Merit Review Criteria 3:

CRITERION 3	CRITERION NAME:	Activity Management Plan and Staffing Plan	IMPORTANCE or WEIGHT:	Third Most Important
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- The extent to which the application provides quality, capability, and appropriateness of the proposed key personnel positions and qualifications, and relevant work experience, and demonstrates a management approach that clearly identifies teaming arrangement (if any), staffing structure, and teaming partners technical and institutional qualification to accomplish the requirements of the Program Description.

b) Cost Application Review

In evaluating the Cost of Applications, USAID will evaluate the Applicant's proposed costs for effectiveness, completeness, reasonableness, and realism. USAID will evaluate the Cost Application for completeness by assessing the responsiveness of the Applicant in providing requested cost data as requested in the RFA.

USAID will evaluate how well the Applicant's Application supports elements of cost, level of effort, and indirect cost rates over the assistance award life. As well as reflect a clear understanding of the requirements and are consistent with the Applicant's technical capacity. Proposed indirect rates and factors will be verified with the USAID Cost and Audit Support or other Cognizant Audit Agency via rate check or formal audit, as appropriate.

As part of the analysis of the Applicant's proposed budget, the Agreement Officer will review the Applicant's proposed cost share contributions for cost realism. The Agreement Officer must verify that the proposed contributions meet the standards set in 2 CFR 200.306 for U.S. organizations or the Standard Provision "Cost Share" for non-U.S. organizations.

[END OF SECTION E - APPLICATION REVIEW INFORMATION]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

Award of the agreement contemplated by this RFA cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential Applicants are hereby notified of these requirements and conditions for the award. A notice of award signed by the Agreement Officer is the authorizing document that the successful Applicant can expect to receive via email for countersignature, following selection. USAID will consider requests for additional information from unsuccessful Applicants.

2. Administrative & National Policy Requirements

The resulting award from this RFA will be administered in accordance with the following policies and regulations.

- For US organizations: [ADS 303](#), [2 CFR 700](#), [2 CFR 200](#), and [Standard Provisions for U.S.Non-Governmental organizations](#).
- For Non US organizations: [Standard Provisions for Non-U.S. Non-governmentalOrganizations](#).

See **ANNEX 2**, for a list of the Standard Provisions that will be applicable to any awards resulting from this RFA.

3. Reporting Requirements

This section includes general information regarding the type (e.g., financial or performance), frequency, and means of submission of award reporting requirements. The types and frequency of financial and programmatic reports will be strictly limited to those detailed in [2 CFR 200](#) (For output or unit cost data refer to [2 CFR 200.328](#)).

- **Annual Work Plan:** The Recipient shall submit the first Annual Work Plan within 90 days of the award, written in English, indicating specific objectives of the activity with measurable benchmarks, and a schedule of activities - technical assistance, training, and other inputs/outputs.

All subsequent Annual Work Plans shall be submitted to the AOR for approval by August 31 of each year for the work to be carried out over the succeeding period commencing October 1 through to September 30 of the following year.

The detailed section of the Annual Work Plan shall incorporate a work plan narrative, log

frame, scope, budget, schedule, approvals, relationships, control, and resource allocation. Elements will include the breakdown of activities in the program; how gender integration will be handled and reported; private sector engagement, identification of responsibilities; identification of critical completion milestones and project interfaces; inventory controls; financial, budget, and administrative procedures as relevant.

- **Financial Reporting:**

The Recipient will be required to submit on a quarterly basis by e-mail the Standard Form 425 or Standard Form 425a, Federal Financial Report. Financial Reports shall be submitted no later than 45 days after the end of each specified reporting period. The recipient must submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format to the U.S. Department of Health and Human Services (<http://www.dpm.psc.gov>). The recipient must submit a copy of the FFR at the same time to the Agreement Officer and the Agreement Officer's Representative (AOR). The recipient must submit an electronic version of the final Federal Financial Report (SF-425) reports to USAID/Dominican Republic RFMO at Mission-SantoDomingo-fa@usaid.gov, the Agreement Officer, Agreement Specialist, and the AOR at [TO BE COMPLETED AFTER AWARD].

- **Annual Activity Reports**

The annual activity report will provide a comprehensive summary of actions, progress towards results, and implementation and management issues, for a period of approximately one year. The annual report will be submitted to the AOR within 45 days of the end of the reporting fiscal year which begins on October 1st and ends on September 30, the following year. For the final activity year, this report shall also summarize overall activity achievements and issues, and shall be titled as the final activity report. One electronic copy and two hard copies of the annual report will be submitted to the AOR. The exact format of the annual report will be determined in collaboration with the AOR.

- **Quarterly Reports**

This report shall present progress toward achieving planned results as well as the resources expended over the course of the quarter. The planned timeline, achievements, and expenditures shall be presented for both core and field activities. The format should be concise and include information in both qualitative and quantitative form. The exact format of the quarterly performance monitoring report will be determined in collaboration with the AOR, and shall be submitted within 30 days of the end of the quarter. These reports shall be presented along with a Quarterly Data Registry (QDR) in which all indicators and results are listed.

- **Performance Reporting**

The Recipient will be required to submit on a quarterly basis by email performance reports. The performance reporting requirements will be compliance with [2 CFR 200.328 – Monitoring and Reporting Program Performance](#).

The Activity MEL plan is due ninety (90) calendar days upon award. In compliance with ADS 201 and ADS 579 regarding data reporting, once the Activity MEL Plan is approved, the Recipient may submit all data information into the USAID preferred performance management system as described in the final award. Data that is recommended to be submitted to the system include:

Indicator results (baseline and targets will be entered by USAID/DR based on the approved MEL Plan)

1. Intervention locations
2. Submission of reporting/ periodic progress reports/ including supplemental and supporting materials.

USAID will provide system access instructions and training materials upon award.

- **Final Report**

The Recipient will be required to submit a final report by email. Specific instructions for the submission of the final report will be included in the resulting award from this RFA.

4. Program Income

Program income is not anticipated under this activity.

5. Environmental Compliance

a) The FAA of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. Similarly, sections 118(e) and Section 119(d) of the FAA, as amended, requires that each country development strategy statement or other country plan prepared by the Agency for International Development shall include an analysis of the actions necessary in that country to achieve conservation and sustainable management of tropical forests, and an analysis of the actions necessary in that country to conserve biological diversity. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's ADS Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ADS/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Recipient environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFA.

b) In addition, the Recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

c) An Initial Environmental Examination (IEE) [LAC-23-28] has been approved for the Activities funding this RFA. USAID has determined that a Negative Determination with conditions applies to one or more of the proposed activities. This indicates that, if these activities are implemented

subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The Recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this solicitation.

d) As part of its initial Work Plan, and all Annual Work Plans thereafter, the Recipient, in collaboration with the USAID Cognizant Technical Officer and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation.

e) Alongside the Work Plan, the recipient shall prepare an Environmental Mitigation and Monitoring Plan (EMMP) describing how the recipient will, in specific terms, implement all IEE conditions that apply to the proposed activities within the scope of the award. The EMMP shall include monitoring the implementation of the conditions and their effectiveness. The offeror will also be responsible for preparing and submitting an Environmental Mitigation and Monitoring Report (EMMR) that documents monitoring activities and the effectiveness of mitigation measures stated in the EMMP. At a minimum, this report should be submitted annually.

f) If the Recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

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

[END OF SECTION F - FEDERAL AWARD ADMINISTRATION INFORMATION]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. RFA Points of Contact

Mr. Chadwick Mills
Deputy Regional Agreement Officer (AO)
Regional Office of Acquisition & Assistance (ROAA)
USAID/Dominican Republic
Avenida República de Colombia # 57
Altos de Arroyo Hondo, Santo Domingo, DN
Dominican Republic, 10605
E-mail: cmills@usaid.gov

Ms. Mercedes Calderón
Acquisition & Assistance Specialist
Regional Office of Acquisition & Assistance (ROAA)
USAID/Dominican Republic
Avenida República de Colombia # 57
Altos de Arroyo Hondo, Santo Domingo, DN
Dominican Republic, 10605
E-mail: mcalderson@usaid.gov

2. Acquisition and Assistance Ombudsman

The A&A Ombudsman helps ensure equitable treatment of all parties who participate in USAID's acquisition and assistance process. The A&A Ombudsman serves as a resource for all organizations who are doing or wish to do business with USAID. Please visit this page for additional information: <https://www.usaid.gov/work-usaid/acquisition-assistance-ombudsman>

The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov

[END OF SECTION G - FEDERAL AWARDING AGENCY CONTACT(S)]

SECTION H: OTHER INFORMATION

USAID reserves the right to fund or not the application submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

Application with Proprietary Data

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the cover page with the following:

“This application includes data that must not be disclosed duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government’s right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers}.”

Additionally, the applicant must mark each sheet of data it wishes to restrict with the following:

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

[END OF SECTION H - OTHER INFORMATION]

ANNEXES

ANNEX 1 - DETAILED & SUMMARY BUDGET TEMPLATE

ANNEX 1 – [DETAILED & SUMMARY BUDGET TEMPLATE](#) (Electronic version of the detail budget format is provided as part of the RFA Attachments folder).

[END OF ANNEX 1]

ANNEX 2 - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at: <https://www.usaid.gov/ads/policy/300/303maa> and <https://www.usaid.gov/ads/policy/300/303mab>). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations. The award will also contain the following “required as applicable” Standard Provisions:

Please note that the resulting award will include all standard provisions (both mandatory and required as applicable) in full text.

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)
TBD		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020)
TBD		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
TBD		RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
X		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (NOVEMBER 2020)
X		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2022)
X		RAA8. SUBAWARDS (DECEMBER 2014)
X		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
	X	RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
X		RAA11. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2022)
X		RAA12. PATENT RIGHTS (DECEMBER 2022)
	X	RAA13. RESERVED
	X	RAA14. INVESTMENT PROMOTION (DECEMBER 2022)
X		RAA 15. COST SHARE (JUNE 2012)
	X	RAA16. PROGRAM INCOME (AUGUST 2020)
	X	RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)

	X	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
	X	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	X	RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
X		RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2022)
	X	RAA29. RESERVED
	X	RAA30. RESERVED
	X	RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NON-GOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020)
TBD		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020)
TBD		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2022)
TBD		RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
	X	RAA5. RESERVED
	X	RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
	X	RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
	X	RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (DECEMBER 2022)
X		RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
	X	RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
	X	RAA12. INVESTMENT PROMOTION (DECEMBER 2022)
X		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2022)
	X	RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)

	X	RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA18.RESERVED
	X	RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
X		RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (DECEMBER 2022)
X		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2022)
	X	RAA25. PATENT REPORTING PROCEDURES (DECEMBER 2022)
	X	RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
X		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2022)
	X	RAA28. RESERVED
	X	RAA29. RESERVED
	X	RAA30. PROGRAM INCOME (AUGUST 2020)
	X	RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

ANNEX 3 - BRANDING STRATEGY & MARKING PLAN TEMPLATE

GENERAL INSTRUCTIONS - ASSISTANCE AWARDS BRANDING/MARKING GUIDANCE

USAID's policy is that programs, projects, activities, public communications, or commodities implemented or delivered under co-funded instruments – such as grants, cooperative agreements, or other assistance awards that usually require a cost share – generally are “co-branded or co-marked.” In accordance with [2 CFR 700.16](#), this policy applies to these assistance awards even when the award does not require any cost sharing.

Co-branding and co-marking means that the program name represents both USAID and the implementing partner and the USAID identity and implementer's logo must both be visible with equal size and prominence on program materials produced for program purposes.

This sample/template is based on [ADS 320.3.3](#) and [2 CFR 700.16](#) branding and marking requirements for assistance awards only. The recipient, by responding to the questions in italics, will be able to substantially comply with the ADS and CFR requirements.

THIS PORTION TO BE COMPLETED BY THE RECIPIENT:

“USAID BRANDING STRATEGY”

AWARD TITLE: _____

AWARD NUMBER: TBD

DATE OF PLAN: _____

1) Positioning

What is the intended name of this activity? Please keep in mind that the project names should be clear, concise and represent a basic description of the project in simple language. Keep in mind that acronyms rarely communicate the project goals and should be avoided.

2) Program Communications and Publicity

Who are the primary and secondary audiences for this activity?

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

What is the main activity message?

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

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

3) Acknowledgements

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

GENERAL INSTRUCTIONS

USAID's policy requires non-U.S., non-governmental organizations, including cooperating country non-governmental organizations (and in rare cases, Public International Organizations) to follow marking requirements for assistance awards. Marking requirements, including requests for presumptive exceptions and waivers for assistance awards must be in accordance with [2 CFR 700.16](#).

With reference to ADS Sections [320.3.3](#) and [2 CFR 700.16](#) the Recipient shall prepare a Marking Plan containing information substantially similar to the sample provided below:

"USAID MARKING PLAN"

AWARD TITLE: _____

AWARD NUMBER: TBD

DATE OF PLAN: _____

- (1) Requirement: A description of the public communications, commodities, and program materials that the recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the USAID identity. These include: (i) program, project, or activity sites funded by USAID, including visible infrastructure projects or other programs, projects, or activities that are physical in nature; (ii) technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, websites/Internet activities, and other promotional, informational, media, or communication products funded by USAID; (iii) events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences, and other public activities; and (iv) all commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies and other materials funded by USAID, and their export packaging.
- (2) Table of Supplies and Equipment to be used in a visible manner in the fulfillment of the goals of the "Leap Activity" and an indication of how and where they will be tagged with the USAID identity.

Supply/Equipment	Type of Marking	Where Marking Placed
Computers?	USAID Identifying vinyl label	On front of monitor
Printers?	USAID Identifying vinyl label	On top of printer
Field Backpacks?	USAID Identifying vinyl label	On outside of backpack

- (3) Table of Deliverables expected to be produced in the conduct of this program: All deliverables will be marked in a visible manner with the USAID identity; below is an indication of what type of marking will be used and where on the deliverable the USAID identity will be placed.

Deliverable	Type of Marking	Where Marking Placed
Reports?	USAID printed identity	Front cover
Publications (brochures)?	USAID printed identity	Front cover
Website?	USAID web identity	Front page

- (4) Sub-recipient: As specified in the standard provisions, the marking requirements will “flow down” to sub-recipients or sub-awards, and will include the USAID-approved marking provision in all USAID funded sub-awards, as follows: “As a condition of receipt of this sub-award, marking with USAID identity of a size and prominence equivalent to or greater than the recipient’s, sub-recipient’s, other donor’s or third party’s is required.”
- (5) Any “public communications,” as defined in [2 CFR 700.16](#), funded by USAID, in which the content has been approved by USAID, will contain the following disclaimer:

“This study/report/audio-visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert recipient’s name] and do not necessarily reflect the views of USAID or the United States Government.”

- (6) As specified in the standard provisions, _____ will provide the Agreement Officer’s Representative (AOR) or other USAID personnel designated in the grant or cooperative agreement with two copies of all program and communications materials produced under the award. In addition, _____ will submit one electronic or one hard copy of all final documents to USAID’s Development Experience Clearinghouse.

[END OF ANNEXES]

[END OF FUNDING OPPORTUNITY]