



USAID | MALI

FROM THE AMERICAN PEOPLE

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Deadline for Questions:

November 25, 2015

Closing Date:

December 23, 2015

Closing Time:

11:00 PM (Mali time)

Subject: Notice of Funding Opportunity – RFA-688-16-000003 for implementing the Civic Engagement Activity in Mali

The United States Agency for International Development Mission in Mali (USAID/Mali) is seeking applications for a cooperative agreement from all qualified organizations to fund a five year activity temporarily entitled "Civic Engagement in Mali" as fully described in Section A, Program Description. Eligibility for this award is not restricted. See Section C for eligibility requirements.

Subject to the availability of funds, an award will be made to that responsible applicant whose application best meets the objectives of this funding opportunity and the selection criteria contained herein. While one award is anticipated as a result of this Notice of Funding Opportunity (NFO), USAID reserves the right to fund any or none of the applications submitted.

The authority for this Request for Application is found in the Foreign Assistance Act of 1961, as amended. This NFO consists of this cover letter and the following:

- Section A – Program Description;
- Section B – Award Information;
- Section C – Eligibility Information;
- Section D – Application and Submission Information;
- Section E – Application Review Information;
- Section F – Award and Administration Information;
- Section G – Agency Contact(s);
- Section H – Other Information/Annexes

Subject to the availability of funds, USAID anticipates awarding one (1) five-year Cooperative Agreement with an anticipated Total Estimated Amount not to exceed \$12,000,000. Issuance of this request does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an application. The Application is submitted at the risk of the applicant; all preparation and submission costs are at its expense.

Applications and questions shall be submitted by email not later than the due date specified above to bamakoao@usaid.gov. Answers to question and any additional information regarding this NFO will be provided through an amendment to this NFO and posted on <http://www.grants.gov>.

Sincerely,

Chitahka N. Floore
Agreement Officer

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Acronyms/Abbreviations

AO	Agreement Officer
AOR	Agreement Officer Representative
ADS	Automated Directives System
RFA	Request for Application
CSOs	Civil Society Organizations
CDCS	Country Development Cooperative Strategy
CEPPS	Consortium of Election and Political Party Strengthening
COP	Chief of Party
CPA	Certified Public Account
DO	Development Objective
DNAJ	National Direction of Justice Administration
DRG	Democracy, Rights and Governance
DPOs	Disabled people's Organizations
DUNS	Data Universal Numbering System
E.U.	European Union
GOM	Government of Mali
GAAS	Generally Accepted Auditing Standards
FENASCOM	Fédération Nationale des Associations de Santé communautaire
IR	Intermediate Result
IEE	Initial Environmental Examination
IRI	International Republic Institute
IFES	International Foundation for Electoral Systems
ICT	Information and Communication Technology
LGBT	Lesbian, Gay, Bisexual and Tans-Gender
LOC	Letter of Credit
MINUSMA	Mission des Nations-Unis pour la Stabilité au Mali
M&E	Monitoring and Evaluation
NDI	National Democratic Institute
NFO	Notice of Funding Opportunity
NICRA	Negotiated Indirect Cost Agreement
USAID	U.S. Agency for International Development
UPR	Universal Periodic Review
UNDP	United Nation Development Program
USG	U.S. Government
UNSC	United Nations Security
NGOs	Non-Governmental Organization
OTI	Office of Transition Initiative
OFAC	Office of Foreign Assets Control
PAOSCII	Programme d'Appui aux Organisations de la Société Civile
SMS	Short Message Service
STTA	Short Term Technical Assistance
TIN	Tax Identification Number
TBD	To Be Determined
WASH	Water, Sanitation and Health

SECTION A – PROGRAM DESCRIPTION

I. INTRODUCTION

This activity aims to improve public accountability in Mali by increasing and strengthening citizens' role in the process. This goal will be achieved by 1) *strengthening mechanisms of bottom-up social accountability*, 2) *strengthening Civil Society Organizations (CSOs) partnerships with the government and the private sector to develop public policy and advance issues of common interest*, and 3) *strengthen citizens' understanding of their rights and responsibilities, and empower them to engage with government actors*. A primary measure of the success of these activities will be the extent to which they contribute to measurably more responsive and accountable service delivery at the sub-national level.

USAID supports the aspirations of people to contribute to the decisions that shape their own communities, and believes that citizen voice and civic expression are essential to building and sustaining democratic societies. USAID supports efforts to strengthen CSOs because organized civic action is an expression of the basic human rights that are fundamental to democratic societies. Strong civil society actors are effective at representing their constituencies, and influencing public debate, legal and policy frameworks, and decisions that affect those constituents.

Civil society has the potential to aggregate citizen interests, communicate them to decision-makers, and oversee the implementation of laws and policies meant to respond to those interests. Analysis of the Malian context has found that while civil society, the media, and the private sector are recognized as key to ensuring democratic governance is upheld, they are not adequately fulfilling this important role as watchdogs, nor are they serving as effective advocates who can push the government to fulfill its mandates.

II. BACKGROUND AND COUNTRY CONTEXT

Mali, in 2015, is emerging from a set of serious, multi-faceted challenges. These include the 2012 rebellion in the North, a coup d'état, and the temporary loss of the northern two-thirds of the country to violent extremist groups. Following national elections in 2013, Mali began to rebuild its social, economic, and governance institutions, and on June 20, 2015 the Government of Mali (GOM) and a coalition of armed groups in the north signed a Peace Accord. The possibility this progress offers, however, is tenuous.

Although the new government has made national reconciliation a top priority and donors are re-engaging with the country, security challenges, including the threat of violent extremism continue to disrupt development and displace communities, and government institutions remain fragile.

Mali is a fragile state whose institutions lack both effectiveness and legitimacy. This has resulted in a fractured social contract between the GOM and the Malian citizens.¹ A state that is willing and able to provide goods and services to its population and is perceived to be exercising power in ways that are fair, inclusive, transparent, and accountable can be characterized as effective and legitimate. However, when the relationship between state and society is strained and interactions produce outcomes considered illegitimate or ineffective, the state is considered to be highly fragile. The break down in the social contract in Mali has been fueled by four primary factors. Specifically, illegitimate and ineffective institutions demonstrated by endemic corruption, lack of political will, lack of accountability and pervasive insecurity; weak capacity across all institutions, both governmental and non-governmental; significant challenges facing reconciliation and ensuring lasting peace; and inadequate civic engagement resulting in the marginalization and frustration of the citizenry.² In addition, extremists have found a safe-haven in some parts of the country and threaten the stability of the entire region.

¹ *Mali Systems Thinking Analysis*, USAID Democracy, Conflict & Humanitarian Assistance Bureau /Office of Conflict Mitigation and Management, Nov 2013, p. 5

² Ibid, p.4-5.

Helping Mali address the interdependent challenges of rebuilding and strengthening its democratic institutions, reforming its security sector, and addressing the fundamental development needs of the Malian people will require sustained, adaptable engagement. Sub-national service delivery, not just in the North but throughout Mali, will be a key focus area as the government works to rebuild a strained social contract with its citizens by enhancing the link between the government and its people.

Reducing Mali's chronic development challenges will require a coordinated effort to target improvements in the health, education, and agriculture sectors while increasing sustainable livelihoods through poverty reduction and building resilience to country-wide shocks caused by climate variability. Empowering regional actors through decentralization, with revenues to provide local government services, will be an essential aspect of a lasting reconciliation. Responsive governance will require the active engagement of civil society and a citizenry empowered to influence government decisions affecting their lives.

USAID is committed to supporting programs in peace and security, good governance, civil society, rule of law, and human rights that promote the restoration of a stable democracy, re-establish confidence between the GOM and its people, promote tolerance among various ethnicities, and strengthen regional security.

Civil society should play a critical role in reestablishing the social contract between the government and its citizens. The ability of CSOs to effectively advocate on behalf of citizens and critique government actions is essential to Mali's ability to consolidate democracy and improve governance.

At the moment, civil society is operating in an environment where power is tremendously centralized, and client-patron relationships, political and economic corruption, and nepotism discourage systemic governance reforms. CSOs themselves often compete for influence and resources that empower the organization, but perhaps not the constituencies of citizens they are meant to serve. Much of the media and many NGOs are linked to the political elite, rendering them ineffective watchdogs, while grassroots organizations, although seemingly more genuine, lack clout.

Even though there have been some significant gains in Mali in the past decade related to advancing gender equality and women's empowerment, gender based inequities still persist and continue to deprive women and girls to realize their rights and full potential. Mali has made institutional arrangements, for example the creation of the Ministry for the Promotion of Women, Children, and the Family, and put in place a variety of legal structures on gender equality and women rights. However, key challenges related to weak civic engagement of women and young girls remain. These include: lack of financial resources and advocacy skills, tradition and religious fundamentalism, conflict over women's leadership, lack of solidarity and cohesion, lack of self-confidence, and weak representation in CSOs internal governance and leadership structures.

Women in Mali have achieved some notable successes related to civic engagement, most notably when a group demanded accountability into the disappearances of Red Berets during the crisis surrounding the 2012 coup. Critically these women were mostly the mothers and wives of the disappeared and they used their status to advocate effectively for transparency, accountability and justice. Leveraging the traditional roles of women in innovative ways to gain more influence in decision-making is one possible method for using existing social norms as an opportunity to further civic engagement. It is important that these roles not be allowed to become a limiting factor but rather a doorway for women and girls to progress.

III. LINKS TO USAID/MALI'S COUNTRY DEVELOPMENT COORDINATION STRATEGY (CDCS) DEVELOPMENT OBJECTIVES AND FOREIGN ASSISTANCE FRAMEWORK

The USAID/Mali's CDCS Results Framework can be accessed at:

[http://www.usaid.gov/sites/default/files/documents/1860/Mali%20Results%20Framework%20Paper Webside%20version-Final%20with%20DMD%20edits_0.pdf](http://www.usaid.gov/sites/default/files/documents/1860/Mali%20Results%20Framework%20Paper%20Webside%20version-Final%20with%20DMD%20edits_0.pdf)

USAID/Mali's full CDCS can be found at: <https://www.usaid.gov/mali/cdcs>

The Peace, Democracy, and Governance Office's projects contribute directly to the achievement of CDCS Development Objective (DO) 1: "Public Trust in Government Improved" and its three IRs:

- IR 1.1: Responsive and accountable local service delivery increased
- IR 1.2: Administration of justice (and respect for human rights) improved
- IR 1.3: Citizen participation in electoral processes strengthened

The Civic Engagement Activity is a sub-IR under IR 1.1, Responsive and Accountable local service delivery increased. The development hypothesis for DO 1 is: If responsive and accountable service delivery is increased, access to justice is improved, and citizen participation in elections is increased, then public trust in government will be improved.

Funding for this activity will fall under two Foreign Assistance Framework Program Areas. Approximately 80% of total funding over the project's life will be linked to Area 2: Governing Justly and Democratically, while the other 20% will be under Area 3 Investing in People, Element 3.1 Health. The activity should undertake a proportion of health-related interventions commensurate with these funding levels.

The activity also links up to U.S government and USAID specific strategies and policies. The activity is fully in line with USAID's Democracy Rights and Governance (DRG) Strategic Framework through its DO 1.2: *Promote politically engaged and informed citizenries, active civil society organizations, organized labor, independent and open media, and representative political parties*; and DO 2.2: *Support the ability of civil society and independent and open media to provide oversight and an informed critique of government*.

This activity also supports both the President's *Stand with Civil Society* objectives as described in the Presidential Memorandum on Civil Society dated September 23, 2014 and the USG's National Action Plan for Women, Peace and Security.

The Memorandum on Civil Society instructs the USG to support civil society organizations in key ways including:

- Engaging in consultation with civil society representatives;
- Working with civil society organizations;
- Opposing undue restrictions on civil society and fundamental freedoms; and
- Facilitating exchanges between governments and civil society.

Please refer to Presidential Memorandum on Civil Society Sept 23, 2014 found at: <https://www.whitehouse.gov/the-press-office/2014/09/23/presidential-memorandum-civil-society>

Cross sectoral approach

USAID Mali has identified governance as one of the three main pillars of its cross-cutting CDCS. The Mission's cross-sectoral approach for improving governance and increasing public accountability is rooted in the belief that the impacts of sectoral level projects in Health, Education, Agriculture, and Economic Growth cannot be sustained without strong and transparent governance processes in place.

USAID/Mali Democracy, Rights & Governance programming will focus on making Mali a less fragile state, i.e. increasing the effectiveness and legitimacy of the institutions that comprise the GOM. The majority of Mali's people are poorly connected to, or served by, the public sector. Public institutions are weak and lack both material and human resources. Mechanisms for accountability are inadequate, and corruption is a systemic feature that plagues almost all aspects of governance.

Unless these issues are addressed, Mali remains vulnerable to the same problems that led to the 2012 crisis and state collapse. The Peace, Democracy and Governance Project includes interventions that aim to improve the administration and access to justice, increase transparent resource flows to the regions, increase civil society's watchdog role, and counter violent extremism.

IV. OTHER USAID FUNDED DEMOCRACY AND GOVERNANCE ACTIVITIES

USAID/Mali's Peace, Democracy, and Governance (PDG) office is launching a series of new programs over the course of 2015-16. In addition to this civil engagement activity, future areas of intervention include decentralization, justice system strengthening, and conflict mitigation. All new programs will have an over-arching theme of public accountability. In the meantime, the following is a list of active USAID-funded Democracy, Rights, and Governance (DRG) Programming in Mali:

Strengthening Human Rights Advocacy in Mali: Implemented by Freedom House, this project will help the Government of Mali to respond effectively to human rights violations committed during Mali's coup d'état and political crisis by increasing civil society's human rights advocacy role and visibility in the protection of human rights. Specific objectives are to: a) Strengthen the capacity of Malian civil society organizations (CSOs) to monitor the government's implementation of the 2013 Universal Periodic Review (UPR) recommendations, particularly those related to the recent crisis; b) Advocate for the rights of victims of human rights violations, particularly those from underrepresented groups; and c) Assist Malian CSOs to conduct trial monitoring of prosecutions against high-level perpetrators of human rights violations.

The Consortium of Elections and Political Party Strengthening Program (CEPPS) consists of the National Democratic Institute (NDI), the International Republican Institute (IRI) and International Foundation for Electoral Systems (IFES). It works with government entities, political parties, and civil society groups to ensure that the upcoming sub-national elections are credible, transparent, and inclusive. The program trains officials from the three electoral management bodies to develop and implement electoral reforms that will make the elections more transparent, easier to manage, and inclusive. The program will also work with newly elected officials at the sub national level to help them assume their new roles. Civil society watchdog organizations are supported to monitor the election reform process and the elections themselves to ensure that the process is transparent. The program also provides opportunities for disadvantaged populations to participate in elections.

Mali Transition Initiative: This Office of Transition Initiatives (OTI) funded program implemented by AECOM helps support the transition to democracy and long-term development. In line with the U.S. Government's foreign policy objectives in Mali, USAID/OTI's overall goal is to assist in the implementation of Mali's "Roadmap for Political Transition" which includes support to national reconciliation and the reintegration and stabilization of northern Mali. With the restoration of democracy in Mali in August 2013, OTI re-targeted its objectives to foster conditions for peaceful coexistence through reconciliation and empowering representative democracy by increasing citizen confidence in and information about the democratic process and governance and promoting reconciliation and social cohesion aimed at addressing drivers of conflict.

The Mali Justice Program (estimated to start o/a December 1, 2015) focuses on formal and informal justice sector to advance justice reforms and increase access to justice. It includes improving the institutional capacities of key justice sector institutions, especially the National Direction of Justice Administration (DNAJ) and the courts, and increasing the availability of information on legal services, citizen rights, and justice-related reforms so that citizens better understand their rights under the Malian legal system. The Program also provides targeted legal and advocacy services along key trade routes to reduce the level of corruption.

The Sub-national Governance Program (estimated to start o/a January 1, 2016) Capitalizes on renewed efforts to decentralize authority and resources in Mali (key to implementing the Algiers Peace Accord), this project will increase service delivery by: 1) strengthening national and sub-national public financial management (PFM) and administrative systems; 2) improving coordination and communication processes between the local and central government and civil society; and 3) building capacity of Mali's supreme audit institution so that it is able to conduct performance audits that meet international standards and monitor public spending at the national and sub-national levels.

V. OTHER DONOR FUNDED CIVIL SOCIETY PROGRAMS

The European Union's 5 year, 14 million euro *Programme d'Appui aux Organizations de la Societe Civile (PAOSCI)* supports Malian CSOs to participate in the democratization process and advance reforms including the decentralization and the fight against corruption. The activities are centered on capacity building and include: organizational development and internal governance, negotiation, policy analysis and advocacy, monitoring, networking, and coalition building. The program runs from 2012-2017 and partners with the Forum National des Organizations de la Societe. Contributions are from Canada, Sweden, Switzerland and Denmark.

Canada's 2 million Canadian dollar *Fonds d'Appui a la Societe Civile* (Fund to support civil society) is provided under their justice program. The main areas of interventions include: women rights, support to women and people affected by the crisis, the fight against corruption, conflict prevention, and reconciliation. Activities are implemented through training, awareness raising and advocacy. The program runs from 2011-2018 and is focused on Mopti. Canada also funds a 20 million Canadian Dollar *Project to support conflict prevention, reconciliation and access to justice* for women, minors and people affected by the crisis in Mali.

The Netherlands funds the 600,000,000 CFA program called *Support to the Mecanisme d'Observation de la Decentralisation* (Decentralization outlook) to monitor the impact of the decentralization reforms and policies on citizens at the local level. This is implemented by the Observatoire des dynamiques Spaciales Societales et d'Expertise Endogenes-ODYSSEE. The program will last from September 2014 through August 2017. The *Tien Sira Program (road to justice)* aims to increase citizens' access to justice in Mali. It strengthens the capacity of CSOs to fight against human rights abuse and violation and to conduct effective advocacy for the enforcement of the law to protect women, children and other vulnerable populations. The 4,000,000,000 CFA program is implemented by DemeSO and WILDAF/Mali and lasts from October 2014 until December 2018.

Denmark provides funding to the international NGO OXFAM Novib and Malian civil society organizations including Groupe de Suivi Budgetaire (A network of Malian CSOs which works on national and local budget monitoring) to conduct budget oversight, debates and awareness raising on the budgetary process and demand transparency in the management of public funds.

France has a line of credit available in 2014 to fund CSOs in different thematic areas: (1) support the strengthening of democratic governance initiatives during the transition; (2) support human rights initiatives and policies; (3) support the peaceful settlement of conflicts and post-conflict inter-communal reconciliation. Main Partners include the Association des Juristes Maliennes (AJM) to support women victims of gender based violence to access justice; the Association pour la Promotion des Droits et Bien Etre de la Famille to raise awareness against female genital mutilation ; and the Association Cinéma Numérique Ambulant (CNA) to sensitize citizens using video and film on peace and reconciliation in the regions of Mopti and Tombouctou. France plans to fund a new project to support CSOs to access to justice, to promote accountability and to conduct watchdog activities

United Kingdom Aid (UK AID) supports a coalition of Malian CSOs to improve water and sanitation governance. The activities include institutional strengthening of the coalition/network, sensitization campaign, advocacy to promote access to clean water and demand accountability to local and national government during forums on WASH policy issues.

MINUSMA support to civil society includes building the capacity of women's and youth associations advocacy and watchdog skills so that they can hold the government accountable. MINUSMA provides \$50,000 per initiative for short term projects up to 3- 6 months. It is seeking other donors to continue the funding for longer term. In 2015, MINUSMA plans to renovate two facilities for civil society meetings and events in Mopti and Tombouctou.

UNDP's five-year strategy will support civil society under an integrated program that will aim to improve democratic governance in Mali. Planned activities might include civic participation and accountability for the protection of the environment and promotion of social dialogue in the northern regions including

Mopti. CSOs capacity will be strengthened in order for them to play their role as watchdog. Local implementing partners will be selected through a bidding process. In addition, UNDP might support project on social cohesion, electoral process, environment and climate change.

UN WOMEN aims to support women participation in decision making process at all the levels in a secure environment free of violence in which resources are equitably distributed to respond to women and men's needs. The program includes: Governance and women participation in conflict resolution, women rights and fight against gender based violence in conflict situation, gender budgeting and humanitarian assistance.

VI. DEVELOPMENT HYPOTHESIS, PURPOSE AND GOAL

The goal to be achieved by the conclusion of this five (5) year activity is to strengthen public accountability in Mali by increasing citizens' role in the process. This goal will be achieved by 1) *strengthening mechanisms of bottom-up social accountability*; 2) *strengthening CSO partnerships with the government and private sector to develop public policy and advance issues of common interest*; and 3) *strengthen citizens' understanding of their rights and responsibilities, and empower them to engage with government actors*.

The activity will build stronger feedback systems between the government and the citizenry to tackle key barriers preventing effective civic engagement. Barriers include mutual distrust, corruption, poor citizen understanding of rights and responsibilities, frustration given historically poor engagement and service delivery, the perceived partisan nature and lack of independence of some CSOs, and limited capacity of organizations who try to address these gaps.

The Civic Engagement Activity is under Development Objective #1 (Democratic Governance): increased public trust in governance. The development hypothesis of this DO states that *if responsive and accountable service delivery is increased and the rule of law is respected in Mali, then public trust in governance will be improved*.

The development hypothesis of the Civic Engagement Activity is this: *If USAID increases the ability of CSOs to engage citizens, represent their interests and provide oversight of governance processes, then citizen oversight and engagement in governance will be improved and government accountability will be increased*.

This program has been designed with the following set of assumptions:

- The current Government implements anti-corruption reforms
- The signed peace agreement facilitates gradual security improvements and the return of government services to conflict-affected areas
- Political will exists to make real reforms. After the crisis of 2012, this presents a window of opportunity for advocating for greater government accountability
- EU and other donor efforts continue to build the basic capacity of civil society
- Reformist actors in the government are willing to partner with CSOs to address citizen concerns
- Laws remain conducive for the free and independent operation of CSOs

VII. OBJECTIVES

Improving accountable Government of Mali (GOM) service delivery to its citizens is at the heart of all USAID Democracy, Rights, and Governance initiatives in Mali. As other USAID/Mali Democracy, Rights, and Governance activities work to increase accountability from the top down, this project will focus on bottom up citizen empowerment. Activities under this award will work through CSOs to catalyze improved civic engagement. It will ultimately improve governance, government accountability, and service delivery. The program is expected to contribute to the achievement of the following three objectives:

- Objective 1: *Mechanisms of bottom-up social accountability strengthened*

- Objective 2: *CSOs partnerships with the government and private sector to advance issues of common interests strengthened effectively with government and the private sector to develop public policy and advance issues of common interest*
- Objective 3: *Citizens' understanding of their rights and responsibilities and feelings of empowerment to engage with government strengthened*

Recipients are asked to propose a name for this project.

Objective 1: Mechanisms of bottom-up social accountability strengthened

Objective 1 lies at the heart of improved civic engagement and serves as a crucial foundation for the other Objectives. In layman's terms, this component aims to give every Malian a voice in decisions made by political elites on issues that impact his/her life and family.

The three sub-results envisioned under this Objective are:

- CSO effectiveness to provide government oversight and aggregate citizen interest increased;
- Citizen ability to demand improved services, especially health services, through CSO advocacy strengthened;
- Citizens, particularly marginalized groups, have improved access to and oversight of government.

Malian CSOs have already shown an interest in government oversight and accountability activities, but their capacity in this area is limited. This program will improve that capacity through financial and technical support. The successful applicant will select sub-grantees that have experience working on these issues but still require additional assistance and will devise means to empower these CSOs to carry out monitoring, oversight, advocacy and accountability efforts. Sub-grantees will be selected via a competitive application process in response to specific calls for proposals.

The activities will help CSOs achieve greater impact through their oversight and advocacy efforts. Specific issues and strategies for engagement will be determined as part of the CSO partner selection and capacity assessment processes. Therefore, the approach should be flexible enough to allow responding to emerging issues and opportunities.

USAID envisions watchdog and advocacy initiatives to include fiscal and policy decentralization processes and local government service delivery as well as broader issues of human rights, rule of law, and government reforms. The recipient will work, as appropriate, with CSOs working in the fields of health, education, agriculture, economic growth, and climate change to strengthen transparency and accountability in those sectors. Innovation and an ability to problem solve using lessons learned will be necessary for the project to achieve the desired results.

Service delivery, especially in the health sector, is the key intersection where most citizens encounter government. Health interventions will be a prime component of this activity, accounting for 20% of the annual program budget. Advocacy activities will directly target key service delivery constraints in community health and Water, Sanitation and Health (WASH). Interventions may include budget tracking and advocacy work to ensure that Community Health Workers are paid on time and that budget contributions towards their support are commensurate with government promises. Other potential activities include enhancing the enabling policy and institutional environments for WASH activities through public satisfaction assessment surveys, advocating for improved access to WASH points, strengthen water management committees at the local level etc.

Social accountability in Mali has been limited to an elite group of citizens and this has constrained the effectiveness of advocacy efforts. As recently shown by an analysis funded by the Danish Embassy, much of the country looks upon Bamako-based NGOs with deep skepticism and believes that many serve the interests of the political elite rather than promoting broader participation of citizens.³ The

³ Yusaf, Zahed, and Dicko Brehma. *Drivers of Change: a Political Economy Analysis of Post-Crisis Mali*, International Alerts. 2014, p. 15

program will work to broaden this base so that the interests of women, youth and other marginalized groups (ethnic minorities, descendants of former slaves, LGBT, etc.) are represented. In some cases this will involve specific sub-grants to women or youth-run CSOs while in other cases it will focus on working with organizations that monitor the government's commitment to these issues.

USAID pays specific attention to addressing issues of concern to women and girls to make sure that they have equal opportunities to engage with government and traditional leaders. Historically, women have been underrepresented in decision-making positions and their issues are not often taken into account; however when groups of women have undertaken civic engagement activities, they have achieved some successes in advocating for government accountability.

Similarly, working with youth is both a challenge and an opportunity but this approach will be necessary to ensure that the program achieves a sustainable impact, as the youth of today becomes an increasingly powerful demographic block. Youth unemployment and low participation in decision making are increasingly important issues in Mali. Sixty seven percent of Malians are youth.⁴ Youth, both male and female, can offer a sense of energy, creativity, and willingness to take risks that will be beneficial to the activity and the CSOs.

Although this award should focus on supporting CSOs, limited capacity building may be necessary to increase CSO effectiveness. USAID anticipates that capacity building in the form of technical assistance and coaching will be provided to organizations selected for sub-awards. Capacity building areas could include:

- Financial management systems so that assisted CSOs will be able to pass an external audit including USAID pre-award requirements for direct funding;
- Advocacy skills (planning and organizing for social action) and outreach strategies;
- Networking and coalition-building strategies;
- Assessing and reinforcing internal governance and democratic procedures;
- Appropriate use of modern technologies to enhance outreach and oversight capabilities;
- Monitoring of internal organizational performance and progress against external objectives.

A desired side effect of the activity implementation is to broaden the pool of local CSOs capable of receiving independent funding from USAID.

The capacity building activities could include but not limited to:

- Sub-grants to support CSO monitoring and advocacy on issues of public interest;
- Provision of Technical assistance in:
 - advocacy skills and processes such as communication, negotiation, and conflict mediation skills to articulate concerns constructively and effectively with government and other key actors, planning (that is, identifying problem areas, diagnosing causes, and formulating solutions), and organizing (developing the constituencies, networks, and coalitions and implementing strategies to effect action;
 - developing effective advocacy campaigns;
 - communicating citizen interest to GOM counterparts;
 - monitoring and tracking budgets in WASH, Health, Education and Agriculture;
- Support to CSOs to conduct assessments on public interest issues (Health, WASH, Education, Agriculture) followed by assistance to community advocacy or outreach efforts undertaken to redress any identified issues and improve service delivery;
- Enhancing the enabling policy and institutional environments necessary to expand access to WASH;
- Support for stakeholder meetings linking communal, regional, and national level CSOs to work on financial and human resources with GOM partners, such as FENASCOM regarding Community health workers.
- Support CSOs to conduct assessments on public interest issues (Health, WASH, Education, Agriculture) followed by assistance to community advocacy or outreach efforts undertaken to redress any identified issues and improve service delivery.

⁴ Population Trends Graph: <http://esa.un.org/unpd/wpp/unpp/p2k0data.asp>,

- Enhancing the enabling policy and institutional environments necessary to expand access to WASH
- Technical assistance to CSOs on monitoring and tracking budgets in WASH, Health, Education and agriculture

Applicants are encouraged to suggest both standard and custom indicators to track activity and project outcomes. Applicants are also encouraged to think creatively about how results in areas such as advocacy, influence, and empowerment can be effectively evaluated.

Below indicators are illustrative:

- Number of CSOs receiving USG assistance that demonstrate increased effectiveness in evidence-based advocacy at the local and national level on education, WASH, and agriculture;
- Survey results that indicate CSOs increasingly work with and are representative of the concerns of marginalized groups;
- Number of policies, laws, agreements, regulations, or investment agreements (public or private) implemented that promote access to improved water supply and sanitation (F standard WASH indicator could be adapted for other sectors as well).
- Number of joint advocacy activities conducted by CSOs and local government on transfer of financial and human resources on health, WASH, education and agriculture development.
- Number of CSOs receiving USG assistance that demonstrate increased effectiveness in evidence-based advocacy at the local and national level on education, WASH, and agriculture.
- Number of budget tracking/monitoring activities conducted by CSOs in WASH, education, and agriculture.

Objective 2: CSOs collaborate effectively with government and the private sector to develop public policy and advance issues of common interest

Experience has proven that advocacy is easier when implemented in partnership. Objective two builds upon objective one by helping CSOs better engage with Government of Mali (GOM) and the private sector to improve GOM accountability and service delivery.

The sub-results under this objective are:

- links between CSOs, government, the private sector and the media strengthened; and
- conflict management mechanisms strengthened.

The crisis dynamics of the last few years have diversified the fields of collaboration and partnership within civil society, as well as between CSOs and key development actors at the national and regional level, (the state, ministries, local governments, financial and technical partners and international CSOs, businesses, and the media). This activity will capitalize on these nascent efforts and encourage CSOs to work together more meaningfully with other stakeholders to achieve goals of common interest.

As mentioned above, this program focuses on the independent CSOs that can serve as effective watchdogs and still partner with the GOM and private sector. A key lesson from previous USAID and other donor activities is the need to link sub-national reform and advocacy efforts to national-level interventions. Working solely at the local or regional level allows for great progress to be made with a small number of beneficiaries but the results are often difficult to sustain or scale up to other areas. Efforts that focus solely at the policy level in Bamako do not often have an impact on the lives of the people on the ground.

It is envisioned that the recipient of this award will work closely with the awardee of the USAID's sub-national governance activity to ensure support for reforms from both the supply side and the demand side. Improved service delivery will be reinforced by effective citizen-focused watchdog groups while citizen advocacy will be facilitated by reform-minded government officials.

Given the sensitivity of governance and accountability issues, conflict management will need to be at the core of activities. CSOs and their networks of allies may need coaching to develop the necessary skills and confidence within their groups to discuss difficult issues such as corruption that can spark

heated emotions. In addition to their capacity for developing solutions and addressing the underlying issues, their ability to defuse conflicts will be key to effective advocacy and dialogue. Civil society actors must be able and willing to take risks to be effective. This program should allow civil society to more thoughtfully analyze risks and manage the tensions that are inevitably associated with change.

The Objective 2 activities could include but not be limited to:

- Assistance in facilitating multi-stakeholder meetings between CSOs, the private sector, traditional and religious leaders, media, and reform-minded government actors, to identify shared priorities and develop strategies for cooperative advocacy;
- Support for formalization of issue-specific coalitions;
- Support for stakeholder meetings linking national and sub-national level CSOs to work on common policy issues with GOM partners;
- Creative use of sub-grants to facilitate constructive partnerships and planned action around issues of mutual concern;

Applicants are encouraged to suggest both standard and custom indicators to track activity and project outcomes. The below indicators are illustrative:

- Number of groups trained in conflict mitigation/resolutions skills or consensus building techniques with USG-assistance (standard indicator)
- Number of laws, budget allocations, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level (standard indicator)
- Number of policies, laws, agreements, regulations, or investment agreements (public or private) implemented that promote access to improved water supply and sanitation (F standard WASH indicator could be adapted for other sectors as well)

Objective 3: Citizens understand their rights and responsibilities and feel empowered to engage with Government of Mali actors

In addition to CSOs, the project aims to directly empower citizens by giving them a better understanding of their rights and responsibilities. Sub-results under this objective include:

- Citizen understanding of rights and responsibilities increased; and
- Citizen ability to engage government and solve problems through participatory democratic processes improved.

Afrobarometer has documented broad support among Malians for the concept of democracy, but high levels of dissatisfaction with the way that democracy functions in Mali. The program will aim to improve citizen knowledge of rights and the roles and responsibilities that governments and citizens should play. These initiatives will take into account varying levels of access to information and will incorporate previously marginalized groups including women, descendants of slaves, and youth. Armed with knowledge, connected with CSOs and other stakeholders, and seeing the results of oversight and advocacy campaigns in improved service delivery, citizens will be more motivated and more able to participate in their democracy.

The program will increase the quality and quantity of information available to citizens about the effectiveness of government spending via extensive civil society monitoring, analysis, and reporting followed-up by public campaigns that mobilize citizens to use the information to demand improved development planning and execution.

USAID has extensive experience supporting public information campaigns. Previous USAID programs have supported creation of community radios, journalism training, work with community and religious leaders, and use of SMS and television for sharing public service announcements. Given the limited levels of literacy, Internet access, and television viewership, efforts will need to blend traditional communications methods such as radio and community meetings with more modern technologies, while leaving room for experimentation. Lessons learned from these programs indicate that there is not a “silver bullet” when it comes to information sharing but rather it is necessary to use a variety of means to ensure that citizens receive information in a form that they can use.

A further lesson is that information sharing by itself is not enough to empower individuals; something else is required for individuals or groups to feel empowered to use the information. This is especially true for previously marginalized groups. The program will look for ways to empower CSOs to address issues of concern within their communities. As in Objective 1, this places a high value on the CSOs themselves leading the way, assisted where necessary by the project. This requires approaches that emphasize “learning by doing” and use action-oriented interventions as empowerment tools for groups to gain confidence, ownership, and experience with adapting and overcoming challenges.

The Objective 3 activities could include but not be limited to:

- Translation and dissemination of key laws and policies in local languages;
- Partnerships with local media to reach broader population groups;
- Public information campaigns to explain key reforms and blockages;
- Civic education on citizen rights and responsibilities for engaging with government;
- CSO-organized town hall meetings to aggregate citizen priorities;
- Sub-grants to CSOs with the capacity to break down complex policy issues into understandable formats;

Applicants are encouraged to suggest both standard and custom indicators to track activity and project outcomes. Below indicators are illustrative:

- Number of people reached through USG assisted public information campaigns (standard indicator)
- Percentage of people surveyed who demonstrate increased understanding of rights and responsibilities in terms of public accountability and transparency.
- Percentage of females who report increased self-efficacy at the conclusion of USG supported training/programming (standard indicator).

VIII. MONITORING AND EVALUATION OF THE PROGRAM

Adaptability and learning is at the heart of the Civic Engagement Activity. The applicant's approach to learning and adaptive management should ensure that processes are in place to foster learning and flexibility, and that they are central to the proposed activity. Proposed monitoring and learning plans should therefore be designed to measure the direct and near-term consequences of program activities with the goal of informing ongoing management and implementation approaches, as well as planning for the evaluation of longer-term impacts.

The performance monitoring and evaluation (M&E) plan should include the following:

- Baseline Data Collection Plan that includes a list of the types of baseline data that should be collected to demonstrate impact or progress towards results and an illustrative timeline and methodology for collection;
- Proposed performance targets and key indicators clearly linked to proposed activities;
- The process by which indicators will be developed and the role of local partners in their monitoring;
- How monitoring processes and results will be used to inform project management decisions (particularly in terms of conflict-sensitivity and *Do No Harm*);
- An illustrative mix of output and outcome indicators that will be used to measure progress towards the stated results, including how indicators are tied to the stated theory of change/development hypothesis;
- The measurement and data management methods to be used to collect, analyze, and synthesize indicator data (e.g., data sources, frequency of data collection, and methods for collecting and reporting data);
- Proposed themes for evaluation and learning that might contribute to the evidence base that are related to program objectives and/or proposed innovative approaches.

Results should be clearly articulated and directly correspond to the stated goals, objectives, and activities outlined in the technical application, and directly correlated to the theory of change. Monitoring, evaluation, and learning methods should be specific, measurable, realistic, and applicable to the program's goals and objectives. Plans should also include gender-sensitive, conflict-sensitive, and child-sensitive (as applicable) indicators and disaggregation by sex and by other factors as appropriate (i.e. age, development sector, type and size of organization, etc.) An effective knowledge management approach should be suggested.

Proposed indicators should move beyond collecting data on inputs and outputs for their program, and propose relevant outcome and impact indicators (or proxies) to measure and track the effectiveness of the program in reaching the stated theory of change and capture transformational change outcomes related to perceptions of agency and self-efficacy, feelings of empowerment, improved transparency, governance, and service quality, and gender norms and inclusion. Applicants should consider how to incorporate participatory monitoring and learning approaches into the implementation of the M&E Plan. Data collection should include both qualitative and quantitative methods and tools. Since access to certain parts of the country is still challenging proposed M&E plans should discuss how they will conduct effective activity monitoring in remote and/or insecure areas of the country.

IX. GUIDING PRINCIPLES AND CROSS-CUTTING THEMES

Conflict Sensitivity - To ensure citizen engagement is safe, productive, and does not exacerbate existing tensions or conflict, conflict sensitivity will be mainstreamed into all project activities and sub-grants. A focus on Mali's North-South conflict risks masking the true complexity and diversity of conflict drivers and deep-rooted grievances in the country.

The application will demonstrate a conflict-sensitive approach that goes beyond "Do No Harm" in anticipating and mitigating risk and spoilers, both among and within groups, while maximizing and reinforcing peace connectors and inclusive public benefits for participation.

Approaches should focus on innovative strategies for reinforcing participant confidence to engage in constructive public dialogue and dissent. Interventions that focus on provision of external, symbolic material goods (e.g., t-shirts, banners) as "motivation" for select participants can be a source of internal and group conflict and disengagement and less effective or supportive of program goals. Broader social cohesion and internalization of the inherent value of proposed interventions will be prioritized as more sustainable and in line with project objectives.

Conflict-sensitivity should be reflected in the monitoring and evaluation (M&E) plan and ongoing conflict analysis should be incorporated to inform how interventions might adapt to the changing context.

Do No Harm - Successful programs will include a rich *Do No Harm* analysis that demonstrates an understanding of the conflict context and thoughtful consideration of any risks associated with the proposed assistance program, and participatory processes that challenge participants to do their own analysis and apply problem-solving skills to their situation. *Do No Harm* should not be an isolated discussion, but integrated holistically throughout the application. It is not satisfactory to merely state that the program will "Do No Harm" or provide training on "Do No Harm"; more thoughtful analysis and specific examples relevant to the proposed interventions are required. It will analyze internal partner staffing, structures, and processes, as well as the potential impact of assistance on participants, with a **particular focus** on implicit ethical messages, such as **whether activities are reinforcing existing social and institutional patterns of exclusion**, including through CSO selection criteria, staffing, structure, member outreach and support, and resource transfers. For further details on the Do No Harm Analytical Framework, please see the Do No Harm Framework for Analyzing the Impact on Conflict <http://cdacollaborative.org/media/52500/Do-No-Harm-Handbook.pdf>.

Gender-sensitivity and Inclusion – As part of its strategic approach, the project will partner with and address issues of concern to women, youth, people with disabilities, and other marginalized populations and make sure their interests are represented. A long history of consensus and "clientelism", elitism, nepotism, and exclusion, has limited the public space for democratic discourse in

Mali, and excludes women and young people. Compounded by their limited access to education, political, and economic resources and opportunities, “representation” in formal and informal structures and institutions does not mean meaningful participation. Without the skills, confidence, and culture of inclusive public discussion of differing opinions, women and youth and other traditionally excluded groups will continue to have a limited voice in decisions that affect their lives.

Promoting civic engagement between and among affected groups, including women and girls, youth (young men and women); and other marginalized citizens (ethnic minorities, people with disabilities, descendants of former slaves, LGBT, migrant and displaced populations, etc.) and traditional and formal authorities and institutions, will help bring their perspectives, concerns, challenges, and potential contributions into the open as part of the public discourse.

However, women and youth, ethnic minorities, people with disabilities, and other vulnerable populations are not single-identity, homogenous groups or monolithic blocs. Both women and men, boys and girls, can be victims and perpetrators of violence; or advocates and connectors for peace, democratic governance, and human rights. Strong applications will differentiate the various roles, perspectives, and vulnerabilities of women, men, and young people (boys and girls) as they relate to project objectives and interventions and focus on mainstreaming gender, inclusion, and empowerment throughout the proposed interventions.

Priority will be given to programs aimed at removing socially-constructed barriers to inclusion and increasing equitable access to public resources and development benefits, rather than creating “sidebar” activities that focus solely on a person’s age, disability, gender, or LGBT status, in line with USAID policies on gender and women’s empowerment, disability, and youth in development.

Successful applications will identify the separate and distinct experiences of men and women, boys and girls, adolescents and youth, and other marginalized populations, and their barriers to full and meaningful participation in civic engagement and public discourse, access to services and resources, and influence over policies and decisions that influence their lives. Gender-sensitive and gender-relational approaches should strengthen the positive influence that women and girls, men and boys, LGBT, people with disabilities, ethnic minorities, and other traditionally excluded groups can have on collectively improving civic engagement, inclusion, and government accountability, transparency, and responsiveness for *all* citizens. Such approaches should be carefully tailored to facilitate constructive, inclusive dialogue and mitigate potential backlash and harm to participants.

For more information on relevant USAID policies, applicants are highly encouraged to refer to:

- USAID’s Gender Equality and Female Empowerment Policy - <http://www.usaid.gov/documents/1865/gender-equality-and-female-empowerment-policy>
- The U.S. National Action Plan on Women, Peace, and Security - <http://www.usaid.gov/what-we-do/gender-equality-and-womens-empowerment/national-action-plan-women-peace-security>
- USAID’s Youth in Development Policy - <http://www.usaid.gov/policy/youth>
- USAID’s Disability-Inclusive Development Policy - <http://www.usaid.gov/what-we-do/democracy-human-rights-and-governance/protecting-human-rights/disability> and the USAID-funded <https://www.ndi.org/files/Equal-Access-How-to-include-PWD-in-elections-political-processes.pdf>
- USAID’s LGBT Vision for Action Policy - <http://www.usaid.gov/what-we-do/democracy-human-rights-and-governance/protecting-human-rights/lgbti-inclusive-policies>

Changing patterns of land use in response to cyclical climate shocks are resulting in increased levels and complexity of community conflict. These issues are exacerbating gender inequalities and have resulted in a peace process, political, and legal system that largely excludes women, youth, and other groups. Now more than ever, women and youth have the most at risk from recurring shocks, insecurity, and peace outcomes, yet are the least involved constituencies in current political and peace processes.

Even though that they have been some significant gains in Mali in the past decade related to advancing gender equality and women's empowerment, gender based inequities still persist and continue to deprive women and girls to realize their rights and full potential. Mali has made adequate institutional arrangements, for example the creation of the Ministry for the Promotion of Women Children, and the Family, and put in place a variety of legal structures on gender equality and women rights.

These commitments, however, have not been adequately reflected in Malian laws or practice as illustrated by the National Assembly's adoption of the family Code after removing its progressive features, and recently the voting for the 2015 national budget without the annex on the gender.

There are many women's organizations and networks active at the national level. These organizations are most active in Bamako and are not well connected to their member organizations at the local level. However some do have at least a few chapters at the regional and local levels.

It is estimated that 80 percent of Malian lives in rural areas which count over 2000 women organizations and "groupements". However, women still face gender based obstacles that inhibit their effective engagement.

The key challenges related to weak civic engagement of women and young girls are: lack of financial resources and advocacy skills, tradition and religious fundamentalism, conflict over women's leadership, lack of solidarity and cohesion, lack of self-confidence, and weak representation in CSOs internal governance and leadership structures.

Women in Mali have achieved some notable successes related to civic engagement, most notably when a group demanded accountability into the disappearances of Red Berets during the crisis surrounding the 2012 coup. Critically these women were mostly the mothers and wives of the disappeared and they used their status to advocate effectively for transparency, accountability and justice. Leveraging the traditional roles of women in innovative ways to gain more influence in decision-making is one possible method for using existing social norms as an opportunity to further civic engagement. It is important that these roles not be allowed to become a limiting factor but rather a doorway for women and girls to progress.

Local Engagement and Sustainability – Local engagement, participation, leadership, and country ownership are fundamental to the long-term sustainability of development outcomes and are core operating principles under USAID Forward. USAID/Mali is committed in advancing the USAID Forward agenda particularly objective 2 of the IPR *Strengthen civil society and private sector capacity to improve Aid Effectiveness and Sustainability*. Development best practice emphasizes the strengthening of analytic, strategic, planning, organizing, and leadership skills. These are essential to conceptualize and act on problems and advance the interests of citizens, particularly the disadvantaged. It is based on the following underlying values and assumptions:

- Malian citizens and civil society actors have the desire to apply analytic, strategic, and participatory democratic skills to resolve communal and social problems independently.
- Participants must take ownership of change efforts rather than have changes imposed on them. Therefore interventions should focus on enhancing the participatory skills of citizens by working with and not for them, while local actors work with and not for donors.
- Advancing the interests of the marginalized and disadvantaged so they can influence the process of distributing social resources is fundamental to the development of resilient, democratic societies.

As such, local partners and organizations are expected to be at the forefront of USAID-supported civil society strengthening efforts and applicants should work closely with local partners on all phases of program design, implementation, and evaluation. Applicants should clearly describe how local perspectives contributed to the context and conflict analysis, problem statement, and project design, and how they will engage with local partners throughout program implementation, monitoring, and evaluation. An express goal of the Civic Engagement Activity is that by the end of the project, there will be a pool of organizations vetted and capable of receiving direct USG funding. Therefore, successful

applicants should outline how they will help local organizations become capable of receiving towards making some awards directly with local organizations, within years 3 to 5. For further guidance on USAID Forward's vision for local engagement and sustainability, please refer to: <http://www.usaid.gov/usaidforward>. Also please refer to ADS 303.3.6.5.b.3 for specific information regarding Transition Awards.

Empowerment - Activities should support civil society and target populations to stimulate discussion and initiate change, while reinforcing their inherent self-efficacy and competence to successfully engage in planned actions to influence decision-making, implement solutions, and affect results. Capacity-building should go beyond USAID-centric reporting requirements and financial management systems to address self-identified, targeted, relevant organizational and skill gaps, including internal democratic processes, required for civil society groups to be self-sustaining, credible, and effective. Such strategies must be cost-efficient and effective. Therefore mentoring, coaching, and other applied learning approaches that provide ongoing support will be favored over didactic approaches, such as training.

Identification of structural and social barriers, analysis of power dynamics, and implementation of practical, locally-driven solutions to address them are important parts of transformative development. Successful applicants will use their convening power as a USAID partner to create the space, opportunity, and culture for constructive dialogue between citizens and government, rather than conducting advocacy on their behalf. Local partners, citizens, and civil society actors should always lead and be at the forefront of advocacy efforts.

Strengthening capacities of CSOs is a common intervention in all projects that support civil society. In recent years, CSOs have had their capacity enhanced in several areas but without the opportunity to practice the knowledge gained during training sessions. The applicant shall focus on learning by doing, peer to peer exchange, coaching, and mentoring CSOs to build their capacity. The capacity building activities will be targeted and very specific to the needs of CSOs under this project.

Cross-cutting DRG Integration

Recognizing that core challenges related to weak governance and administration, lack of transparency, corruption, and systematic exclusion hinder meaningful, sustainable development, USAID/Mali will leverage democracy, rights, and governance (DRG) interventions across sectors to address these constraints. USAID Mali has identified governance as one of the three main pillars of its cross cutting CDCS.

The Civic Engagement Activity aims to mitigate underlying conflict drivers and create the conditions for sustainable democratic transition by linking and elevating the voices of citizens and creating space for government to listen and respond to improve public trust and set the stage for democratic stability. It is intentionally positioned to collaborate with other sectoral civic engagement and participation activities in Health, Education, Agriculture, and Economic Growth to connect organizations working toward similar goals and amplify citizen voices around issues of mutual concern that impact their economic, social, and political participation and quality of life. Successful applicants will describe how they will leverage resources from other programs or create planned synergies to effectively deliver sustainable programs.

For example, USAID will provide support through its Sub-national Governance, and Rule-of-Law and Access to Justice programs to strengthen the “supply” side of democratic governance, while the Civic Engagement Activity will support the “demand side” through programs that strengthen civil society's advocacy and watchdog role. To ensure complementarity and enhance outcomes, applicants must clearly describe how they will work with these and other relevant interventions in Health (and WASH in particular), Education, Agriculture, and Economic Growth as appropriate to maximize efficient use of resources and facilitate achievement of sector-specific results through improved government accountability, transparency, and responsiveness.

This program is intentionally positioned to collaborate with other sectoral civic engagement and participation activities in Health, Education, and Agriculture and Economic Growth to connect organizations working toward similar goals and amplify citizen voices around issues of mutual concern that impact their economic, social, and political participation and quality of life.

Agriculture and Economic Growth, Education, Health and Water and Sanitation teams are all supporting CSOs in their respective sectors to implement technical activities. Any agreement resulting from this solicitation is expected to achieve both governance and sectoral (water sanitation, health, education and agriculture) outcomes. The applicant should explain how it will track results and expenditures from the other sectors particularly from WASH funds as part of its financial and monitoring and evaluation plan. As integrator of the cross sectoral project, the successful applicant should effectively collaborate with WASH, health, education, agriculture and economic growth technical partners on the ground to maximize synergy.

Learning and Adapting –

Given the emphasis on innovative, cross-sectoral, and citizen-based approaches to participatory governance under this activity, applicants are highly encouraged to create flexible, agile monitoring, evaluation, and learning frameworks. These should be attentive to the needs of local participants and civil society actors, and result in more relevant, actionable data to help achieve impact at scale. Applicants should identify how they will contribute to the learning agenda and the evidence base for innovative interventions and transformative approaches, and developing scalable models based on lessons learned.

Monitoring, evaluation, and learning approaches can be used to capture emerging internal and external factors influencing progress, adapt program design and decision-making during implementation, and provide insights that support adaptive learning and management in complex or uncertain environments.

Consultations with Malian CSOs have identified a need for mechanisms that link stakeholder participation to ongoing learning. Participatory, grassroots approaches are needed to collect, analyze, and utilize data that provide a more comprehensive view of the interconnected, real-world, multidimensional aspects and impact of governance decisions on everyday Malians. Cost-effective, practical, and adaptive participatory methodologies for front-line monitoring, evaluation, and learning can reinforce civic engagement and allow citizens to contribute their own evidence to inform problem formulation, advocacy and oversight, and data on the quality of service provision. Applicants should also look to capture transformational change outcomes, especially those that track perceptions of self-efficacy, improved governance, gender norms and inclusion.

X. WINDOWS OF OPPORTUNITY

As Mali works to implement the Peace Accord and the Regionalization process unexpected opportunities or challenges may emerge. Unforeseen opportunities may entail implementing activities focused around transparency, accountability, and advocacy with new or newly empowered stakeholders, potentially in different geographic areas or technical sectors. Challenges may occur as local conflicts flare up that threatens to unravel the fragile peace. The activity will retain the flexibility to respond effectively and rapidly to these types of windows of opportunity or emerging crisis. The implementing partner, working with the AOR and AO, will identify these situations as they occur and recommend appropriate activities in response

Such unforeseen activities may include, but are not limited to:

- a) Support to CSOs providing critical early warning or crisis monitoring activities.
- b) Coordinating watchdog and advocacy efforts with other international and local NGOs.
- c) Technical assistance to citizen groups monitoring the peace process.
- d) Technical assistance to CSOs working on accountability efforts on unforeseen, high-profile critical issues.
- e) Expansion of technical assistance efforts to groups involved in watchdog efforts in areas such as Kidal, where the GOM currently has a minimal presence.

XI. OTHER CONSIDERATIONS

Selection of CSOs

The selection of credible CSOs to participate in this program is critical for achieving the desired results. The CSO partners should be chosen according to rigorous and transparent criteria. The practice of CSOs' sound internal governance, transparent financial management including the conduct of external audits and their accountability vis-a-vis their constituents are all critical. The intention of the project is to strengthen civic engagement in order for CSOs to influence development policies and demand accountability and responsiveness in public service delivery and the management of public funds.

Applicants are strongly encouraged to consider and partner with CSOs led by and representing the interests of women, youth (young women and men), and other marginalized groups, including people with disabilities and disabled people's organizations (DPOs.) The applicant may consider multi-year funding to sustain CSOs' programmatic results but that shall depend on the capacity of the CSOs to manage multi-year programs.

Building stronger linkages between national and local CSOs

Collaboration and linkages between CSOs remain weak between Bamako-based organizations and those outside the capital. The Applicant should propose a strategy to reinforce the networking and coalition building between CSOs at different levels around thematic and policy issues of shared interest.

CSOs at the local level must be better informed about national public policy issues that affect them and their communities and national level CSOs should gather information from local levels CSOs to inform their own advocacy efforts.

Information and Communication Technology (ICT)

The applicant should promote, where feasible and appropriate, greater access to information via mobile technology (e.g. social media, mobile money). In Mali, many communities have their own rural or community radios stations, and there is a proliferation of cell phone coverage and adoption of various mobile applications. Mobile phone subscriptions have risen from 3,000 in 1997 to over 11.3 million in 2012 (Sub Sahara Mobile Observatory 2012 GSMA). Mobile technology could play an important role in improving CSOs advocacy efforts and increasing civil society demand for transparency and accountability in the provision and quality of public service delivery at the national, regional, and local levels.

Geographic focus

Activities to be implemented are both national and regional. CSOs activities that are designed to influence national policies in public financial management, decentralization, water and sanitation, health, education and agriculture will have a national focus. Translation and dissemination of laws, regulations and policies which are aimed to benefit citizens across the entire country will be considered a nationwide activity as well.

However, CSOs civic engagement activities at the sub national levels will be concentrated in targeted regions that compliment key ongoing USAID initiatives, such as ongoing USAID WASH activities in Mopti. Areas of intervention should be selected based on the following criteria: (i) regions where USAID activities in health, education, agriculture, and PDG are working in order to maximize synergy, (ii) poorly developed regions with low human development indicators, (iii) regions where other donor work is complementary to this project.

USAID Disability Policy

The objectives of the USAID Disability Policy are (1) to enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies, activity designs and implementation; (2) to increase awareness of issues of people with disabilities both within USAID programs and in host countries; (3) to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities; and (4) to support international advocacy for people with disabilities. The full text of the policy paper can be found at the following website: http://pdf.usaid.gov/pdf_docs/PDABQ631.pdf.

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

Environmental Compliance

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ads/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Recipient environmental compliance obligations under these regulations and procedures are specified in the following paragraphs.

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.

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

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.

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.

NOTE: The approved Initial Environmental Examination (IEE) covering these activities can be found at: <http://gemini.info.usaid.gov/egat/envcomp/repository/pdf/42956.pdf>

SECTION B – AWARD INFORMATION

B.1. Purpose of the Award

The principal purpose of the relationship with the Recipient is to transfer funds to accomplish a public purpose of support or stimulation to catalyze improved civic engagement, which will ultimately improve governance, government accountability, and service delivery.

The Recipient will be responsible for ensuring the achievement of the activity objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award. The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

B.2. Estimate of Funds Available and Number of Awards Contemplated

Subject to funding availability, USAID intends to provide **\$12,000,000** in total USAID funding over a five year period. Actual funding amounts are subject to availability of funds.

USAID intends to award one Cooperative Agreement pursuant to this request for application. USAID reserves the right to fund any one or none of the applications submitted.

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

The period of performance anticipated herein is 5 years. The estimated start date will be upon the signature of the award, on or about.

B.3 Substantial Involvement

In accordance with ADS 303.3.11, USAID has determined that a Cooperative Agreement, with substantial involvement is needed for the implementation of this activity. For this award, Substantial Involvement is defined by the following elements:

Approval of the Recipient's Implementation Plans

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

Approval of Specified Key Personnel

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

For the purposes of this funding opportunity, the following illustrative positions are identified as Key:

1. Chief of Party (COP)
2. Deputy COP or Program Coordinator
3. Advocacy and Empowerment Senior Technical Advisor
4. Monitoring, Evaluation, and Learning (M&E) Advisor

Agency and Recipient Collaboration or Joint Participation

When the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, the AO may authorize the collaboration or joint participation of USAID and the recipient on the program. There should be sufficient reason for Agency involvement and the involvement should be specifically tailored to support identified elements in the program description. When these conditions are met, the AO may include appropriate levels of substantial involvement such as the following (at time of award):

- (1) Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.
- (2) Concurrence on the substantive provisions of sub-awards. 2 CFR 200.308 already requires the recipient to obtain the AO's prior approval for the sub-award, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement. If USAID wishes to reserve any further approval rights for sub-awards or contracts, it must clearly spell out such Agency involvement in the substantial involvement provision of the agreement.
- (3) Approval of the recipient's monitoring and evaluation plans.
- (4) Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects. All such activities must be included in the program description, negotiated in the budget, and made part of the award.

B.4 Title to Property

Property title under the resultant agreement shall vest with the Cooperating Country, recipients or sub-recipients in accordance with the requirements that will be specified in the award.

B.5 Authorized Geographic Code

The geographic code for this Activity is **935**.

SECTION C – ELIGIBILITY INFORMATION

USAID policy encourages competition in the award of grants and cooperative agreements. In response to this NFO, any U.S. or international organization, private voluntary organization, non-profit, or for-profit entity (willing to forego profit) is eligible to apply.

Applicants may only submit one application in response to this Notice of Funding Opportunity (NFO).

USAID policy is not to award profit under assistance instruments. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement and are in accordance with applicable cost principle under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

In addition, the successful applicant must receive a positive responsibility determination from the USAID Agreement Officer prior to receiving an award. Details on USAID's pre-award responsibility determination policy and procedure can be found on the agency website, in its automated directive system (ADS) chapter 303: <http://www.usaid.gov/policy/ads/300/303.pdf>.

COST SHARING AND LEVERAGING RESOURCES:

There is **no** requirement of cost share under this NFO. However, cost share is strongly encouraged.

Applicants are also encouraged to identify other third parties' resources to complement the Program and explain in their application the added value they bring. Such funding may come from many sources including privately generated funds, commodities, or other resources made available by other bilateral donors, private foundations, or multilateral donors. Any cost share commitment should be included in the budget.

SECTION D – APPLICATION AND SUBMISSION INFORMATION

D.1. Agency Point of Contact

Applications shall be submitted electronically to the following e-mail address by the deadline specified on the cover page:

bamakoao@usaid.gov

Attn: the Agreement Officer, USAID/Mali, Acquisition and Assistance Office

All questions should be submitted to the same e-mail address by the deadline specified on the cover page.

D.2. Submission Dates and Times

All applications in response to this RFA are due not later than the date and time indicated on the cover page of this RFA. Any applications received after this date and time will not be considered.

D.3. Other Submission Requirements

Applications must be submitted by email to: bamakoao@usaid.gov. Each e-mail must not exceed 5mb. Technical and Cost Applications must be e-mailed in separate files. Multiple emails may be sent to accommodate the application size and content, but each must contain very clear identification of the annexes and instructions for assembling the application, including, but not limited to, the NFO-RFA Title and Number and whether a part of the Technical or Cost Application is included.

D.4. Application Submission Procedures

The applications submitted in response to this NFO must be in English and presented in two separate documents: a Technical Application, and a Cost/Business Application. It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time. USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

The technical application and the cost application shall be submitted as single email attachments, e.g. consolidate the various parts of a technical application into a single document before sending them. The applicant is requested to indicate in the subject line of the email whether the email relates to the technical or cost application, and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g. "No. 1 of 4", etc.). For example, if the cost application is being sent in two emails, the first email should have a subject line which says: "Organization name - Cost Application, Part 1 of 2".

It is the applicant's responsibility to check its email to confirm that the attachments were indeed sent. If there is an error in the transmission, the applicant is requested to send the material again and note in the subject line of the email that it is a "corrected" submission. The applicant should 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.

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

If the applicant includes data that it does not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, it should mark the title page with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, a grant is awarded to this Applicant as a result of – or in connection with – the submission of this data, the U.S. Government shall have the right to

duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers} and, mark each sheet of data it wished to restrict with the following legend:

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

The Applicant should retain for its records one (1) copy of the application and all enclosures which accompany it.

The application will be reviewed in accordance with the guidelines below and the review criteria defined in this NFO.

D.4.1. Technical Application Format

The technical application is the most important item of consideration and must be specific, complete and presented concisely. The application should demonstrate the applicant's capabilities and expertise with respect to achieving the goals and expected results of this Activity. The application should be single space on standard A4 or letter and in standard font and size.

The application will contain the following sections, as more fully explained below, and should not exceed the pages in length as detailed below. The page limitation is excluding the table of contents, dividers and annexes.

- Cover Page (1 page);
- Table of Content (1 page)
- Executive Summary (3 pages);
- Technical Application Body (25 pages). The Technical application body will include the following sub-sections: Technical Approach, the Management Approach and the Organizational Capacity/Past Performance.
- Annexes (no page limitation). The Annexes will include the required Implementation Plans, the Monitoring and Evaluation Plan, the Resumes & references for all key personnel as well as their signed letters of commitment, the Management structure, organizational chart(s), or labor distribution chart and any other relevant information.

Cover Page - including the proposed name for the project (1 page maximum – not included in the page limit)

A single page that includes project title, NFO number, the name of the organization(s) submitting application, contact person, telephone and fax numbers, e-mail, and address. Any proposed sub-grantees (or implementing partners) must be listed separately. If applicable, the TIN (Tax Identification Number) and DUNS (Data Universal Numbering System) must also be listed on the cover page.

Executive Summary (3 pages maximum – not included in the page limit)

The applicant will briefly describe the technical approach, activities, goals, purposes, and anticipated results. The Executive Summary will also briefly describe the technical and managerial resources of the applicant's organization and describe how the overall activity will be managed.

Technical Approach

The application will provide a clear overall vision and operational strategy to achieve the expected results of the program. This will include the applicant's brief analysis of the status of civil society in Mali, demonstrating its knowledge of the organizations' effectiveness, credibility, key challenges, and opportunities. USAID expects this section to also provide a brief analysis of what the applicant

anticipates will be the specific challenges and priorities to address in order to meet the desired results. The applicant should avoid repeating back context and background provided in Section A and is expected to propose a short and concise theory of change, which is a concept that can improve the design, monitoring and evaluation of the program. The technical approach should contain the following sections: 1) a theory of change states what expected (changed) result will follow from a particular set of actions, 2) best practices learned in Mali, Francophone Africa, Africa, or worldwide, to ensure success in civic engagement or civil society development activities linking these practices to the activities proposed. Addressing gender in similar programs should be included in this section, and 3) a concise description of activities broken down by objective.

This section should include a feasible, cost-effective approach that is appropriate for the culture and realities of Mali. The approach must be organized around the objectives described in Section A, and must clearly describe methodologies and specific activities the applicant proposes to achieve the stated objectives. While linkages to best practices in civil engagement and civil society development should be well-established, innovative approaches are also welcome where they make sense.

Gender-sensitive and gender-relational approaches which will strengthen the positive influence that women and girls, men and boys, LGBT, people with disabilities, ethnic minorities, and other traditionally excluded groups can have on collectively improving civic engagement, inclusion, and government accountability, transparency, and responsiveness for *all* citizens are also expected.

Management Approach and Staffing Plan

The Management Approach should provide assurance that the activity will be managed in a professional, efficient and collaborative manner to achieve the stated objectives and results. This section will describe how the applicant will employ streamlined management strategies and procedures to reduce overall operational costs and respond appropriately and in a timely manner to both programmatic and operational demands. The Management plan will specify the organizational structure and composition of the Activity team (including home office support and other long and short term technical assistance – STTA), describe the roles and responsibilities of proposed staff members, internal and external communication arrangements (i.e., within the local office as well as with home office backstops, if applicable), and provide a mobilization schedule/plan that demonstrates ability and commitment to mobilize activities rapidly and efficiently. The roles and responsibilities of all partner organizations must also be clearly identified, and the proposal should make clear how the management structure facilitates clear and regular communication with the USAID AOR in Bamako.

The applicant must include full job descriptions and resumes of proposed Key Positions/Personnel and other important managerial and technical personnel to be assigned to this activity, including a minimum of three (3) references with email addresses. Proposed personnel not yet identified may be shown as "TBD" (to be determined).

The applicant is expected to include as part of its application a Letter of Commitment signed by each person proposed as key personnel confirming their present intention to serve in the stated position immediately upon award and their availability to serve for the term of the proposed award.

CVs or resumes, Letters of Commitment of proposed Key Personnel and other important managerial and technical personnel to be assigned to this activity, including a minimum of three (3) references with email addresses will be provided in the annexes and not count toward the 25 page limit.

Illustrative Profiles For Key Positions

The applicant should provide sufficient information on the technical and managerial experience for proposed key Positions/Personnel and other relevant staff identified by the applicant who will make important contributions to the overall management and technical approach. Although some positions (the COP) are envisioned for expatriate personnel, the applicant is encouraged to propose qualified local personnel wherever appropriate. The applicant should provide experienced, qualified personnel in relevant disciplines and areas for project management, and the following key positions in particular are considered to be essential to successful award implementation:

1. **Chief of Party (COP)/Civil Society Engagement Expert**– The COP must possess the appropriate levels of expertise and relevant work experience in areas identified in the program description and applicant's technical application. The individual will be the principal liaison with both the USAID Agreement Officer's Representative (AOR) and other U.S. Government Officials as required, and will provide leadership, management, and overall technical guidance and project oversight for the Civic Engagement program. The COP must therefore have an advanced degree in a relevant subject and a minimum of 8-10 years' experience working with civil society to support their ability to represent citizen interests. Experience overseas working in post crisis and transition environments, preferably in Sub-Saharan Africa is required. Strong communication (minimum of Level 3 in French although fluency is preferred), management, and interpersonal skills are required.
2. **Deputy COP/Program Coordinator** – The Deputy COP or Program Coordinator will support the COP and serve as the secondary/alternate liaison with USAID, and provide overall day-to-day management and coordination of project technical and administrative personnel and functions, including ensuring that appropriate technical and financial reporting requirements are met. S/he should have experience awarding, managing, and monitoring sub-awards and ensuring compliance with appropriate regulations. S/he should have appropriate levels of complementary expertise, professional and work experience to support the COP and coherent and effective program coordination and operations, and possess the relevant management, communication, and interpersonal skills to fulfill this role. Applicant should have an advanced degree in a relevant field plus at least five years' experience working with civil society, including overseas experience. Minimum French level 3 with fluency preferred.
3. **Advocacy and Empowerment Senior Technical Advisor** – This position will provide overall technical guidance and leadership for integration of citizen-led, rights-based approaches to develop local actor competencies in constructive advocacy, democratic participatory processes, and transformation for empowerment as core, cross-cutting principles throughout project activities. The Advocacy and Empowerment Advisor should have the relevant professional knowledge, background, skills and at least five years of experience in grassroots advocacy (e.g., planning, tactic selection, policy and political economy analysis, network and coalition-building, etc.) with a focus on empowering, inclusive approaches to organizing for social change with groups, organizations, and communities, particularly the disadvantaged and marginalized. Experience supporting advocacy efforts overseas and in transition environments strongly preferred. Minimum French level 3 with fluency preferred.
4. **Monitoring, Evaluation, and Learning (M&E) Advisor** – The Monitoring, Evaluation, and Learning Advisor will be responsible for the development and implementation of the performance monitoring and evaluation plan and the Civic Engagement project's Learning Agenda. S/he will be responsible for working with USAID staff, including program and technical sector M&E staff, to develop relevant indicators to track and measure project implementation, outcomes, and impact, and identify unique opportunities and cost-effective methodologies to contribute to the evidence base (e.g., mixed-methods approaches, operational research/implementation science, use of innovative approaches and technologies), capture transformational change (e.g., norms, perceptions, empowerment and inclusion, public trust in government), prevent unintended harm, and develop flexible mechanisms for adaptive management and learning throughout the project implementation cycle. Minimum French level 3 with fluency preferred. Degree in a relevant field and five years of M&E experience.

Organizational Capacity and Past Performance

The applicant will provide evidence of its organization's technical resources, expertise and capacity for implementing similar programs. Also provided in this section is the description of the applicant's and prospective sub-partners' previous work and experience with respect to the proposed activity.

The applicant will also provide record of relevant past performance for up to five Activities/Programs implemented over the past three years which best illustrate the applicant's (and any partners') performance and include the performance location, award number (if available), a brief description of the work performed, and a point of contact list with current telephone numbers. This information can be provided as part of the attachments and will not count towards the page limitation.

It is recommended that the applicant alert the contacts that their names have been submitted and that they are authorized to provide past performance information when requested.

In addition to the technical quality of the applicant's performance, the assessment of past performance will include project management, customer satisfaction, cost control and quality of home office support.

USAID may contact references and use the past performance data, along with other information, to determine the applicant's responsibility. The Government reserves the right to obtain information for use in the evaluation of past performance from sources inside or outside the Government.

Annexes

Implementation Plan – The applicant will include a draft illustrative implementation plan (including a narrative) which details activities towards achieving the results, a timeline, partners and resources (including human resources) required for implementing the activity and consistent with the applicant's technical approach. The plan shall also be clear on how the applicant will ensure a rapid-start-up and cost-effective operations. The proposed implementation plan will cover the life of the activity and include a more detailed first-year annual workplan.

Monitoring and Evaluation Plan – In addition, the applicant is expected to provide an illustrative monitoring and evaluation plan that will demonstrate how the applicant will establish baselines and targets, and measure progress towards the stated targets and objectives. The final work plan and M&E plan will be completed within 30 days of award.

Resumes & references for all key personnel as well as their signed letters of commitment, the Management structure, organizational chart(s), or labor distribution chart and any other relevant information: no special requirement on the format and page limitation under this NFO.

D.4.2. Cost Application Format

Format

The Cost Application is to be submitted as a separate document from the Technical Application and come in minimum two parts:

- Budget (summary and detailed, with narratives) (see template in the Attachments of this RFA),
- Signed Certifications, Assurances and Other Statements

The budget must be submitted in Microsoft Excel and be in US dollars (\$). The Cost Application shall include a summary budget and a detailed budget by year with an accompanying detailed budget narrative in MS Word. The summary budget shall provide uses of USAID funds and any proposed cost share. The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization's policy, payroll document, and vendor quotes, etc.) and therefore facilitate USAID's determination that costs are allowable, allocable and reasonable.

While there is no page limit to the Cost Application, applicants are encouraged to be as concise as possible. Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application is not desired. Elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted. If the Applicant has established a consortium or another legal relationship among its partners, the Cost/Business application must include a copy of the legal relationship between the parties. The agreement should include a full discussion of the relationship between the Applicant and Sub-Applicant(s) including

identification of the Applicant with whom USAID will work with for purposes of Agreement administration, identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

Content

A. Budget

The Budget part should include:

a) The SF-424 forms

- SF-424, Application for Federal Assistance at:
http://www.grants.gov/agencies/aapproved_standard_forms.jsp
- SF-424A, Budget Information – Non-construction Programs at:
<http://www.grants.gov/techlib/SF424A-V1.0.pdf>
- SF-424B, Assurances – Non-construction Programs at:
<http://www.grants.gov/techlib/SF424B.PDF>

b) A Budget Summary and Detailed Budget

Overall, the detailed budget should include:

- (1) The breakdown of all costs associated with the Activity according to costs of, if applicable, headquarters, regional and/or country offices;
- (2) The breakdown of all costs according to each partner organization or sub-recipient/sub-grantee involved in the activity implementation. Sub-awardees' budgets should follow the same cost format as submitted by the primary Applicant.
- (3) The costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
- (4) The breakdown of the financial and in-kind contributions of all organizations involved in implementing this Cooperative Agreement, if any;
- (5) Potential contributions of non-USAID or private commercial donors to this Cooperative Agreement, if any;
- (6) A procurement plan for commodities.

Specifically, the Budget should contain the following categories, as shown on the SF 424A:

- (1) *Labor*: Direct salaries and wages must be proposed in accordance with the Applicant's personnel policies. Budget narrative should explain how daily rates are calculated and whether based on established written policies of the organization or market surveys. The application must provide the costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
 - *Fringe Benefits*: If the Applicant has a fringe benefit rate that has been approved by an agency of the U.S. Government, such rate should be used and evidence of its approval should be provided (e.g. copy of NICRA). If a fringe benefit rate has not been so approved, the application may propose a rate and explain how the rate was determined. If the latter is used, the narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in dollars and as a percentage of salaries.
- (2) *Travel, Transportation & Per Diem*: The application must indicate the number of trips, domestic, regional, or international, and the estimated costs. Specify the origin and destination for proposed trips, duration of travel, and number of individuals traveling. Per Diem must be based on the applicant's normal travel policies and will be assessed as part of cost effectiveness.

(3) Equipment:

- *Vehicles & Non-Expendable Equipment*: The application must justify the need, type, the number and price of the items equipment to be procured.
- *Expendable Equipment & Supplies*: The application must justify the need and quantities of supply items related to this activity.

The applicant is encouraged to provide a procurement plan for equipment and commodities.

- (4) Activities Support Costs: This includes the direct costs of activities not budgeted in other cost category, such as workshops, training of beneficiaries, commodities/supplies, conferences/study tours, etc. The narrative must provide a breakdown and support for all proposed costs.
- (5) Other Direct Costs: This includes field office rent, communications, report preparation costs, passports, visas, medical exams and inoculations, insurance (other than insurance included in the applicant's fringe benefits), etc. The narrative must provide a breakdown and support for all other direct costs;
- (6) Sub-awards: The applicant must provide a detailed breakdown for each proposed sub-award arrangements to the extent they are known at the time of application development. In case there are multiple organizations and partners, the applicant must explain as clearly as possible the management structure and how the parties are going to interact. If there are formal legal arrangements proposed, such as sub grants or sub contracts, the application must clearly explain how these are to be structured and list past experience between the organizations.

NOTE: If sub-awards are anticipated and not explained in the original application, the agreement officer's approval (after award) is required before the sub-agreement may be executed.

- (7) Indirect Costs: The Applicant must support the proposed indirect cost rate with a letter from a cognizant U.S. Government audit agency, a Negotiated Indirect Cost Agreement (NICRA), or with sufficient information (e.g. audited financial statements) for USAID to determine the reasonableness of the rates (For example, a breakdown of labor bases and overhead pools, the method of determining the rate, etc.). In the absence of adequate supporting documentations, all costs will be direct.
- (8) Cost Share: The applicant should estimate the amount of potential contributions of non-USAID or private commercial organizations/firms to this Activity - if any, to be mobilized over the life of the agreement and specify the sources of such resources, where and how it will be used, and the basis of calculation in the budget narrative. In accordance with 2 CFR 200.306, the applicant should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting Cooperative Agreement.
- (9) Program Income
The Recipient shall account for Program Income in accordance with 2 CFR 200.307 – if any. Program Income earned under this award shall be added to the project.

B. In addition, the Cost Application must contain:

- c) Dun and Bradstreet Universal Numbering System (DUNS) Number and System for Award Management (SAM)

Each applicant is required to:

- i. Be registered in SAM when submitting its application;
- ii. Provide a valid DUNS number in its application; and
- iii. Continue to maintain an active SAM registration with current information at all times during which it has an active award or an application or plan under consideration by a Federal awarding agency.

USAID Mali will not make an award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements. If the applicant has not fully complied with the requirements by the time USAID Mali is ready to make the award, USAID Mali may determine that the applicant is not qualified to receive the award and use that determination as a basis for making an award to another applicant.

d) Certifications, Assurances, Other Statements of the Recipient

The required Certifications and Representations, as well as guidance for preparing them can found in ADS 303.3.8 at: <http://www.usaid.gov/sites/default/files/documents/1868/303.pdf>. In accordance with ADS, Certifications must be completed and submitted before the award is finalized. For the purpose of this NFO/Request for Application, the applicants should submit them with the cost application.

Funding Restrictions

There are no funding restrictions applicable to this RFA at this time.

USAID policy is not to award profit under assistance instruments. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement and are in accordance with applicable cost principle under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

D.5. Branding Strategy – Marking Plan

USAID will request and evaluate a branding strategy and marking plan from apparently successful applicants only. This evaluation will not be part of the competitive evaluation set forth in this section and will aim to ensure that the successful applicant have a reasonable strategy for Branding and Marking for the Activity.

1. Branding Strategy – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.

b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all of the following:

(1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.

(2) The intended name of the program, project, or activity (Applicants are encouraged to come with a name different from the one in the subject of the cover letter of this NFO/RFA).

(i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brandmark, with the tagline "from the American people" as found on the USAID Web site at <http://www.usaid.gov/branding> unless Section F of the NFO or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

- (ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.
 - (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
 - (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section F of the NFO or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- (3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.
- (4) Planned communication or program materials used to explain or market the program to beneficiaries.
- (i) Describe the main program message.
 - (ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.
 - (iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, “USAID is from the American People.”
 - (iv) Provide any additional ideas to increase awareness that the American people support this project or program.
- (5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.
- (6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.
- f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- g. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

2. Marking Plan – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a “Marking Plan,” detailing the public communications, commodities, and program materials, and other items that will visibly bear the “USAID Identity,” which comprises of the USAID logo and brandmark, with the tagline “from the American people.” The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at <http://www.usaid.gov/branding>. Section F of the NFO or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Marking Plan must include all of the following:

(1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:

- (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
- (ii) Technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
- (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
- (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
- (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

(2) A table on the program deliverables with the following details:

- (i) The program deliverables that the applicant plans to mark with the USAID Identity;
- (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
- (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
- (iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and
- (v) The rationale for not marking program deliverables.

(3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:

- (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
- (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
- (iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
- (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
- (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
- (vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
- (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

SECTION E – APPLICATION REVIEW INFORMATION

The criteria found in this section are the criteria by which all applications will be individually evaluated. For the purpose of this NFO, technical considerations are more important than cost.

The technical application will be evaluated by a Committee using the following adjectival system:

Outstanding	Proposal meets requirements and indicates an exceptional approach and understanding of the requirements. Strengths far outweigh any weaknesses. Risk of unsuccessful performance is very low.
Good	Proposal meets requirements and indicates a thorough approach and understanding of the requirements. Proposal contains strengths which outweigh any weaknesses. Risk of unsuccessful performance is low.
Satisfactory	Proposal meets requirements and indicates an adequate approach and understanding of the requirements. Strengths and weaknesses are offsetting or will have little or no impact on contract performance. Risk of unsuccessful performance is no worse than moderate.
Marginal	Proposal does not clearly meet requirements and has not demonstrated an adequate approach and understanding of the requirements. The proposal has one or more weaknesses which are not offset by strengths. Risk of unsuccessful performance is high.
Unacceptable	Proposal does not meet requirements and contains one or more deficiencies. Proposal is un-awardable.

The cost application will be evaluated by the Agreement Officer/Agreement Specialist through a cost effectiveness and realism analysis. The Agreement Officer will make the final selection.

The application must contain the applicant's best terms from both technical and cost standpoints. USAID reserves the right, but is not under obligation, to enter into discussions with one or more applicants in order to obtain clarifications, additional details, or to suggest refinements in the proposed Activity, budget, or other aspects of an application, if doing so is determined to be in the best interest of the U.S. Government.

1. Technical Evaluation

Technical applications will be evaluated by a technical evaluation committee using the following criteria.

I. Technical approach

The technical approach will be evaluated on the overall merit (creativity, clarity, analytical depth, state-of-the-art technical knowledge and responsiveness) and feasibility of the approach and strategies proposed to achieve the Activity objective and results.

The technical approach will be evaluated according to the following:

- **Theoretical Framework:** The extent to which the approach is based upon well-considered analysis of international best practices and a contextual analysis of the political, social, economic and cultural dynamics that shape Mali. This includes the conflict dynamics involved. The activities proposed by the applicant logically flow from the Problem Statement and Theory of Change and link to the assumed targets and results.
- **Flexibility:** The extent to which flexibility and adaptability are built into the activities and implementing methodology. Evidence that the applicant has incorporated mechanisms to monitor and evaluate results and evolve to overcome challenges.

- **Inclusion:** The extent to which proposed activities promote the inclusion and leadership of marginalized groups including but, not limited to women, male and female youth, and ethnic minorities. The extent to which gender analysis is mainstreamed into proposed activities ensuring women and girls have equal opportunities to participate in and benefit from the activity.
- **Sub Awards:** The degree to which the applicant's plan for using sub-awards is well thought out with clear linkages to other project activities and to the central theory of change and maximizes the comparative advantage of key partners, if any.
- **Empowerment:** The degree to which the planned activities will empower local organizations and citizens to engage with Government of Mali officials and other decision makers. The extent to which the approach will ensure that local organizations will actively lead the activities and not serve just as passive beneficiaries.

II. Management Approach and Key personnel

- **Management Approach:** The extent to which the roles, responsibilities, skill sets, and level of effort proposed are sufficient to effectively implement the activity and achieve desired results, and the extent to which the proposed organizational structure provides for clear lines of management, supervisory authority, and technical responsibility. Appropriateness of the management approach for the proposed activities. Extent to which the proposed organizational structure addresses all required technical areas and maximizes the comparative advantage of key partners and staff. A clear staffing pattern/ organization chart must be submitted with the proposal.
- **Key Personnel:** The extent to which the proposed key personnel possess relevant management and technical skills for the positions and roles proposed. The extent to which the experience of the proposed key personnel will enable them to serve successfully in the roles proposed in the application.

III. Organizational Capacity and Past Performance

The evaluation under this criterion will focus on the extent to which the application demonstrates successful organizational capacity and past performance implementing previous awards of similar scale and complexity. The sub-criteria are:

- **Organizational Capability:** The extent to which the application demonstrates the organizational capability and capacity to plan, implement, and support similar activities. Extent to which the Applicant's organization is structured to ensure that gender disparities will be adequately addressed.
- **Past Performance:** The extent to which the application and references demonstrate the ability to plan, implement and monitor activities in contexts similar to Mali will be evaluated. The Applicant's track record in managing complex activities that required substantial and sustained collaboration with a large number of collaborators including other USAID implementing partners, host country government officials and agencies, and non-public sector agents as well will be assessed.

USAID will verify or corroborate the following from past performance references:

1. How well an applicant performed;
2. The relevancy of the work performed under the program;
3. Instances of good performance;
4. Instances of poor performance;
5. Significant achievements;
6. Significant problems, and
7. Any indications of excellent or exceptional performance in the most critical areas.

2. Cost and other factors

Cost Effectiveness and Realism

While cost is less important than technical and is not weighted, the cost application of the apparently successful technical application will be evaluated for cost effectiveness including the level of proposed cost share. Other considerations are the completeness of the application, adequacy of budget detail and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured for a responsibility determination.

The cost application will be evaluated for cost effectiveness - reasonableness and realism. Proposed costs may be adjusted, for purposes of evaluation, based on the results of the cost analysis and its assessment of reasonableness, completeness and credibility.

Cost realism will be based on the following considerations:

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

Cost Share

If an applicant submits an application with a cost share, it will be reviewed for realism and considered in relation to the added value it represents to the overall Activity and sustainability.

For U.S. organizations, the review will also verify that the applicant meets the standards set in 2 CFR 200.306.

SECTION F – AWARD ADMINISTRATION INFORMATION

Federal Award Notice

Organizations whose applications have not been selected will be notified as promptly as possible. This notice will explain why the application was not selected.

Award of the agreement contemplated by this request for application 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, the applicant is hereby notified of these requirements and conditions for the award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

Administrative and Policy Requirements

Depending on the type of recipient, the award resulting from this NFO may be administered in accordance with:

U.S. Organizations - 2 CFR 700, 2 CFR 200 – Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards at <http://www.gpo.gov/fdsys/pkg/FR-2013-12-26/pdf/2013-30465.pdf>, and ADS 303 maa, Standard provisions for U.S. Nongovernmental organizations found at <http://www.usaid.gov/pubs/ads/300/303maa.pdf>.

Non U.S. Organizations - Standard provisions for Non U.S. Nongovernmental organizations found at <http://www.usaid.gov/pubs/ads/300/303mab.pdf>.

Reporting Requirements

Financial Reporting

The recipient shall account for expenditures for activities carried out to ensure funds are used for their intended purposes. Financial reports shall be in accordance with 2 CFR 200.327.

(a) Quarterly Report: The recipient must submit an SF 425, the Federal Financial Report, via electronic format to the U.S. Department of Health and Human Services (<http://www.dpm.psc.gov>) within 30 calendar days following the end of each quarter. A copy of this form shall be simultaneously submitted to the Agreement Officer's Representative (AOR) and the USAID/Mali Financial Management Office.

(b) Final Report: The recipient must submit within 90 calendar days following the estimated completion date of this award the original and three (3) copies of the final Federal Financial Reports (SF-425) to: (a) USAID/Washington, M/CFO/CMP-LOC Unit; (b) the Agreement Officer (bamakoao@usaid.gov); (c) the Agreement Officer's Representative (AOR). The electronic version of the final SF 425 must be submitted to the U.S. Department of Health and Human Services (<http://www.dpm.psc.gov>) in accordance with paragraph (a) above.

Electronic copies of the SF-425 can be found at:

http://www.whitehouse.gov/omb/grants/standard_forms/ff_report.pdf

Performance Reporting

- Quarterly Progress Reports

The recipient will prepare and submit to the Agreement Officer Representative (AOR) a quarterly progress report within 30 days after the end of each USG fiscal quarter with the exception of the quarter ending September 30 of each year, when an Annual Report will be required.

The quarterly progress reports must:

- Identify the milestones and describe the achievements of the ending quarter, in relation to planned activities under both the approved work plan and the PMP, disaggregated by gender.
- Re-confirm targeted milestones and planned achievements for the subsequent quarter disaggregated by gender.
- Identify key obstacles or issues encountered (if any) disaggregated by gender describe how they were or will be resolved and recommend, as appropriate, USAID-level (or other) interventions to facilitate timely resolution of issues raised.
- Include a brief summary of achievements during the concluding quarter towards achieving planned targets disaggregated by gender.
- Present at least two (2) success stories (semi-annually) that the Mission might use in reports to either the GOM or USAID/Washington. At least one should address gender.

- Annual Report

The recipient will submit an annual report for the concluding year, which shall be submitted within 30 calendar days following the close of the USG fiscal year (September 30). Specific information on the July – September quarter will be included as part of the annual report.

In addition to meeting the above requirements, the annual report shall include a discussion, supported with quantitative and qualitative evidence of results achieved to date, disaggregated by sex as possible and appropriate. This data shall remain auditable under the terms of the award and USAID program implementation procedures. Moreover, the annual report shall identify and discuss Activity interventions that led to substantial, sustained achievement of results. Such discussions will be instrumental in helping USAID/Mali to complete annual reports to USAID/Washington on overall Activity and program impact. The recipient will be asked to deliver a presentation based on the annual report to the USAID/Mali mission in English, French or both languages.

- Annual Workplan

Annual Workplans shall be required of the recipient that will detail the work to be accomplished during the upcoming year. The first year draft workplan is due with the application and will be finalized 45 days after start of Agreement. Annual workplans thereafter are due one month prior to the start of the following year of implementation and will be approved by the AOR.

- Monitoring and Evaluation Plans

The applicant shall submit a draft M&E plan with the application which will be finalized within 45 days after the award. The final M&E plan must contain baseline information. Updates to the M&E Plan can be made annually in collaboration with USAID.

- Close-out Plan

Three months prior to the completion date of the Cooperative Agreement, the Recipient shall submit a Close-out Plan to the Agreement Officer and AOR. The close-out plan shall include, at a minimum, an illustrative Property Disposition plan; a plan for phase out of in-country operations; a delivery schedule for all reports or other deliverables required under the Agreement; and a timeline for completing all required actions in the Plan.

- **Final Report**

In accordance with 2 CFR 328, the recipient must submit a final performance report within ninety (90) days following the estimated completion date of the Agreement. The end-of-Activity report will summarize the major achievements and results, outcomes and outputs under the Activity, as well as obstacles overcome and remaining challenges, all disaggregated by gender if possible and appropriate.

Development Experience Clearinghouse (DEC) Requirements

The recipient will be required to submit deliverables and reports to the Development Experience Clearinghouse. The following reports are development experience documentation:

- Performance reports (quarterly, semi-annual, or annual).
- Annual, semi-annual, or quarterly reports describing the progress and accomplishments of the USAID-funded activity or project.
- Final performance reports submitted 90 days after the expiration or termination of the award.

Submissions are done at the following DEC address: <http://www.usaid.gov/results-and-data/information-resources/development-experience-clearinghouse-dec>

SECTION G - AGENCY CONTACTS

The Agency Agreement Office for this Award is:

USAID/MALI/AAO
Bamako, Mali
bamakoao@usaid.gov

SECTION H – OTHER INFORMATION -ANNEXES

ANNEX 1 - APPLICABLE DOCUMENTS POLICIES AND INITIATIVES

- La constitution du Mali
- Transparency Code
- USAID Water Policy http://www.usaid.gov/sites/default/files/documents/1865/USAID_Water_Strategy_3.pdf
- Do No Harm Framework: <http://www.cdacollaborative.org/media/52500/Do-No-Harm-Handbook.pdf>
- USG Women's, Peace and Security
- USAID Mali Results Framework http://www.usaid.gov/sites/default/files/documents/1860/Mali%20Results%20Framework%20Paper_Website%20version-Final%20with%20DMD%20edits_0.pdf
- Presidential Memorandum on Civil Society Sept 23, 2014 <https://www.whitehouse.gov/the-press-office/2014/09/23/presidential-memorandum-civil-society>

ANNEX 2 – CERTIFICATIONS, ASSURANCES, OTHER STATEMENTS OF THE RECIPIENT AND REPRESENTATIONS

A. CERTIFICATIONS AND ASSURANCES

1. Certification Regarding Lobbying

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

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

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

(3) The undersigned must require that the language of this certification be included in the award documents for all subawards at all tiers (including contracts, subawards, and contracts under grants, loans, and cooperative agreements) and that all subrecipients must certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification will be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

2. Statement for Loan Guarantees and Loan Insurance

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

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

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

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

4. Certification Regarding Terrorist Financing, Implementing Executive Order 13224

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

1. The Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3. The Certification in the preceding sentence will not be deemed applicable to material support or resources provided by the Recipient pursuant to an authorization contained in one or more applicable licenses issued by the U.S. Treasury's Office of Foreign Assets Control (OFAC).
2. The following steps may enable the Recipient to comply with its obligations under paragraph 1:
 - a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of [Specially Designated Nationals and Blocked Persons](#), which is maintained by OFAC, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Recipient.
 - b. Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al-Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's Web site: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.
 - c. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.
 - d. The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.
3. For purposes of this Certification -
 - a. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safehouses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials."
 - (i) "Training" means instruction or teaching designed to impart a specific skill, as opposed to general knowledge.
 - (ii) "Expert advice or assistance" means advice or assistance derived from scientific, technical, or other specialized knowledge.

- b. "Terrorist act" means -
 - (i) an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: <http://untreaty.un.org/English/Terrorism.asp>); or
 - (ii) an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or
 - (iii) any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.
- c. "Entity" means a partnership, association, corporation, or other organization, group or subgroup.
- d. References in this Certification to the provision of material support and resources must not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the Recipient has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.
- e. The Recipient's obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Recipient has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

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

5. Certification Regarding Trafficking in Persons, Implementing Title XVII of the National Defense Authorization Act for Fiscal Year 2013

Note: This certification must be completed prior to receiving an award with an estimated value that exceeds \$500,000, and must be submitted to the Agreement Officer annually during the term of the award.

By signing below, the applicant or recipient, as applicable, through its duly designated representative, after having conducted due diligence, hereby certifies that:

1. The applicant/recipient has implemented a compliance plan to prevent the prohibited activities identified in section (a) of the Mandatory Provision "Trafficking in Persons" and is in compliance with that plan;
2. The application/recipient has implemented procedures to prevent any activities described in section (a) of the Mandatory Provision "Trafficking in Persons" and to monitor, detect, and terminate any contractor, sub-awardee, employee, or other agent of the applicant/recipient engaging in any activities described in such section; and
3. To the best of the representative's knowledge, neither the applicant/recipient, nor any employee, contractor, or sub-awardee of the applicant/recipient, nor any agent of the applicant/recipient or of such a contractor or sub-awardee, is engaged in any of the activities described in section (a) the Mandatory Provision "Trafficking in Persons."

6. Certification of Recipient

By signing below the recipient provides certifications and assurances for (1) the Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs, (2) the Certification Regarding Lobbying, (3) the Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206), (4) the Certification Regarding Terrorist Financing Implementing Executive Order 13224, and (5) the Certification Regarding Trafficking in Persons above.

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

NFO/Request for Application No. _____
Application No. _____
Date of Application _____
Name of Recipient _____
Typed Name and Title _____

Signature _____
Date _____

7. Key Individual Certification Narcotics Offenses and Drug Trafficking

I hereby certify that within the last ten years:

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

Signature: _____
Date: _____
Name: _____
Title/Position: _____
Organization: _____
Address: _____

Date of Birth: _____

NOTICE:

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

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

8. Participant Certification Narcotics Offenses and Drug Trafficking

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

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

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

Signature: _____

Name: _____

Date: _____

Address: _____

Date of Birth: _____

NOTICE:

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

B. Other Statements of Recipient

1. Authorized Individuals

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

Name Title Telephone No.

_____	_____	_____
_____	_____	_____
_____	_____	_____

2. Taxpayer Identification Number (TIN)

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

TIN: _____

3. Data Universal Numbering System (DUNS) Number

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

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

- (1) Recipient's name.
- (2) Recipient's address.

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

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

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

DUNS: _____

4. Letter of Credit (LOC) Number

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

LOC: _____

5. Procurement Information

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

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

\$ _____

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

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

(d) Source If the recipient plans to purchase any goods/commodities which are not in accordance with the Standard Provision "USAID Eligibility Rules for Procurement of Commodities and Services," indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, and probable source. "Source" means the country from which a commodity is shipped to the cooperating country or the cooperating country itself if the commodity is located in the cooperating country at the time of purchase. However, where a commodity is shipped from a free port or bonded warehouse in the form in which received, "source" means the country from which the commodity was shipped to the free port or bonded warehouse. Additionally, "available for purchase" includes "offered for sale at the time of purchase" if the commodity is listed in a vendor's catalog or other statement of inventory, kept as part of the vendor's customary business practices and regularly offered for sale, even if the commodities are not physically on the vendors' shelves or even in the source country at the time of the order. In such cases, the recipient must document that the commodity was listed in the vendor's catalog or other statement of inventory; that the vendor has a regular and customary business practice of selling the commodity through "just in time" or other similar inventory

practices; and the recipient did not engage the vendor to list the commodity in its catalog or other statement of inventory just to fulfill the recipient's request for the commodity.

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

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

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

(f) Supplier Nationality. If the recipient plans to purchase any goods or services from suppliers of goods and services whose nationality is not in accordance with the Standard Provision "USAID Eligibility Rules for Procurement of Commodities and Services," indicate below (using a continuation page, as necessary) the types and quantities of each good or service, estimated costs of each, probable nationality of each non-U.S. supplier of each good or service, and the rationale for purchasing from a non-U.S. supplier.

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

6. Type of Organization

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

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

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

8. Estimated Costs of Communications Products

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

C. REPRESENTATIONS

1. Prohibition on Providing Federal Assistance to Entities that Require Certain Internal Confidentiality Agreements – Representation

(a) In accordance with section 743 of Division E, Title VII, of the Consolidated and further Continuing Resolution Appropriations Act, 2015 (Pub. L. 113-235), Government agencies are not permitted to use funds appropriated (or otherwise made available) under that or any other Act for providing federal assistance to an entity that requires employees, subawardees or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, subawardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(b) The prohibition in paragraph (a) of this provision does not contravene requirements applicable to Standard Form 312, Form 4414, or any other form issued by a Federal department or agency governing the nondisclosure of classified information.

(c) By submission of its application, the prospective recipient represents that it does not require employees, subawardees, or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, subawardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

2. Representation by Organization Regarding A Delinquent Tax Liability Or A Felony Criminal Conviction (August 2014)

(a) In accordance with section 7073 of the Consolidated Appropriations Act, 2014 (Pub. L. 113-76) none of the funds made available by that Act may be used to enter into an assistance award with any organization that –

- (1) Was “convicted of a felony criminal violation under any Federal law within the preceding 24 months, where the awarding agency has direct knowledge of the conviction, unless the agency has considered, in accordance with its procedures, that this further action is not necessary to protect the interests of the Government”; or
- (2) Has any “unpaid Federal tax liability that has been assessed for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, where the awarding agency has direct knowledge of the unpaid tax liability, unless the Federal agency has considered, in accordance with its procedures, that this further action is not necessary to protect the interests of the Government”.

For the purposes of section 7073, it is USAID’s policy that no award may be made to any organization covered by (1) or (2) above, unless the M/OAA Compliance Division has made a determination that suspension or debarment is not necessary to protect the interests of the Government.

(b) Applicant Representation:

- (1) The Applicant represents that it is ☐ is not ☐ an organization that was convicted of a felony criminal violation under a Federal law within the preceding 24 months.
- (2) The Applicant represents that it is ☐ is not ☐ an organization that has any unpaid Federal tax liability that has been assessed for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability.

ANNEX 3: ILLUSTRATIVE LOCAL COMPENSATION PLAN

Grade	Basic Rate	Currency	Salary Minimum	Salary Maximum	Job Title (Function)
	No Benefits included		Step - 1	Step - 13	Titles
FSN - 1	Annual	Mali	1,431,560	2,218,916	Janitor
		F.CFA			Driver
FSN - 2	Annual	Mali	1,815,615	2,814,207	Janitor – Gardener - Warehouseman
		F.CFA			File Clerk - Duplicating Equipment Operator
FSN - 3	Annual	Mali	2,398,999	3,718,447	Guard - Mail Clerk
		F.CFA			Clerk Typist - Distribution Clerk
FSN - 4	Annual	Mali	2,723,862	4,221,990	Clerk Typist - Receptionist
		F.CFA			Office Machine Repairman - Telephone Operator
FSN - 5	Annual	Mali	3,480,991	5,395,531	Clerk Typist – Voucher Examiner
		F.CFA			Supply Clerk - Data Entry Clerk
					Telephone Operator - Shipment Assist
FSN - 6	Annual	Mali	4,564,497	7,074,969	Document Control Clerk - Files mgt Supervisor
		F.CFA			Cashier
					Motor Pool Supervisor
					Property Records Supervisor
FSN - 7	Annual	Mali	5,898,117	9,142,089	Secretary , Office Manager
		F.CFA			Maintenance Foreman - Maintenance Inspector
					Procurement Assistant
					Cashier
FSN - 8	Annual	Mali	7,724,440	11,972,872	Payroll Liaison Assist; Admin Assist.
		F.CFA			Shipment Specialist
					Development Program Assistant
					Project Mgt Assistant
					Voucher Examiner; Property Mgt Supervisor
FSN - 9	Annual	Mali	10,567,773	16,380,045	Budget Analyst
		F.CFA			Maintenance Specialist
					Human Resources Assistant
					Procurement Specialist
					Management Assist
FSN 10	Annual	Mali	12,311,218	19,082,374	Dev Assist Specialist
		F.CFA			Supervisory Voucher Examiner
					Project Management Specialist
FSN 11	Annual	Mali	14,434,295	22,373,159	Financial Spt Advisor; Monitoring & Evaluation Specialist
		F.CFA			Dev Program Specialist/Budget; Conflict Advisor
					Executive Specialist (Admin) - Systems Administrator
					Project Management Specialist
FSN 12	Annual	Mali	17,413,806	26,991,390	Chief Accountant
		F.CFA			Supervisory Financial Support Advisor
					Development Program Specialist
					Project Management Specialist