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EGYPT

USAID/EGYPT

ANNUAL PROGRAM STATEMENT (APS)

Title: CULTURAL HERITAGE TOURISM IN EGYPT

APS NUMBER: 263-14-000008

Issuance Date: June 17, 2014

Deadline For Questions: July 2, 2014

Round 1 Due Date of Applications: August 15, 2014

Issuance Date: June 17, 2014

OVERVIEW

Pursuant to the Foreign Assistance Act of 1961, as amended, the United States Government (USG), as represented by the U.S. Agency for International Development in Egypt (USAID/Egypt), invites applications for funding from qualified U.S. and Egyptian, non-profit or for-profit non-governmental organizations (NGOs), private universities and foundations and private enterprises to carry out activities that promote conservation and effective management of cultural heritage tourism resources in Egypt. USAID will not accept applications from individuals.

All applicants must be legally recognized entities under applicable law.

Cost share is encouraged under this APS to demonstrate goodwill and commitment. Any cost share may be in-kind (such as volunteer labor or use of equipment/facilities at no cost to USAID) or cash investments or a combination of the two. A significant cost share (10% or above) shows commitment and will increase the likelihood of a successful application.

The purpose of this APS is to disseminate information to prospective applicants so that they may develop and submit applications for funding by USAID. This APS: (A) describes the types of activities and outcomes for which applications will be considered; (B) describes the funding available and the process and requirement for submitting applications; and (C) explains the criteria for evaluating applications. USAID/Egypt anticipates awarding multiple grants and/or cooperative agreements as a result of this APS.

This APS will be open until June 15, 2015. USAID reserves the right to request applications at any point before June 15, 2015. Presently, applications in this round are due no later than August 15, 2014. No applications will be received for this APS round 1 after August 15, 2014. Please direct questions concerning this APS to the following points of contact at the USAID/Egypt Mission: Albert Carrera, Agreement Officer, via email at acarrera@usaid.gov; and Mervat Nakhla, Acquisition Specialist, via email at mnakhla@usaid.gov

Sincerely,



Ralph Koehring
Director, Office of Procurement

BACKGROUND

Egypt's travel and tourism sector is an important part of the economy and has potential for growth and to be more of a driver of economic recovery and job creation. Egypt holds unique assets as a tourism destination as it owns approximately one-third of the world's antiquities. As one of the country's main tourist attractions, they are an important economic asset, capable of creating jobs and income for Egyptians. Since 1993, USAID has funded more than 70 conservation and training projects in partnership with the Egyptian antiquities sector. Projects have addressed sites covering a range of historical periods in different locations including Cairo, Luxor, Alexandria, Sohag, the Red Sea and others. Projects have primarily included conservation, restoration, documentation and capacity building.

The positive impact of tourism can be increased through enhancing linkages with other local economic sectors such as agriculture and small enterprises while increasing revenue retention and creation of employment opportunities for people in communities near cultural heritage sites. Improved local economic linkages can be achieved through tourism demand for local goods and services, and the development of more opportunities for local businesses. Because cultural tourists tend to have higher incomes and consume more domestic services than those visiting larger scale beach-based tourism facilities in Egypt, additional investment in the conservation and maintenance/management of the cultural heritage resources makes economic sense. However some of Egypt's heritage resources are being lost to deterioration or theft brought about by a downturn in the economy, inadequate maintenance, management or neglect. Cultural heritage investments should help Egypt protect its sites and artifacts.

This APS is part of the Sustainable Investment in Tourism in Egypt project (SITE). The SITE project is designed to improve management, conservation and promotion of heritage, to draw economic benefits from tourism development via a focus on cultural tourism promotion and to build capacity among tourism industry employees.

FUNDING

Subject to the availability of funds, a total of up to 165 million Egyptian Pounds (EGP) are expected to be available to support activities under this APS. USAID/Egypt retains the right to fund any or none of the applications submitted in response to this APS. Funds under this APS are available to support short-term response programs (generally with duration up to twelve months) as well as longer-term programs (generally with duration from twelve months up to 42 months).

It is expected that EGP grants provided through this mechanism will range in value from 2.13 million to a maximum of 63.9 million EGP. USAID reserves the right to award grants in excess of these limits in certain situations depending on the grant timeframe, the applicant's institutional capacity, the geographic scope of the proposed program, and the type and extent of partnership or other teaming arrangements that are proposed.

To the extent that U.S. dollars are required to fund any part of a proposal, organizations should state the need in their applications and propose how they plan to convert the EGP into U.S. dollars. Applicants must provide the reasons and justification for the dollars and what it will cost for the conversion.

USAID/Egypt anticipates making up to 10 grants through this APS. If additional funding becomes available, an amendment to this APS could be issued to fund additional activities.

PRIORITIES AND EXPECTED OUTCOMES

The APS invites organizations with relevant capacity and experience to submit proposals which will conserve, preserve and promote more effective management of Egypt's cultural heritage resources with the aim of enhancing cultural tourism potential. Applicants are encouraged to propose innovative approaches to build linkages between local businesses, affected communities and tourism. Given the downturn in the economy applicants should also give priority to generating employment in communities near targeted sites.

Below is an **illustrative** list of priorities and expected outcomes. USAID is willing to consider other priorities if they have significant potential for generating cultural tourism revenues (both international and domestic tourism).

- **Built heritage conserved utilizing original materials, design and construction techniques, maintaining integrity of the building/s and historical value**
 - a) Sites stabilized and secured
 - b) Sites cleaned
 - c) Sites documented
 - d) Sites interpreted for tourism use
 - e) Signage and site interpretation plans developed
 - f) Print or electronic media used in outreach to explain heritage sites to public
- **International standards of conservation applied and documented**
 - a) Acknowledged scientific methods applied in conservation, to be documented and made accessible
 - b) Research or information necessary for intervention documented and utilized to guide process
- **Short or long term jobs employing Egyptians of different skill levels to develop and maintain cultural heritage resources**
 - a) Skilled/unskilled labor employed in development and implementation of conservation activity
 - b) Enhanced local capacity to manage cultural sites and apply international standards
- **Site management plans involving key stakeholders established, taking into consideration historical, economic and social values**
 - a) Plans guiding use by public sector, tourism, and communities in place
 - b) Plans focused on effective operation and maintenance of sites
 - c) Stakeholders involved in plan design/public awareness and education to safeguard sites
 - d) Coordination with tourism sector on use of heritage sites

- **Skills improved and capacity of Egyptians to manage sites increased**

- a) Field school training in areas such as conservation, restoration, documentation, archeology, urban planning implemented
- b) Capacity building in the area of site management and maintenance
- c) Community education services established in association with cultural heritage site

Geographical preference will be given to proposed activities in or around Cairo, Alexandria, Luxor and Aswan. Other areas may be considered.

APPLICATION PROCESS

Proposed programs should have an estimated value and performance period that is within the parameters described in the APS Section entitled Funding and the interest areas described in the priorities and outcomes section. USAID/Egypt may opt to exclude from further consideration any submission that is not within these parameters, does not have a realistic approach to accomplishing intended results, or is lacking significant pieces of the required application. No program expenditures will be paid by USAID/Egypt, except those covered in a grant signed by the USAID Agreement Officer. USAID reserves the right to fund any or none of the applications received.

A. Step One: Submit Application (not to exceed 13 pages in total)

Eligible organizations interested in applying for a grant in response to this APS are invited to submit an application and budget summary via e-mail to EGAPS@USAID.GOV. **Applications and all supporting materials must be submitted in English using font size 11 or larger.** No later than August 15, 2014.

A recommended template for the application and the budget submission are attached. In developing the submission, the applicant should carefully consider all information contained in this APS. The applicant bears full and sole responsibility for the final application submitted to USAID before the closing date of this APS.

For Step One, the applicant should submit:

1. Program Summary (Attachment 1) (not to exceed 10 pages) including:

- a. Strategy - Explain the specific problem to be addressed, the expected goals to be achieved, how this program supports the priorities in this APS, and a short description of the strategy/approach to be used to achieve the proposed goals.
- b. Beneficiary Population, Geographic Range of the Program and Gender - Define the expected numbers and type of beneficiaries of this program, and the geographic area in Egypt in which the proposed program will be conducted. All applications should include a statement addressing any gender issues, such as how the program benefits or includes women or how the applicant proposes to address gender disparity.
- c. Development Plan and Activity Description - Include a concise description of the activities that will be undertaken to achieve the proposed results and goals, and provide a general time line. Provide a

description of historical or cultural significance of the site/area; details of current condition of preservation or management or use; current legal or institutional status of site, if owned and managed by government, private individual or commercial institution; current use of site, if operating as a tourist destination or otherwise; information regarding the surrounding community and their relation to the site. Provide evidence that relevant permits and licenses can be obtained from the Ministry of Antiquities and other relevant Government of Egypt bodies. Management plans should include a focus on how sites will be operated and maintained after completion of project. Applicants are encouraged to consider developing site management plans for sites that may not require conservation/preservation work but lack effective plans for managing cultural heritage sites.

- d. Expected Output, Outcome and Impact - Applicants are encouraged to quantify expected results to the best of their ability in a monitoring plan for activities and achievement of results that contribute to improving cultural heritage sites while providing employment. A mid-term and final evaluation will be planned by USAID for the Cultural Heritage component of the SITE project. The mid-term evaluation will focus on progress to date, identifying what is working as well as problems, and discuss possible project reorientation options as necessary.

In selection of potential activities, applicants should prioritize those with significant potential for generating new revenue or employment opportunities. In addition the involvement of local communities in planning and implementation, the types and number of site management plans developed and/or approved standards of conservation applied and documented, skills improved and capacity of Egyptians to manage cultural sites are to be included. Applicants should clearly state how the results, impacts, progress, achievement, and sustainability, are measured and monitored. Applicants should also address project assumptions, risks and constraints.

2. Technical / Administrative Capabilities (See Attachment 1) (not to exceed 1 page):

Describe your organization's technical and administrative capabilities and past experience in conducting programs similar to the one proposed. Describe any partnership, consortium or coalition arrangements for the purposes of achieving the proposed results.

3. Past Performance (Attachment 2) (no page limit):

In a separate attachment, the application must list any similar or related programs conducted by the applicant or its partners over the past three years and include a brief statement of work performed. Past performance information can be provided in a separate attachment, with no page limits. Reference information must include the location, award numbers (if available/applicable), a brief description of work performed and a point of contact for the award with current telephone numbers and/or e-mail. References other than those provided by the applicant may be contacted. A recommended template for providing past performance information is attached.

4. Budget Summary (Attachment 3) (not to exceed 2 pages):

The notional summary budget must include total estimated cost for the life of the program and a brief cost breakdown of individual line items for specific costs which the applicant expects to incur. The life of the project should be clearly indicated in the budget. Costs can include, but are not limited to: personnel salaries, fringe benefits, office rent, utilities, equipment, communications, workshops, and local travel. The budget should clearly identify any cost share resources in cash that the applicant will be providing. In

addition, in the cases where there is a partnership with the private sector, please highlight the amount leveraged (cash and in-kind). **Budgets should be presented in Egyptian Pounds.** To the extent that U.S. dollars are required to fund any part of a proposal, organizations should state the need in their applications and propose how they plan to convert the EGP into U.S. dollars. Applicants must provide the reasons and justification for the dollars and what it will cost for the conversion. (Budget templates are attached with this APS.)

Successful applicants will be expected to implement activities in compliance with USAID regulations defined in Title 22, Code of Federal Regulations, Part 216 (22 CFR 216). Prior to award, USAID will prepare an Initial Environmental Examination (IEE) covering the types of activities expected to be implemented under this APS. The IEE will provide guidance to applicants regarding which activities can be implemented without additional consideration and which may require consideration of additional environmental analysis, monitoring and/or mitigation measures. For more information regarding USAID's environmental compliance regulations, applicants are referred to the web-site www.usaid.gov/our_work/environment/compliance/regulations-procedures

B. Step 2: USAID Review of Application

A successful grant application will propose a program or project that is responsive to the objectives of this APS, and is evaluated favorably in light of how the activity will advance the following:

1. proposed program creates short- or long-term employment in local communities;
2. proposed program conservation/preservation work meets international standards;
3. proposed program develops site management plans with input from key stakeholders;
4. proposed program promotes other development objectives including women empowerment and innovative use of science and technology;
5. proposed program develops skills and capacity of Egyptians to manage sites;
6. proposed budget is realistic and contains adequate cost share.

The three main evaluation factors to be considered are listed in descending order of importance: Technical Merit, Organizational and Team Capability and Past Performance. All Cost factors are important than the Cost Effectiveness factor.

1. Technical Merit

The technical merit factor has the following Technical Approach, subfactors listed in order of importance: Strategic Fit, Sustainability, and Gender.

Often, a grant application representing a partnership or consortium between two or more organizations, with a primary applicant in the lead, greatly enhances the evaluated technical merit of a proposed program. Partnerships that build on the relative strengths of participating organizations, with clearly defined roles and responsibilities of each organization in the proposal, may positively affect the evaluated merit of a proposal. Applicants are encouraged to consider partnerships and coalitions, as appropriate, to broaden geographic diversity of participating organizations and implemented activities and promote greater inclusion. Where such partnerships and consortia include sub-grant relationships, the terms and conditions of such sub-grants should be clearly described in the proposal as well as the organization's capacity and experience in managing sub-grants.

- a. **Technical Approach:** The extent to which the proposed technical approach can reasonably be expected to produce the intended results in a specific timeframe. In most cases this will mean that cultural heritage sites are successfully conserved or planned phases of conservation completed, additional employment generated among some defined population, appropriate site management plans developed and trained staff in place to manage the cultural resources.
- b. **Strategic Fit:** The degree to which the program will make a significant contribution towards achieving output, outcome, or impact in the areas of interest and addressing a specific unmet need.
- c. **Sustainability:** The extent to which stakeholders will be involved in the planning and implementation of relevant projects and skilled to maintain project sites as well as incorporating financial sustainability options in the proposed site management plans.
- d. **Gender:** The effectiveness of the applicant's approach to gender issues pertaining to the proposed program and how the applicant proposes to address the issues. The technical approach in the proposal should also include gender considerations with a focus on the participation and benefits to each gender group.

2. Organizational and Team Capability

Organizational Capability: Effectiveness in terms of internal structure, technical capacity, pertinent work experience, appropriate key personnel (including the CV of the proposed project director or equivalent), an adequate balance of qualified Egyptian staff and a monitoring plan to meet its proposed project goals. Partnership arrangements, if any, with other organizations, which enhance the effectiveness and capabilities of program implementation, should be noted. Applicants are also encouraged to propose capacity building for partners for institutional strengthening and to contribute to program implementation and for the achievement of results and impacts, as applicable.

3. Past Performance

Past Performance: All applicants will be subject to a past performance review, including references, with emphasis on prior projects, if any, which are similar to the project which is proposed. Applicants are expected to provide adequate information relative to work performed, location and award numbers. Adherence to schedules, ability to control costs, history of reasonable and cooperative behavior and demonstrated performance will be reviewed.

4. Cost Effectiveness

Cost effectiveness is a significant factor but of less importance than the non-cost factors. A proposal may be recommended for funding based predominantly on the other criteria. The cost proposal will be evaluated for cost effectiveness and cost realism before a final funding decision is made. However, applicants are also encouraged to consider partnership arrangements that enhance the cost effectiveness of program implementation and provide other important benefits as well.

A realistic commitment to cost share is generally viewed as enhancing the evaluated cost effectiveness of a program. The payment of any local taxes and fees shall be included as a cost share. **Please note that cost share is specifically tracked by USAID during program implementation to ensure compliance.**

C. Step Three: Negotiation and Agreement of Grant Terms

If USAID's review results in a recommendation for funding, then the organization and USAID/Egypt will enter final discussions to ensure all pre-award requirements are met and significant grant terms are negotiated and agreed. The exact details of this phase will vary according to the circumstances pertaining to each application; however, the following are common areas that require discussion and agreement prior to award:

1. Branding Strategy and Marking Plan

The organization will be requested to propose a branding strategy and marking plan that provides for appropriate acknowledgment of USAID/Egypt support, and will become a material element of the grant. It should be noted that USAID/Egypt maintains flexibility in branding approaches depending upon the type of activities proposed and the specific conditions of program implementation. For example, a statement of acknowledgment of support could be used when both the organization and USAID deem this to be appropriate.

Important, useful information on USAID's branding and marking policy can be found in USAID's on-line Automated Directive System (ADS) Chapter 320. ADS Chapter 320 sections concerning "assistance" apply to this APS. ADS Chapter 320 sections concerning "acquisition" do not apply to this APS. ADS Chapter 320 can be found on the USAID website: <http://www.usaid.gov/policy/ads/300/320.pdf>

A helpful list of Frequently Asked Questions (FAQs) about branding and marking can also be found on the USAID website:

<http://www.usaid.gov/branding/assistance-awards/frequently-asked-questions-marking-requirements-assistance-awards>

2. Monitoring & Evaluation

A preliminary Performance Management Plan (PMP) will be prepared by USAID/Egypt to measure the anticipated results under the APS. Individual grant PMPs must contribute to the overall APS PMP. Each grant that is awarded under the APS will be required to have a section on monitoring and the process of data collection. Each grant will have both a monitoring and an evaluation section. The monitoring and evaluation section shall spell out in detail the required actions and activities to be undertaken by the awardee or recipient to guarantee that evaluation planning, baseline data gathering, periodic monitoring, adequate periodic performance reporting and other activities to facilitate the implementation of evaluations. The evaluations will examine the extent to which activities have achieved their intended results, estimate the overall development impact of USAID-financed activities and recommend any activity modifications needed to improve performance.

3. Payment Terms will be in Egyptian Pounds (EGP) and may include payment through the provision of advances, or payment through fixed obligation grants based on the establishment of program benchmarks.

4. Administrative Procedures may include items concerning administrative reporting and logistical requirements for the program including training components. Quarterly reports will be required that include a focus on progress, identification of problems and actions to be taken during the next reporting period.

5. Cost Sharing Terms where applicable include any customs duties, sales taxes, social insurance taxes or other applicable local taxes and fees paid by the applicant that are directly related to the proposed grant will be included as a cost-share for the grant. Other cost share contributions are encouraged.

6. USAID-Desired Involvement during the implementation of the award, if it is substantial, a 'cooperative agreement' form of grant may be awarded, which will contain the details of USAID's involvement.

7. Other Award Terms may be included, such as audit, special provisions and/or special award conditions.

USAID EVALUATION AND FUNDING DECISION

A. Schedule of the Evaluation Process

USAID will review applications on a rolling basis as they are received before August 15, 2014 for Round One of the APS. USAID reserves the right to have additional round of applications up until June 15, 2015. USAID/Egypt will inform unsuccessful applicants in writing, explaining briefly why the application was not selected for funding. Applicants may request an oral briefing within 10 days of receiving this notification.

B. Pre-Award Responsibility Determination

A pre-award evaluation will be conducted and will include an examination of the application's budget details to ensure it is a realistic financial expression of the proposed program and does not contain estimated costs that may be unreasonable or unable to be charged under the program. Staff salaries will be considered reasonable to the extent that they are comparable to that paid for similar work in the relevant labor market; salary history will not be used to determine the salary range for a particular job category.

An additional pre-award 'survey' or assessment may be conducted if there is uncertainty about the organization's capacity to perform financially or technically, or if the organization has never had a USAID award, has not had any U.S. Government award over the last five years, or if for any other reason the Agreement Officer determines a pre-award survey is in the best interest of USAID. The areas covered by a pre-award survey or assessment will vary according to circumstances, but may include reviews to ensure the organization meets the necessary standards for financial management, program management, property, procurement, reports and records, internal controls, is in good financial standing, and has the technical capacity to conduct the proposed program.

OTHER INFORMATION

A. Policy and Procedure

USAID Automated Directive System (ADS), Chapter 303, contains USAID policy and procedures concerning "Grants and Cooperative Agreements to Non-governmental Organizations" and is available on our agency website: <http://www.usaid.gov/policy/ads/300/303.pdf>.

Awards will include language prohibiting transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism; the same will be required in all subcontracts and sub-awards.

Copies of referenced documents may be found via USAID ADS Chapter 303, including links to other websites. Copies of the referenced documents may also be requested from the points of contact listed in this APS.

B. A grant application will not be viewed as more desirable over another simply because it has a higher budget. Programs with modest scope and budget, which are viewed as having a strong potential for positive impact and results, are preferred over more expensive, less effective programs.

There are numerous firms and organizations that offer to provide assistance in preparing grant applications. The utilization of such services is at the sole discretion of the grant applicant. USAID does not endorse any of these or require their use with respect to this APS. Further, any costs incurred for such services would not be reimbursable by USAID, in the event a Grant was issued.

It is possible that a proposal recommended for funding does not actually result in a grant award, due to insufficient availability of funding, or because an the organization is deemed not sufficiently capable of managing a USAID grant, or for other reason(s), which will be provided to the applicant.

A decision not to fund a program may occur at any phase of the evaluation process. No program expenditures will be paid by USAID/Egypt, except those covered in a grant signed by the USAID Agreement Officer. USAID reserves the right to fund any or none of the applications received.

C. Environmental Compliance

Successful applicants will be expected to implement activities in compliance with USAID regulations defined in Title 22, Code of Federal Regulations, Part 216 (22 CFR 216). Prior to award, USAID will prepare an Initial Environmental Examination (IEE) covering the types of activities expected to be implemented under this APS. The IEE will provide guidance to applicants regarding which activities can be implemented without additional consideration and which may require consideration of additional environmental analysis, monitoring and/or mitigation measures. For more information regarding USAID's environmental compliance regulations, applicants are referred to the web-site:
http://www.usaid.gov/our_work/environment/compliance/regulations.html

Attachment 2

PAST PERFORMANCE REFERENCES

Program Name:

Program Location:

Funding Source/Organization:

Award Number:

Award Duration:

Award Amount:

Contact Information:

Name:

Phone Number:

Email:

Program Description:

