



Issuance Date: June 1, 2012
Closing Date: July 13, 2012
Closing Time: 12:00 Noon Eastern Standard Time

Subject: Request for Applications (RFA) Number: RFA-OAA-12-000024

RFA Title: Development and expansion of economic assistance programs that fully utilize cooperatives and credit unions

The United States Agency for International Development (USAID) as represented by the Office of Innovation Development Alliances, Local Sustainability Division (IDEA/LS) is seeking applications for an Assistance Agreement for funding a program for "Development and expansion of economic assistance programs that fully utilize cooperatives and credit unions". The authority for this RFA is found in the Foreign Assistance Act of 1961, as amended, Sections 111, 123, 601 and those sections that establish the legislative framework for the award of grants.

The Recipient will be responsible for diligent pursuit of the Cooperative Development Program (CDP) objective: to significantly increase access to self-reliant cooperative enterprises in USAID-assisted countries that meet the evolving needs of their members, contribute to the quality of member lives, to their communities and nations. The cooperative enterprises assisted should make direct, tangible and significant contributions to one or more of the following USAID priorities: Afghanistan and Pakistan, the President's Global Engagement Initiative, food security, global climate change, foundations of economic growth, water, democracy and governance and global health. Please refer to the Program Description for a complete statement of goals and expected results.

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

Subject to the availability of funds, USAID intends to provide approximately \$4.25 million in total USAID funding to be allocated to be expended over a period of up to three years. USAID reserves the right to fund any or none of the applications submitted.

For the purposes of this program, this RFA consists of this cover letter and the following:

Section I - Funding Opportunity Description
Section II - Award Information
Section III - Eligibility Information
Section IV - Application and Submission Information
Section V - Award Review Information

Section VI – Award Administration Information
Section VII – Agency Contacts
Section VIII – Other Information
Section A – Annexes A- J

For the purposes of this RFA, the term "Grant" is synonymous with "Fixed Obligation Grant" and with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer".

Applications must be received by the closing date and time indicated at the top of this cover letter at the place designated below for receipt of applications. Applications and modifications thereof shall be submitted in envelopes with the name and address of the applicant and USAID RFA # SOL-OAA-12-00000 inscribed thereon, to:

(By U.S. Mail)

Thomas R. Carter, Coordinator Cooperative Development, USAID/IDEA/LS
Ronald Reagan International Trade Center (RRB)
1300 Pennsylvania Avenue, NW, Room 7.08
Washington, DC 20523-6700
Email: thcarter@usaid.gov
Fax: (202) 216-3395

Applicants are advised that at the present time US Postal Service mail to USAID does not always work expeditiously. You may not wish to rely on this service if you wish to ensure timely delivery.

(By All Other Means of Delivery)

USAID
Attn: Thomas R. Carter, Coordinator Cooperative Development (202-712-5226)*
Ronald Reagan International Trade Center (RRB)
1300 Pennsylvania Avenue, NW, 14th Street Entrance
Washington, DC 20523-6700

* Please use guest phone at the USAID visitor desk.

In addition to hard copies, the applications must be submitted in electronic form to the attention of Thomas R. Carter, Coordinator Cooperative Development, USAID/IDEA/LS, via email at thcarter@usaid.gov. Receipt of applications will be confirmed. The total size of each attachment should not exceed 3 MBs. Every page of the application must be numbered. The application must have a table of contents. Large graphics files are discouraged. Attached file format must be Microsoft Word for word processed files and MS Excel for spread sheets, please note that if you submit in PDF format, USAID might request to submit applications in Microsoft Word and MS Excel. Attached files should be printable on 8.5" x 11" letter size paper.

In addition to delivery to USAID/IDEA/LS, in the event that the application entails significant activity in one or more countries, the applicant **must** send a copy of its application to the respective USAID country mission(s), regional mission(s), or in the case of a USAID non-presence country(ies), to the regional bureau(s) where the program activity is planned. Annex I, "USAID Mission Addresses", includes names and addresses for missions and contact persons. However, mission personnel and mailing addresses are subject to change and applicants should verify that the applications were received by the mission(s) and applicable USAID/Washington bureaus. The full

applications should be received by the mission(s)/bureau(s) **no later than July 13, 2012**. Applications should include technical and cost portions in one volume.

Following are the estimated dates of major procurement events:

Application Timeline

Events	Date
RFA Issued	June 1, 2012
Questions due from Applicants	June 15, 2012
Responses to Q's disseminated	June 22, 2012
Applications received by Missions/Bureaus	July 12, 2012
Applications due	July 13, 2012
Technical / Cost Evaluation	July 31, 2012
Discussion/ Clarifications	August 10, 2012
Applicants notified of decisions	August 14, 2012
Anticipated Award Date	September 30, 2012

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

The preferred method of distribution of USAID acquisition and assistance information is via the Internet. This RFA and any future amendments can be downloaded from the Grants.Gov Web Site. The World Wide Web Address is <http://www.grants.gov>. Select "Find Grant Opportunities" from the home page, then "Browse by Agency". Next select "Agency for International Development". Then sort by Opportunity Title (select "Cooperative Development Program") or "Close Date" (July 13, 2012). Receipt of this RFA through INTERNET must be confirmed by written notification to the contact person noted below. It is the responsibility of the recipient of the application document to ensure that it has been received from the INTERNET in its entirety and USAID bears no responsibility for data errors resulting from transmission or conversion processes.

In the event of an inconsistency between the documents comprising this RFA, it shall be resolved by the following descending order of precedence:

- (a) Section V – Award Review Information;
- (b) Section IV - Application and Submission Information;
- (c) Section I – Funding Opportunity Information;
- (d) This Cover Letter.

Any questions concerning this RFA should be submitted in writing to Mr. Thomas R. Carter or via internet at thcarter@usaid.gov by the date listed above.

If there are problems in downloading the RFA from the INTERNET, please contact support@grants.gov. Applicants should retain for their records one copy of all enclosures which accompany their application.

Sincerely,

/s/

Portia Persley
Agreement Officer
USAID/Washington

SECTION I - FUNDING OPPORTUNITY DESCRIPTION

1. PROGRAM DESCRIPTION

A. PROGRAM BACKGROUND AND OVERVIEW

The Office of Innovation Development Alliances, Local Sustainability Division (IDEA/LS) and its predecessors have funded Private Voluntary Organizations (PVOs), Non-Governmental Organizations (NGOs), Cooperative Development Organizations and cooperatives for four decades. This support has contributed to promoting and strengthening the policies, systems, techniques and skills that enable these organizations to serve their constituents and, by so doing, to contribute to development priorities. As these priorities have evolved over the years, and as the capacities of partner institutions have developed, there has been an evolution in the partnership and the focus of IDEA/LS support. This is reflected in the periodic policies and programs that guide allocation of resources. The Office of Innovation and Development Alliances' strategic direction, and USAID priorities are the operative documents for this solicitation.

IDEA's Response to the Development Challenge

Derived from Agency experience, the IDEA response rests on the following:

- Identify, test and scale approaches that can drastically increase the speed, scale and cost efficiency of development impacts.
- Increase the Agency's creation and integration of public-private partnerships to produce strategic, sustainable, and cost-efficient development impacts.
- Improve sustainability through local capacity development and procurement reform.

This response leads to:

Increased return on development investments

- Breakthrough approaches to development problems
- Policy changes to multiply impact

Reduced costs

- Local solutions to local problems
- Cost sharing through alliances
- Development innovation

Assured sustainability

- Market-based approaches
- Local partners and solutions

Extended reach through broadened relationships

- IDEAs taken to scale through partnerships
- Innovations identified through networks
- Engagement of civil society

Mitigated risk

- Locally appropriate and tested solutions
- Cost sharing
- Staged financing

IDEA's Local Sustainability Division helps accelerate creation of conditions that end the need for aid by:

- Building local capacity
- Broadening partnerships with PVOs, NGOs, Cooperatives and Cooperative Development Organizations
- Enriching the intellectual capital of partners and the Agency

IDEA's Cooperative Development Organization partners have demonstrated the ability to support achievement of USAID development priorities. This RFA will focus on enhancing achievements that contribute to key Agency priority areas.

B. Human and Institutional Capacity Development Policy

By Agency policy USAID must integrate organizational performance and human capacity development to strengthen the abilities of its partners when carrying out strategic planning and when designing new development activities.¹ To appropriately address the Human and Institutional Capacity Development (HICD) policy, the following considerations are central:

- Identification of potential institutional weaknesses that could limit intended development impact and steps to ensure that these weaknesses are addressed.
- For each new activity, identification of the most significant HICD issues and incorporation of performance measures and targets that address these issues.

The CDP has been and is aligned with this policy. Historically, U.S. cooperatives and cooperative development organizations have exclusively worked with partner cooperatives and cooperative promotional organizations (CPOs), assisting them to strengthen their abilities to respond to the evolving needs of their members. The underlying rationale of cooperation – joining together to achieve collectively what is not possible individually – has led to cooperatives of cooperatives, also known as federated and secondary cooperatives, that serve the economic, educational and advocacy needs of individual cooperatives and their members. As is elaborated below, as a response to the Support for Overseas Cooperative Development Act, 2000, the CDP (CDP) has focused both on contributions to major agency priorities as well as on wider and more effective learning and dissemination of successful approaches to significant issues facing cooperative development. This RFA reflects some of these emphases.

C. Cooperative Development Program

Since its initiation, the Cooperative Development Program has been central to USAID's partnership with U.S. cooperatives and cooperative development

¹ Human and Institutional Capacity Development (HICD). See USAID ADS Chapter 201.4.1 <http://www.usaid.gov/policy/ads/200/201maf.pdf>

organizations. USAID resources invested in the CDP have contributed to the building of the intellectual capital and institutional capacity that is reflected in the substantial development contributions of cooperatives and CDOs.

The CDP vision is partnerships that contribute to self-reliant cooperative enterprises that, in turn, meet the evolving needs of their members, contributing to the quality of their member lives, to their communities, to economic sectors, and to nations. Specific CDP objectives include:

- Reform of cooperative law and regulation in those countries where these impede cooperative development;
- Effective governance models and training that have been institutionalized as self-sustaining activities in all countries with reformed law and regulation;
- At least one demonstration per CDO of substantial, self-sustaining cooperative expansion within a sector, consistent with continued superior performance;
- Growth in bilateral, multilateral and foundation support commensurate with the pace of expansion of cooperative development and with the equivalent growth of members' own funds;
- Initiation of significant U.S. cooperative investment in joint ventures and other alliances with developing and transition economy cooperatives; and
- Diversification of CDO financing with significant increases in fees and related income from U.S. alliances and overseas partners.

This RFA seeks to encourage:

- Programs focused on producing significant results in support of major USAID strategic priorities that offer significant contributions through cooperative development;
- Public-Private Partnerships, especially through direct U.S. cooperative engagement in cooperative development activities, consistent with mutual long-term benefit to members;
- Significant strengthening of cooperative and CDO data collection in support of cooperative business decisions and assessment of impact on cooperative members.
- Leveraging overall cooperative development quality and impact by financing learning and program innovation; and
- Alliances between U.S. CDOs and their international counterparts, academic institutions, cooperatives and like-minded agencies.

D. PROGRAM SUMMARY

1. Background

Expanding on close to forty years of legislation that encourages the participation of cooperatives in U.S. foreign assistance programs, the Support for Overseas Cooperative Development Act, 2000 reinforced and expanded Section 111 of the Foreign Assistance Act ("...high priority shall be given to increasing the use of funds ...for technical and capital assistance in the development and use of cooperatives in the less developed countries...") through a Congressional declaration of a policy of support for the development and expansion of development assistance programs that "...fully utilize cooperatives and credit unions...."

The Support for Overseas Cooperative Development Act, 2000 requires the Administrator of USAID to report to Congress on the implementation of Section 111 of the Foreign Assistance Act, as amended by that legislation. As part of the resulting "Report to Congress on the Implementation of the Support for Overseas Cooperative Development Act" (November 2001), a number of conditions for USAID investment in cooperative development are specified. These are based on an assessment of cooperative development experience conducted by the Agency and included a description of the ways in which the CDP would contribute:

"Given the importance and complexity of issues faced in overseas cooperative development, USAID central support to U.S. CDOs will be refocused on development, testing, evaluation, and dissemination of solutions. Among the issues that deserve attention are those related to cooperative law and governance, business strategy, leadership development, professional development, member education, resource mobilization, and business alliances with the U.S. cooperative and corporate sector. The goal of the central grants will be to encourage dissemination of lessons learned, both within the CDOs and to the broader development community. Using workshops, publications and the internet, CDOs will be encouraged to strengthen the intellectual foundation for cooperative development through dialogue engaging cooperative promoters, local partners, USAID missions, donors and NGOs."

2. Program Evaluation

In FY 2009, a Program Evaluation was conducted to assess the Cooperative Development Program. The evaluation has informed and helped shape the CDP for the next five years. (Annex 'B' includes a description of the Program Evaluation.) The issues identified in the Program Evaluation form the(?) basis for this RFA. Among the recommendations are the following that bear on this solicitation (full list annexed):

- Incorporate lessons that capitalize on the current CDP successes and address areas requiring improvement;
- Continue emphasis on practical collaboration among CDOs, both in the U.S. and in field projects;
- Ensure continuation of the CDP's flexibility, experimentation and continuity, all of which have been essential to its success;

- Include specific, concrete provisions for improved performance in learning and dissemination, tying CDP funding to credible initiatives in these areas;
- Balance emphases between basic research and practical activities;
- Mandate that CDOs take on critical issues, that is those issues related to the legal and regulatory environment, governance, management, salience and scale, self-reliance, etc., that represent obstacles to realization of the potential cooperative enterprise represents for many in the emerging and developing economies.;
- Strengthen interactions between CDP projects and USAID Bureau and Mission programs, activities and operations;
- Encourage experimentation, including research, with cooperative development in conflict and post-conflict countries; and
- Allow all CDOs presently participating in the current CDP, as well as new participants that meet eligibility requirements, to submit applications.

Each applicant for a CDP award is expected to:

- (1) Incorporate at least one of USAID's priority strategies with:
 - a. A detailed analysis of the relevant sector/s in each country where the applicant proposes to work;
 - b. A rationale supporting the premise that the outcomes proposed in the application can make a substantial contribution to that country/ies and sector/s;
 - c. A strategy(ies) that include measurable objectives², description of and rationale for implementation activities;
 - d. Anticipated results and methods that will be used to measure these.
- (2) Related to the role of cooperatives in the Agency priority area, address one or both of the key cooperative development issues - cooperative program design and alliances with cooperative and other partners -- with:
 - a. A detailed analysis of the issue
 - b. A rationale for selection of the issue specific to the Agency priority (see 1 above)
 - c. A strategy(ies) including objectives and implementation activities;
 - d. The anticipated results and methods of measuring these.

²

Measurable objectives should not be trivial, or solely quantitative and they should specify ends, not the means to those ends. They can and should describe specific levels of organizational performance.

- (3) Provide a clear description of how the implementation results will be integrated within the CDO's own program and disseminated within the broader cooperative and development communities³; and
- (4) Describe and provide evidence in support of what the CDO believes will be the impact of its successful strategy/ies on cooperative members, cooperatives and the sector;
- (5) Describe the proposed approach to monitoring physical, institutional and financial results including report outlines and tabular pro forma (applicants are referred to the Overseas Cooperative Development Council OCDC cooperative evaluation framework as an illustration. See Annex 'A'). It is essential that those applicants who propose working on cooperative program design incorporate a commitment to develop, incorporate and implement an approach to data collection and analysis that is consistent with cooperative financial management and assessment of impact on the livelihoods of cooperative members.
- (6) Document the commitment to work with cooperatives – independent, private, member-owned and democratically-governed business enterprises, created with equity financed by members who invest in order to benefit through their patronage.

Each applicant, jointly with one or more other applicants, is expected to propose an activity or activities that: (1) address a USAID priority as reflected in Bureau/Mission Operational Plans; (2) specify how the activity/ies will contribute to the Agency priority/Bureau or Mission Operational Plan; and (3) address one or both of the cooperative development challenges presented in this RFA.

Field implementation activities may be carried out in any USAID-eligible country or countries (See Annexes 'H' and 'I'). The applicant may propose work in a country/ies where it has already established a presence, in a new country/ies, or in a combination. A rationale for the selection should be provided.

3. Key Issues

As presented in the Implementation Report to Congress, developing and emerging economy cooperatives, with support and assistance from US CDOS, have made significant contributions to food security, energy and communications, housing, health and a number of other sectors. However, the achievements fall well short of the potential. This is largely due to problems related to cooperative law and regulation, governance, management issues, scale and salience.

³ It will not suffice to simply mention workshops or publications; a detailed communication strategy that includes the target population and rationale for its selection; the packaging of the innovation in ways that promote its adoption; and the specific activities used to advance adoption at each stage in the process are all essential.

Therefore, in tandem with objectives related to a USAID priority, each applicant is expected to **address one or both of the key issues briefly described below**. Should the applicant choose to address both issues, this can be done separately or, alternatively, both issues can be addressed together provided that the logic for doing so is clearly and convincingly presented. Please note that the issues are not listed in an order that reflects priority; both should be considered of equal importance:

A. Alliances in support of cooperative development objectives

Applicants are requested to establish realistic objectives and describe their approach to:

- (a) Analysis of historical cooperative-to-cooperative⁴ alliances, successful and unsuccessful, including but not limited to imports, exports, joint ventures,*
- (b) Presentation of a coherent rationale for the place of cooperative-to-cooperative alliances as contributing to USAID priorities and initiatives,*
- (c) Development and documentation of case studies based on "a" above,*
- (d) Analysis and documentation of factors promoting and inhibiting the development of cooperative-to-cooperative alliances,*
- (e) Development and documentation of strategies to promote, initiate, support and evaluate cooperative-to-cooperative alliances,*
- (f) Initiation of one or more cooperative-to-cooperative alliances.*

Alternatively, applicants may propose the actual initiation of one or more cooperative-to-cooperative alliances.

Sections 111, 123 and 601 of the Foreign Assistance Act call on USAID to engage US cooperatives and credit unions in its development activities. While present CDP partners, both cooperatives and cooperative development organizations, represent and reflect the values, principles and techniques of cooperation embodied in the US cooperative movement, there remain many ways in which the talent, resources and business goals of US cooperatives can further contribute to development objectives in ways that generate mutual benefit for members of both cooperatives.

There are instances of successful and unsuccessful business alliances between US and other country cooperatives. Two major Indian cooperative federations exported niger seed to Universal in the United States. Indonesia cooperatives have also worked with Universal and Cooperative Business International. A current CDP partner, imports coffee and cocoa from cooperatives in Asia, Africa and Latin America. A significant number of US cooperatives export to the developing as well as to other advanced economies.

As with other forms of business relationship and partnerships, not all cooperative-to-cooperative business relationships prove successful. Care must be given to the various elements of due diligence before entering into those relationships; the same effort to resolve problems are necessary once the relationship is established.

⁴

There may be instances where a U.S. cooperative alliance participant is not feasible. In such an instance the applicant must make a strong case for choosing an alliance with a non-cooperative partner or partners.

There are increasing instances of CDO, cooperative and third-party alliances that support cooperative development in a variety of ways. The paradigm of cooperative development is a self-reliant cooperative in a developing or transitional economy entering into the same types of business relationships – including alliances – that developed economy cooperatives pursue in the interest of their members. Today there are instances of CDO-cooperative partnerships that have attracted the participation of international and domestic firms. Those partnerships can involve market access, financing, technical support, provision of technology. They succeed when there is strong mutual interest and results that confirm that interest.

The challenge is to engage U.S. cooperatives, and, if that is not feasible, to engage third-country cooperatives, investor- and privately-owned enterprise, foundations, PVOs and others in alliances that contribute to the long-term benefit of both the cooperative and its alliance partners (however, a strong case must be made demonstrating that it is not feasible to work with U.S. cooperatives and third-country cooperatives).

Experience in engaging U.S. cooperatives in development alliances has been mixed. The primary responsibility of cooperative boards and management is to provide value to their members. Reflecting this reality, applications will be entertained that propose: (1) serious, case-based, exploration of the factors that promote and inhibit engagement of U.S. cooperatives in development leading to suggested strategies that increase the promise of success in attracting such involvement; and (2) pilot project designs that would involve U.S. cooperatives in joint ventures and other alliances that contribute to development outcomes in any of the USAID priority areas.

Fair Trade has the goal of ensuring a greater return to producers by encouraging imports with cooperative origin. There are several examples of US CDOs supporting cooperatives that, in turn, benefit from the Fair Trade system. While these focus on exporting by and through cooperatives, they seldom involve purchasing cooperatives in the U.S., whether worker, consumer or supermarket. Applications that develop and strengthen such linkages will be considered.

B. Design

Applicants are requested to establish realistic objectives and describe their approach to developing, documenting, employing and disseminating a cooperative development program design that is uniquely appropriate to the long-term development of self-reliant cooperatives that are capable of meeting the evolving needs of their members in a rapidly changing social, political and economic environment.

Applicants are requested to work with at least one other applicant to employ the design in preparing a multi-sector approach to cooperative development in a selected country or region.

Many of the broad issues and challenges encountered in cooperative development are encountered in the course of project implementation. The design of those projects can hypothetically exacerbate or ameliorate their impact. Sound design anticipates and addresses critical issues. Design represents a strategic response to a development problem or problems and,

if well considered, provides a working hypothesis that can be tested through implementation.

The challenge is to develop and document an approach to design of cooperative development projects that creates a useful set of working hypotheses that are based on identification of critical issues, the collection of data that is appropriate to those issues, and the rigorous analysis of information leading to an integrated set of solution strategies: the right interventions sequenced in the right order to produce significant and positive results.

It is essential to recognize and reflect the fact that solution of the issues and meeting the challenges presented to cooperative development are not ends in themselves: they are actions that should result in tangible improvements in the performance of cooperatives and the lives of their members. To the extent these two goals are achieved, broader and deeper contributions will be made to the sector and national goals that are reflected in USAID priority strategies. As a part of your proposal you should stipulate the physical, financial, technical and institutional results that you believe are likely to take place as a consequence of successfully addressing an issue or issues and how these results will be assessed and documented.

2. AUTHORIZING LEGISLATION

The authority for this RFA is found in the Foreign Assistance Act of 1961, as amended, Sections 111, 123, 601 and those sections that establish the legislative framework for the award of grants.

3. AWARD ADMINISTRATION

The anticipated award will be subject to OMB Circulars, Standard Provisions for U.S. Nongovernmental Organizations (NGOs), and as stated above 22 CFR 226. Please refer to ADS 303.4 and ADS 303.5 for a complete list of regulations, OMB Circulars, agency level policy directives and standard provisions for US NGOs.

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

SECTION II – AWARD INFORMATION

1. FUNDING

Subject to the availability of funds, USAID intends to provide approximately \$4.25 million in total USAID funding to be allocated to be expended over a period of up to three years. USAID reserves the right to fund any or none of the applications submitted.

2. PERIOD OF PERFORMANCE

The period of performance for each award will be up to three (3) years, with an anticipated start date of September 30, 2012. Exceptions will be entertained.

3. AWARD TYPE – COOPERATIVE AGREEMENT

USAID/Washington anticipates a close working relationship, or substantial involvement, with the implementing partner(s) for the awards issued against this RFA. Therefore this award will be a Cooperative Agreement. USAID / IDEA/LS will exercise substantial involvement, as defined in ADS 303.3.11. Specifically, the Agreement Officer's Representative (AOR) will:

1. Verify that any work plans, or work plan amendments, submitted by the awardee/s are consistent with the purpose of the award, support the achievement of the goals, objectives and results proposed by the awardee/s.
2. Review the documented achievements of key personnel appointed during the life of the award and verify that these achievements appear consistent with the requirements of the position.
3. Concur with the outlines and *pro forma* statements proposed by the awardee/s to measure progress against any physical, financial, institutional development and learning objectives.
4. With advance notice and specification of the purpose/s, visit selected sites.
5. Verify that the scope/s of any mid-term and/or final evaluations are consistent with assessment of the awardee's proposed objectives and that the qualifications of nominated evaluator/s are consistent with meeting the requirements of the scope.
6. Verify that any sub-awards (cooperative agreements, grants, endowments or contracts) are consistent with the purpose of the award.
7. Request such other reports, returns or information that may reasonably be construed as necessary to meeting USAID's internal and/or external reporting requirements or as may be necessary to inform responsible USAID officials of the progress of the Cooperative Development Program.

Note that each award recipient is expected to provide copies of all work plans, reports and evaluations to the appropriate member of Mission staff and to respond to requests for any other reports, returns of information that may

reasonably be construed as necessary to meeting the Mission's internal and/or external reporting requirements.

The Government plans to award the agreement to the responsible applicant whose application is the most responsive to the objectives set forth in this RFA and which offers the greatest value. The Government may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate applications, and (e) waive informalities and minor irregularities in applications received.

The Government may make the award on the basis of initial applications received, without discussions or negotiations. Therefore, each initial application should contain the applicant's best terms from a cost and technical standpoint. The Government reserves the right (but is not under obligation to do so), however, to enter into discussions with one or more applicants in order to obtain clarifications, additional detail, or to suggest refinements in the program description, budget, or other aspects of an application.

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

Authority to Obligate the Government

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 Grant may be incurred before receipt of either a fully executed Grant or a specific, written authorization from the Agreement Officer.**

The applicant is reminded that U.S. Executive Orders and U.S. law prohibit transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the applicant to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/sub-awards issued under any agreement resulting from an award under this RFA.

SECTION III – ELIGIBILITY INFORMATION

1. ELIGIBLE APPLICANTS

Applicants must meet the following eligibility requirements:

1. Be either a U.S. cooperative or an organization with substantial membership and/or financial links to recognized U.S. cooperatives and/or their associations.
2. Demonstrate a track record of not less than five years in the planning, management, monitoring and evaluation of overseas cooperative development programs.

Note: Applications from U.S. and non-U.S. cooperatives will be considered if they include evidence of a binding agreement with an eligible CDO.

PROGRAM REQUIREMENTS AND COST SHARE

Applicants must:

1. Provide a cost-share equivalent to, or greater than, 20 percent of the total project cost. The match, also referred to as cost-share, may be in cash, in-kind, or a combination of both. All cash and in-kind contributions committed by partner cooperatives and Cooperative Promotional Organizations (CPOs) must be documented;
2. In collaboration with one or more other applicants, commit to develop, test and implement an approach to one or both of the major cooperative development challenges presented in this RFA;
3. If proposing an alliance with a U.S. cooperative or other firm, provide a copy of agreements stipulating respective roles and responsibilities as well as cash and in-kind contributions;
4. Carry out any field activities in a USAID-eligible country or countries;
5. Provide a letter from the concerned Mission/s approving the proposed field activities.

IDEA/LS cannot finance programs that are:

1. Pure academic research;
2. Construction or commodity procurement;
3. Not focused on development (e.g. short-term emergency relief); or
4. In violation of the Establishment Clause.

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

1. ADDRESS TO REQUEST APPLICATION PACKAGE

This application is found on the internet at www.grants.gov. Potential applicants that cannot download application materials directly from www.grants.gov may request electronic copies of the RFA directly by contacting:

Thomas R. Carter, Coordinator Cooperative Development, USAID/IDEA/LS
Ronald Reagan International Trade Center (RRB)
1300 Pennsylvania Avenue, NW, Room 7.08
Washington, DC 20523-6700
Email: thcarter@usaid.gov
Fax: (202) 216-3395

2. CONTENT AND FORM OF APPLICATION SUBMISSION

A. GENERAL

PREPARATION GUIDELINES

All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format. Section III addresses the technical evaluation procedures for the applications. Applications that are submitted late or that are incomplete run the risk of not being considered in the review process. Late applications will be considered for the award if the Agreement Officer determines it is in the Agency's interest to do so.

Technical and cost applications must be submitted in one volume. The applicant should submit two copies, one original unbound application and one bound copy, as well as submitting the full proposal electronically on a CD ROM. Text should be in a recent Windows-compatible version of MS Word. Spreadsheets may be in a recent version of MS Excel or Lotus 1-2-3. Please do not submit PowerPoint or other than the specified word processing and spreadsheet programs.

The application may be prepared in the structure and order that the applicant feels will best express its intent with the provision that an index must be provided cross-referencing the items called for in the suggested outline and in the selection criteria with the appropriate page and paragraph numbers. To facilitate this, it may be useful to serially number paragraphs in the application. Applications must be submitted no later than the date and time, and to the location/s, indicated in the cover letter to this RFA.

Technical applications should be specific, complete and the applicant should strive for concision, clarity and brevity. The application should provide evidence of the capability and expertise that directly relates to the applicant's proposed objectives. The applicant should carefully review and attempt to fully meet the selection criteria presented in Section III.

In addition to the preceding guidelines, the applicant is requested to take note of the following:

Unnecessarily Elaborate Applications are neither necessary nor desired.

Acknowledgement of Amendments to the RFA – the applicant shall acknowledge any amendments to this RFA in the application.

Preparation of Applications:

1. Applicants are expected to review and comply with all aspects of this RFA. Failure to do so is at the applicant's risk. Specific attention is drawn to eligibility requirements.
2. Each applicant shall furnish the information required by this RFA. The applicant shall sign the application and print or type its name on the Cover Pages of both the technical and cost sections of the application. Applications signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.
3. Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes should:
 - a. 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 the information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets"; and
 - b. Mark each sheet of data it wishes to restrict with the following legend:

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

Submission of Applications:

1. Applications and modifications thereof shall be submitted in sealed envelopes or packages (a) addressed to the office specified in the cover letter to this RFA, and (b) showing the time specified for receipt, the RFA number, and the name and address of the applicant.
2. Applications sent by fax or through the internet will not be considered; however, applications may be modified by written or e-mailed notice, if that notice is received before or by the time specified for receipt of applications.
3. A CD ROM, with text in a recent MS Word (not earlier than MS Word 97) version and spreadsheets in a recent version of MS Excel or Lotus 1-2-

3, should be submitted along with the original unbound and one bound copy.

4. Text should be presented using a 10 or 12 pitch font. Top and bottom margins should be 1 inch; left and right margins should be 1.25 inches.

Receipt of Applications – Applications must be received at the designated place and by the date and time specified in the cover letter to this RFA.

Explanation to prospective applicants – Any prospective applicant desiring an explanation or interpretation of this RFA must request it in writing within three weeks of the issuance date of the RFA to allow a reply to reach all prospective applicants before the submission of their applications. Oral explanations or instructions given before the award of a Grant will not be binding. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment of this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Applicants should retain one copy of their application for their records. USAID will consider applications that conform to the substance and format prescribed below.

B. TECHNICAL APPLICATION GUIDELINES

A complete application must address the elements from the outline presented below. The application need not follow the outline. However, each applicant must provide documentation that cross-references the outline elements and selection criteria (see Section III) with the relevant pages and paragraphs of their application. Serial numbering of paragraphs may facilitate such cross-references.

There is no limit to the number of pages that may be included in an application. Applicants are advised, however, that brevity, concision and clarity will reflect positively on the application and applicant.

The following elements should be addressed:

- 1.0 Cover Page (See Annex C, "Technical Application Summary Format")⁵
- 2.0 Summary
 - 2.1 The Development Challenge
 - 2.1.1 Statement of the development challenge/s, opportunity/ies or problem/s
 - 2.1.2 How meeting the challenge/s will contribute to Agency strategic priorities and to concerned Mission Operational Plans.

⁵

If application is organized in a different way than reflected in this outline, please prepare a table cross-referencing the outline and the paragraph numbers in your application.

2.1.3 How meeting the challenge will substantively benefit cooperatives and their members including a gender analysis that suggests the different impact the activity may have on male and female members, if any.

2.2 Plan

2.2.1 What are the intended results? These should be stated in terms that are observable and measurable. Examples are provided in Annexes F1 and F2. The results should be presented as milestones with specific dates by which they will be achieved. Dates should be expressed as Start of Project plus weeks/months. Please note that funds will be released contingent on achievement of milestones.

2.2.2 What strategies and activities are essential to achieve the results?

3.0 Detailed Program Description

3.1 Development Challenge Expanded⁶

3.1.1 What political, social, bureaucratic, economic or environmental condition(s) require change? How was this determined?

3.1.2 Why is it important to bring about these changes?

3.1.3 How does achieving these changes contribute to USAID strategic priorities and to USAID country Mission Operational Plans?

3.1.4 How will achieving these changes benefit cooperatives and their members?

3.2 Plan to Achieve Results

3.2.1 What is the development hypothesis?

3.2.2 What are the intended results?

3.2.3 How are these results interrelated?

3.2.4 How are these results related to the development challenge?

3.2.5 What are the external factors and other assumptions that will impact the achievement of results?

3.2.6 How will achieving these results benefit cooperatives and their members, and on what scale?

3.2.7 How will achieving these results contribute to USAID strategic priorities and USAID country Mission Operational Plans?

⁶

Please note that Annex D includes a description of one approach to problem analysis to illustrate a systematic approach to problem statement, analysis, strategy development, implementation and evaluation.

3.2.8 How will achieving these results contribute to cooperatives and their members?

3.3 Strategies and activities

3.3.1 How will the applicant and its partners work collaboratively?

3.3.2 What are others (USAID, CDOs, governments, NGOs, etc.) doing to address the same issue/s?

3.3.3 What are the critical elements of the strategy: interventions, sequences, resources?

3.3.4 Why will the planned work lead to the intended results?

3.3.5 What alternative strategies were considered; why were they rejected and the chosen strategy selected?

3.4 Program Management

3.4.1 What is the applicant's plan for management of the project?

3.4.2 What are the respective roles, responsibilities and accountability of the applicant and its partners/allies?

3.4.3 What are the respective roles, responsibilities and accountability of the applicant's and its partners'/allies' staff (key positions)?

3.4.4 What are the management systems in place?

3.4.5 Does the planning matrix accurately reflect the essential design relationships?

3.4.6 Is there a risk management plan to ensure the security of personnel and assets?

3.4.7 The following positions have been designated as key to the successful completion of the objectives of awards under this RFA:

Headquarters and field: individual/s responsible for project planning, monitoring, evaluation and project reports.

The AOR must verify that replacement or diversion of these personnel is consistent with the purposes, objectives and results proposed by the awardee.

3.5 Monitoring and evaluation

3.5.1 What is the performance indicator for each result? What is the baseline? What is the performance target? What is the timetable?⁷

⁷

Please see Annex E2 for listing of standardized and custom indicators that should provide the basis for objectives and reporting.

3.5.2 For each indicator, what is the definition and unit of measurement? What is the source of data? How will the data be collected and analyzed?

3.5.3 What is the acceptable variation from the standard?

3.5.4 What are the plans for reporting and using performance information?

3.6 Institutional capability

3.6.1 Has the applicant done this or similar work before and what is the evidence that it can achieve the proposed results?

3.6.2 If the applicant is a participant in the FY2010-2015 CDP, what important lessons have been learned that relate to this application and how will these be applied in the proposed activity and in other cooperative development projects?

3.7 Resources

3.7.1 What is the total estimated amount of the activity?

3.7.2 How much financial/other contribution is needed?

3.7.3 How much will be borne by the CDO?

3.7.4 What local resources will be available?

3.7.5 What will alliances contribute?

4.0 Cost Application (See below for elaboration)

4.1 SF 424 and 424A.

4.2 Detailed budget and budget narrative (please provide for a final program review with external participants and, if you feel it would be useful, provide for an interim review).

4.3 Certifications and representations.

4.4 Letters of commitment.

C. COST APPLICATION GUIDELINES

The cost application should be submitted in the same volume as the technical application. It should include budget information as well as other documentation needed to support a determination of responsibility.

1. Include a budget with detailing of the line items and with an accompanying budget narrative that provides, in detail, the total costs for implementation of the proposed program. The budget should be submitted using Standard Form 424 and 424A which can be downloaded

from: http://www.usaid.gov/procurement_bus_opp/procurement/forms/SF-424/

2. The budget narrative must provide the basis for cost estimates among the four major budget categories: 1) Program; 2) Procurement; 3) Training and 4) Indirect costs. These should be supported by detailed breakdowns of each major line item.

Note: The Agreement Officer may request additional detailed budget information, particularly for responsibility determination, following notification to an applicant that it is under consideration for an award. If necessary, the Agreement Officer may conduct discussions to verify cost data, evaluate specific elements of costs and examine data to determine the necessity, reasonableness and allocability of the costs reflected in the budget and their allowability pursuant to the applicable cost principles. The Agreement Officer may require other information to determine responsibility and cost efficiency.

3. Each of the four line item totals must include costs taken from the Object Class Category line item letter(s) from Section B "Budget Categories" on the SF 424 and must be presented as follows:
 - a. Program – total dollar amount taken from SF 424 lines a+b+c+h; any sub-awards must be shown separately;
 - b. Procurement – total dollar amount taken from SF 424 lines d+e+f);
 - c. Training – total dollar amount taken from SF 424 line h
 - d. Indirect costs – total dollar amount taken from SF 424 line j
4. A current Negotiated Indirect Cost Rate Agreement (NICRA).
5. Required certifications and representations.
6. Your **cost share must be not less than 20 percent** of the award and may be in cash, in kind or a combination of both. Applicants must demonstrate their ability to provide the proposed match via letters of commitment for all non-USAID or private organizations involved in implementing the award. Such cost shares should be specified in terms of the total dollar amount and the specific amount per participant.
7. Applicants who do not currently have a NICRA from their cognizant agency shall also submit the following information:
 - a. Copies of the applicant's financial reports for the previous three-year period, which have been audited by a certified public accountant or other auditor deemed satisfactory by USAID;
 - b. Projected budget, cash flow and organizational chart.
 - c. A copy of organization's accounting manual.
 - d. Applicants should submit additional evidence of responsibility they deem necessary for the Agreement Officer to make a

determination of responsibility. The information submitted should substantiate that the Applicant:

1. Has adequate financial resources or the ability to obtain such resources as required during the performance of the award.
2. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant, nongovernmental and governmental.
3. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance.
4. Has a satisfactory record of integrity and business ethics; and
5. Is otherwise qualified and eligible to receive a cooperative agreement under applicable laws and regulations (e.g., EEO).

E. Required certifications, assurances, and other statements. These forms include:

- Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs
- Certification Regarding Lobbying
- Prohibition on Assistance to Drug Traffickers for Covered Countries
- Certification on Terrorist Financing
- Certification of Recipient
- Key Individual and Participant Certifications Narcotics Offense and Drug Trafficking
- Certification Of Compliance With The Standard Provisions Entitled "Condoms" And "Prohibition On The Promotion Or Advocacy Of The Legalization Or Practice Of Prostitution Or Sex Trafficking
- Survey On Ensuring Equal Opportunity For Applicants
- Applicant Information
- Procurement Information

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

3. SUBMISSION DATES AND TIMES

Questions regarding this RFA are due by 11:00 EST on June 15, 2012. Please submit all questions electronically to Mr. Thomas R. Carter (e-mail address provided below).

Applications are due to USAID by 12:00 noon on July 13, 2012. Applications which are submitted late or are incomplete run the risk of not being considered in the review process. "Late applications will not be considered for award" or "Late applications will be considered for award if the Agreement Officer determines it is the Government's interest."

When submitting hard copies in addition to the required electronic submission, hard copies of applications and modifications thereof should be submitted in sealed envelopes or packages with the RFA number, the name and address of the applicant noted on the outside of the envelopes/packages to:

Thomas R. Carter, Coordinator Cooperative Development, USAID/IDEA/LS
Ronald Reagan International Trade Center (RRB)
1300 Pennsylvania Avenue, NW, Room 7.08
Washington, DC 20523-6700
Email: thcarter@usaid.gov
Fax: (202) 216-3395

4. OTHER SUBMISSION REQUIREMENTS

A. Unnecessarily Elaborate Applications – Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this RFA are not desired and may be construed as an indication of the applicant's lack of cost consciousness. Elaborate art work, expensive visual and other presentation aids are neither necessary nor wanted.

B. Proprietary Information – Applicants which include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes, should:

1. 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 cooperative agreement 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 agreement. 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 pages ____"; and

2. Mark each sheet of data it wishes 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."

C. Explanation to Prospective Applicants – Any prospective applicant desiring an explanation or interpretation of this RFA must request it in writing. Questions should be sent by the date indicated on the

cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Oral explanations or instructions given before award of a Cooperative Agreement will not be binding. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment of this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

D. Telegraphic or Faxed Applications - Telegraphic or faxed applications will not be considered; applications may be modified by written or e-mailed notice, if that notice is received before or by the time specified for receipt of applications.

E. Language - All applications must be in English. Where text is included in a language other than English, an English translation must be provided.

SECTION V – APPLICATION REVIEW INFORMATION

1. EVALUATION CRITERIA

The criteria presented below have been tailored to the requirements of this particular RFA. Applicants should note that these criteria serve to: (a) identify the significant matters which applicants should address in their applications; and (b) set the standard against which all applications will be evaluated. The relative important or weight of each criteria is stated in the technical evaluation review table below. To facilitate the review of applications, applicants should provide a cross reference showing the page(s) and paragraph(s) in the text of their application that refer to: (a) specific sections in the outline (Section IV); and (b) the selection criteria (below). Serial numbering of paragraphs may facilitate this.

The technical applications will be evaluated in accordance with the Technical Evaluation Criteria elaborated below. If deemed necessary to the evaluation of applications, the applicants may be asked to: (a) participate in discussions to provide clarification of information or substantiate the logical arguments contained in their applications; and/or (b) prepare a detailed work plan elaborating on their application.

For those activities to be implemented in a specific country or countries, USAID Mission comments on the applications will be solicited and taken under advisement by the Technical Evaluation Committee.

A. Technical Review Process:

The applications will be judged by a Technical Evaluation Committee composed of USAID officers using the criteria presented below. The Committee may be supported by a technical reviewer with expertise in cooperation, and by non-voting USAID personnel with subject matter expertise, and/or individuals with knowledge of foundation or other grant making in similar fields.

Please note that failure to provide specific parts of the application (see below) will be penalized by a reduction in points.

Past Performance

Applications shall be evaluated in part based on the applicant's past performance on relevant current programs or those completed during the past three years only.

Each application must include:

- a. Concise description of Applicant's, as well as prospective or existing resource partners' previous work and experience relative to the activities being proposed.
- b. List up to three awards involving similar or related programs, whether or not involving USAID, during the past three years; For each award, include a brief statement about:
 - The relevance and brief description of work performed.
 - Results achieved;
 - Duration, size, value;
 - Award numbers and contact information with current email addresses and

telephone numbers;

Category	Priority Points	# ⁸
Logical relationships	13	1.0
Project objectives are consistent with and support Agency Priorities as well as Initiatives and Country Mission Operational Plan and overall program.		1.1
Analysis of cooperative development problem/s includes both factors contributing to as well as those that inhibit achievement of the solution/s. (See Annex E)		1.2
Project objectives represent solution/s to cooperative development problem/s		1.3
As presented in text, planning matrix and performance plan, project strategy is consistent with analysis of Agency priority and cooperative development problem/s.		1.4
As presented in text, planning matrix and performance plan, sequence of activities/events to achieve project activities represents clear cause-effect relationships		1.5
Proposed activities appear necessary and sufficient to achievement of project objectives.		1.6
Achievement of project objectives is necessary to produce indicated changes in cooperative performance		1.7
Accomplishment of project objectives is necessary to achieve significant, specified planning, physical, financial or economic results that contribute to Agency Priorities and Country Mission Operational Plans.		1.8
There is a clear, explicit identity equating project objectives and results to be measured		1.9
Factual Basis of Proposal	13	2.0
Presentation of the problem/s addressed is based on documented experience and/or country and sector data, cooperative development studies, relevant literature and other empirical data. All documentation is supported by complete references.		2.1
All sector-specific information is detailed and supported by sufficient data to support assertions regarding need, comparative advantage, the competitive position of cooperative/s, potential impact on members, communities, sectors, and USAID priority strategies/Mission objectives. All data is supported by complete references.		2.2
All assertions of fact are backed by documented evidence or relevant authority. (Assertions may relate to achievements during current CDP, capabilities, personnel assignments, commitments of funds, alliances, etc.)		2.3
Measurement	10	3.0
All statements of results or impacts presented in the text, planning matrix and activity plan are in terms that are strictly subject to measurement (terms like "improved", "strengthened", "enhanced", etc. are unacceptable unless supported by descriptions of the performance, capacity, etc.)		3.1
Qualitative results are stated in terms of performance and/or		3.2

⁸ When preparing a table to cross-reference your application text with the criteria, please use the reference numbers provided and cross-reference each to the numbered paragraph/s that address that criterion.

the outcome of performance		
Quantitative results are stated in terms of area, currency, numbers of participants, etc. Percentages in the absence of a baseline are unacceptable		3.3
Baseline data is provided for all key qualitative and quantitative results [an exception may be made if the result is clearly the consequence of an innovation where it would not have been possible to carry out a baseline study in the time available]		3.4
Proposal includes pro forma report formats that specify the planning, physical, financial and economic results that will be measured, the units of measurement, the sources of data, and the methods of collecting and analyzing data.		3.5
Proposal includes a detailed description of how monitoring information will be used to inform project implementation.		3.6
Impact	11	4.0
Proposal includes measurable statements of anticipated physical and financial results for a specified number of individual cooperative members including gender analysis to suggest the different impact the project may have on men and women members, if any.		4.1
Proposal includes measurable statements of anticipated performance and financial results for participating cooperative/s		4.2
Proposal includes measurable statements of anticipated planning, physical, economic and technological changes in the sector (e.g. employment, production, units constructed or repaired, infrastructure efficiency, etc.)		4.3
Methods used in formulating anticipated impact are explicitly presented.		4.4
All physical, financial and economic projections are subjected to sensitivity analyses ⁹ .		4.5
Provision is made for an interim evaluation and the application includes specific descriptions of the methods and use for measurement and analysis the results.		4.6
Innovation	4	5.0
Proposed strategy/approaches/methods not previously employed by the CDO		5.1
Proposed strategy/approaches/methods not previously employed by other cooperative development organizations		5.2
Proposed strategy/approaches/methods not previously employed by other development organizations		5.3
Anticipated risks in relation to expected benefits of innovation/s are presented		5.4
Strategy Effectiveness, Efficiency and Economy¹⁰	6	6.0
Proposal strategy/design is clearly linked to diagnosis of needs, USAID priorities and Mission Operational Plans.		6.1
Proposal includes specific, measurable standard/s against which to assess effectiveness and reasoning as to why that standard is likely to be achieved by the selected strategy		6.2
Proposal includes specific, measurable standard/s against		6.3

⁹ What is required is a modest exploration of the impact of altering key variables. For example, if financial viability is premised on a profit of 5% on 10,000 transactions of an average value of \$5, a sensitivity analysis would test the effect of reducing the percentage, number and value.

¹⁰ US GAO Yellow Book standards should be considered.

which to assess efficiency and reasoning as to why that standard is likely to be achieved by the selected strategy		
Proposal includes specific, measurable standard/s against which to assess economy and reasoning as to why that standard is likely to be achieved by the selected strategy		6.4
Where alternative strategies, approaches or methods have been considered, they are described along with reasons why they were not selected.		6.5
Management and personnel	5	7.0
Proposal specifies the responsibility and accountability of all personnel specifically in relation to project objectives		7.1
For all key personnel specific examples of their achievements are provided as evidence of their ability to promote accomplishment of project objectives ¹¹		7.2
Dissemination	7	8.0
Proposal includes specific objectives and strategy/ies for dissemination of lessons learned within the CDO as well as within the cooperative development and broader development communities Strategies should broadly reflect Diffusion of Innovation theory.		8.1
Proposal identifies the anticipated adoption of methods/new methods resulting from dissemination and estimates the impact on cooperatives, their members and the economic sector.		8.2
Alliances	15	9.0
For any alliance or alliances are proposed, proposal specifies the respective responsibilities and accountabilities of the alliance partners as well the quantum and value of their financial ¹² , technological, managerial, marketing and/or other contributions		9.1
Proposal includes a significant activity with one or more other CDOs to address one or more of the key issues undertaken.		9.2
Budget	3	10.0
Budget and budget notes are complete, meet the standards described in 22 CFR 226, OMB Circular A-122 for non-profit organizations, and conform to applicable U.S. Government and USAID regulations.		10.1
Proposed outlays are consistent with the resource decisions implicit in the proposed strategy		10.2
CDO, partner cooperatives/promotional organization and alliance partner (if any) contributions are clearly specified ¹³		10.3
Concurrences	11	11.0
Evidence of transmittal to relevant USAID Missions is included. Mission concurrence, if available, should be provided with application or when received.		11.1
A letter of agreement/understanding from each proposed partner cooperative or promotional organization is included and confirms that the partner has participated in developing and concurs with the implementation plan as well as		11.2

¹¹ Please note that a resume will **not** be considered adequate to meeting this requirement. What should be presented is a listing of the position responsibilities and, for each, descriptions of the nominee's achievements that specifically demonstrate competence in meeting that responsibility.

¹² The relative value of contributions will not be used as a criterion in assessing applications.

¹³ Assessment is based on the inclusion of the information, not the value of contributions.

specifying the financial and in-kind resources that it has committed to the partnership.		
A letter of agreement/understanding from any proposed alliance partners confirming that the partner has participated in developing and concurs with the implementation plan as well as specifying the financial and in-kind resources that it has committed to the alliance.		11.3
Past Performance	2	12.0
Relevant past performance references provided		12.1
Past performance references satisfactory or better		12.2
TOTAL	100	

Branding Strategy and Marking Plan

Although Branding Strategy and Marking Plan will not be scored yet applicant must submit the branding strategy and marking plan.

- Well defined Branding Strategy that describes how the program, project, or activity is named and positioned; how it is promoted and communicated to beneficiaries and cooperating country citizens; and identifies all donors and explains how they will be acknowledged.
- Well defined Marking Plan detailing the public communications, commodities, and program materials and other items that will visibly bear the USAID Identity.

For more information on Branding Strategy and Marking Plan please visit http://www.usaid.gov/business/business_opportunities/cib/pdf/aapd05_11.pdf

Effectiveness, Realism and Reasonableness of Total Estimated Amount

A cost realism analysis of the cost part of the application will be conducted. The cost realism analysis is intended to meet the following three goals:

- Verify the Applicant's understanding of the requirements and regulations;
- Assess the degree to which the cost application reflects the approaches in the technical application; and
- Assess the degree to which the cost included in the cost application accurately represents the work effort included in the technical application.

Award will be made if the application offers the best value to the Government. Best value is defined as the expected outcome that, in the Government's estimation, provides the greatest overall benefit in response to the requirement and available funds.

In addition to points awarded in part, or whole, for satisfaction of the criteria elaborated above, up to a total of 35 points may be deducted for failure to provide the elements specified below:

Application Elements	Priority	#
Applications should include:		
A summary including a statement of the development challenge and the plan to meet that challenge	-1	12.0
A detailed program description including an elaboration of the development challenge, strategy, approach to monitoring and evaluation and resources to be employed	-3	12.1

A Planning Matrix	-3	12.2
An Activity/Implementation Plan	-1	12.3
A collaborative plan with one or more other CDOs to address one or more key issues	-5	12.4
Key personnel including statement of their responsibilities and clear evidence of their ability to meet those responsibilities	-2	12.5
Form 424 (application for federal assistance)	-1	12.6
Detailed budget breakdown	-1	12.7
A tabulation of CDP extension objectives, status at the time of preparing the application and anticipated status by completion of the extension period (May, 2010)	-2	12.8
Listing of all externally funded activities undertaken during the previous three years, with references who can provide assessment of performance	-2	12.9
Clear cross-referencing of proposal with outline and these criteria	-2	12.10
Gender	-5	
Proposal fails to include analysis of how gender relations affect the achievement of sustainable results and how proposed results will affect the relative status of men and women.		12.11
Conflict	-5	
Proposal specifically references any ways in which implementation may contribute to conflict as well as steps that will be taken to minimize those consequences and/or to mitigate conflict situations through project activities		12.11
Past Performance		
Past performance references not provided	-2	
	-35	

2. COST-SHARE EVALUATION

Your cost share must be not less than 20 percent of the award and may be in cash, in kind or a combination of both. Applicants must demonstrate their ability to provide the proposed match via letters of commitment for all non-USAID or private organizations involved in implementing the award. Such cost shares should be specified in terms of the total dollar amount and the specific amount per participant.

3. REVIEW AND SELECTION PROCESS

All applications which meet the eligibility and program requirements, and conform to the application preparation and submission instructions, will be reviewed and scored by a panel of USAID reviewers strictly in accordance with the evaluation criteria set forth in this section.

After an initial review of applications, USAID may conduct written and/or oral discussions with those applicants whose applications remain under consideration for award. The decision to conduct such discussions should not be considered a final decision about which organizations will receive an award, but rather would be part of the evaluation process.

4. AWARD CONSIDERATIONS

USAID/Washington will evaluate applications and make an award based on the application which would best achieve the expected outcomes of the program and offers the greatest overall benefit in response to the RFA.

Noting that the Agency reserves the right not to make any awards, it is anticipated that approximately four (4) to twelve (12) awards may be made from among eligible applicants whose applications satisfy the criteria and who receive not less than 60 points. Awards will be made in relative proportion to the degree to which applications satisfy the criteria of this RFA.

Although technical evaluation factors are significantly more important than cost, the closer the technical evaluations of the various applications are to one another, the more important cost considerations become. The Agreement Officer may determine that a highly ranked application based on the technical evaluation factors is unreasonable or unrealistic in terms of cost. Award will be made to the applicant whose application offers the best value to the Government. Best value is defined as the expected outcome that, in the Government's estimation, provides the greatest overall benefit in response to the requirement and available funds.

SECTION VI – AWARD ADMINISTRATION INFORMATION

1. AWARD NOTIFICATION

Following the completion of the technical and cost review of all applications submitted in response to this RFA, **USAID intends to make approximately four (4) to twelve (12) awards** to the applicants who represent the best value for the US Government. The successful applicant will receive written notification in the form of the award document which will be reviewed by all parties and signed by the Agreement Officer. USAID does not intend to provide formal debriefings for unsuccessful applicants but retains the right to consider informal briefings for said applicants following award.

2. DEVIATIONS FROM STANDARD PROVISIONS

Currently USAID does not anticipate any deviations from the mandatory or applicable standard provisions for US Nongovernmental organizations (see ADS 303).

3. REPORTING

REPORTS

On receipt of an award, the recipient will be responsible for submission of the following reports to the AOR:

Report	Due
1. Annual Work Plan	Two months prior to the start of each award year, beginning with Year II. Note: Year I Work Plans will be provided prior to the final award of the cooperative agreement.
2. Milestone Reports ¹⁴	Per the Milestone schedule set out in the approved Cooperative Agreement (CA) but not less frequently than every six months Within 45 days of the end of each FY quarter
3. Assessments, evaluations, manuals, training plans and materials, etc.	As mutually agreed
5. Accrual Reports	Not later than ten days before the end of each financial quarter.

Financial Reporting

(1) The Recipient must submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format to the U.S. Department of Health and Human Services

¹⁴ Applicants should bear in mind that reporting and evaluation should be viewed as opportunities both to learn and to document that learning. Lengthy narratives that chronicle events are far less useful in this regard than analysis of successes and failures, lessons learned and identification of principles applicable to other programs.

(<http://www.dpm.psc.gov>). The Recipient must submit a copy of the FFR at the same time to the Agreement Officer's Representative (AOR).

(2) The recipient must submit the original and two copies off all final financial reports to USAID/Washington, M/CF0/CMP LOC Unit, the Agreement Officer, and the AOR. The recipient must submit an electronic version of the final Federal Financial Form (SF-425) to U.S. Department of Health and Human Services in accordance with paragraph (1) above.

End of Program Report

The Recipient(s) shall submit a final report of the program within 90 calendar days after the expiration or termination of the award. The final report contents shall meet requirements as set in 22 CFR 226.51, and include, but not be limited to: (1) executive summary; (2) brief description of overall project activities, results and lessons learned as well as recommendations for future development efforts; (3) success at accomplishing intermediate results, including a comparison of actual vs. planned accomplishments (as set forth in the work plans) and an explanation of any shortfalls if they occurred; (4) cumulative totals for numerical targets. The Recipient shall submit the original and one copy to the AOR, and the Agreement Officer, and one copy to USAID Development Experience Clearinghouse. Information on electronic submission to the DEC (preferred) can be found at the following address: <http://www.dec.org/submit.cfm/> Hard copy submissions may be sent via regular mail to: Development Experience Clearinghouse, M/CIO/KM, RRB M.01, U.S. Agency for International Development, Washington, DC 20523

The Final Project Report should include an addendum of success stories and digital photographs that USAID can share with various shareholders.

4. USAID BRANDING STRATEGY AND MARKING PLAN

It is a federal statutory and regulatory requirement that all USAID programs, projects, activities, public communications, and commodities that USAID partially or fully funds under a USAID grant or cooperative agreement or other assistance award or sub award, must be marked appropriately overseas with the USAID Identity. USAID will require the submission of a Branding Strategy and a Marking Plan by the apparent successful applicant under this RFA. For more information, see: <http://www.usaid.gov/branding/assistance.html>.

SECTION VII – AGENCY CONTACTS

The Agreement Officer for this Award is:
Ms. Portia Persley
Agreement Officer
USAID/Washington
1300 Pennsylvania Avenue NW, SA-44, 504-A
Washington DC 20523-7100
Tel.: (202) 567-5083
ppersley@usaid.gov

Questions regarding this RFA should be directed to the Agreement Officer's Representative (AOR) for this award:

Thomas R. Carter, Coordinator Cooperative Development, USAID/IDEA/LS
Ronald Reagan International Trade Center (RRB)
1300 Pennsylvania Avenue, NW, Room 7.08
Washington, DC 20523-6700
Email: thcarter@usaid.gov
Fax: (202) 216-3395

SECTION VIII- OTHER INFORMATION

1. APPLICATIONS FUNDED

USAID reserves the right to fund any or none of the applications submitted in response to this RFA.

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

The recipient is required to complete the certifications, assurances and other statements found at: <http://www.usaid.gov/policy/ads/300/303sad.pdf>

3. MANDATORY STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL RECIPIENTS

Please refer to the following website to access the above mentioned Provisions: <http://www.usaid.gov/policy/ads/300/303maa.pdf>

4. STANDARD FORMS 42, 424A AND 424B, APPLICATION FOR FEDERAL ASSISTANCE, BUDGET INFORMATION-NON-CONSTRUCTION PROGRAMS AND ASSURANCES-NON-CONSTRUCTION PROGRAMS

The SF 424, SF 424A and SF 424B documents are not included but can be found at the following website:

<http://www.grants.gov>

SECTION A

Annex A

Program Review:

Analysis of U.S. Cooperative Development Experience

The "Support for Overseas Cooperative Development Act, 2000," expanded the mandate for overseas cooperative development. The law defines cooperatives and directs the U.S. Agency for International Development (USAID) to promote all types of cooperatives including credit unions, rural electric and telecommunications cooperatives, shelter and insurance cooperatives. The Agency's Implementation Report to Congress, mandated by the Act, set a new agenda for cooperative development that includes:

- Developing and testing cooperative solutions to current problems such as rebuilding HIV/AIDS devastated communities in East Africa,
- Seeking and disseminating improved methods to adapt Western cooperative approaches to emerging market economies,
- Developing strategies that target assistance to cooperatives in ways that achieve greater scale and impact,
- Strengthening networks of cooperatives to solve multiple economic and social challenges, and advance specialized coops in agriculture, financial systems, community-owned infrastructure and community services, and
- Developing new analytical tools on the strengths and weaknesses of coops to promote them within multilateral institutions to reach areas that lack or cannot attract private investment.

Framework for Cooperative Development. As a result of the legislation, USAID's Office of Innovation Development Alliances, Local Sustainability Division (IDEA/LS), working with members of the Overseas Cooperative Development Council (OCDC) and other cooperatives and cooperative development organizations, have implemented a learning agenda including the development of a method for measuring cooperative success. The participating U.S. cooperative development organizations (CDOs) and cooperatives concur in the need to employ a basic checklist to assess cooperative performance, with focus on sound business practices, strong member participation, support of apex organizations and encouraging a facilitating economic environment. This work is presented in "Measuring Cooperative Success". John Mellor, the eminent economist, served as the lead researcher and authored the publication.

All CDP applicants that focus on design are encouraged to incorporate "Measuring Cooperative Success", with such adaptations as may be required to account for sector differences and pragmatic concerns, both to develop a baseline and to track implementation progress. Incorporation of measures of this general type would be an important element in any cooperative project design.

Annex B

Technical Application Summary Format

FY 2009 IDEA/LS – Cooperative Development Program Application Summary

1.	Organization Name:	_____
2.	Contact Person:	_____
3.	Address:	_____
4.	Telephone:	_____
5.	E-mail address:	_____
6.	Program Period:	5 Years
7.	Proposed Start and End Dates:	_____
8.	Name/s and position/s of USAID Mission or Central Bureau Office representative/s with whom the proposed program has been discussed:	_____ _____ _____ _____ _____
9.	Principal author/s of this document:	_____

10. Requested First Year vs. Life of Program (LOP) Funding Distribution

	USAID \$ Request	Program Match	
		In-Kind	\$
FY 2004			
Life of Project			

11. Requested Life of Program Funding Distribution by Country:

Location	USAID \$ Request	Program Match		Total \$
		In-Kind	\$	
Country (list)				
Total (Direct Costs)				
Indirect Costs				
Life of Project				

12. Annual Expense Distribution by Country (in US\$ '000)

Location	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Year 4(\$)	Year 5 (\$)
Country (list)					
Total Project Year					

The Sum of all "Total Project Years" should equal Total for LOP

ANNEX C

Planning Matrix

A Planning Matrix is a visual, summary presentation of the project design. There are a number of different matrices used by different organizations. Their relative merit is a matter of debate and applicants are free to use the matrix format that it feels is most appropriate. Whatever form is used, it is essential that the matrix:

- 1) Present the final results, and any interim results, in measurable terms (use of percentages is only acceptable if the baseline is provided);
- 2) Demonstrate a clear and convincing logic of cause and effect which links the initial inputs/interventions with the final results;
- 3) Avoid confusing means with ends;
- 4) Recognize that it is the transformation of inputs into outputs, purposes into goals, that is central. The description of what the applicant proposes to do to ensure this transformation should not be omitted.
- 5) Ensure consistency with the application text.

Care in the choice of words – particularly verbs – can ensure that stated results can be measured and that the cause and effect relationships are clear.

Care in problem analysis and in linking program strategy with the solutions can strengthen a proposal (See note in "Annex D").

Those interested in examining different approaches to planning matrices might see:

http://www.dec.org/pdf_docs/PNACA947.pdf

http://www.dec.org/pdf_docs/PNACT274.pdf

http://www.delind.cec.eu.int/en/csn/civil_society/eccp/eccp-logical_framework.xls

<http://www.ausaid.gov.au/ausguide/ausguidelines/1.cfm>

<http://www.metametrics.com/logframe.html>

Annex D

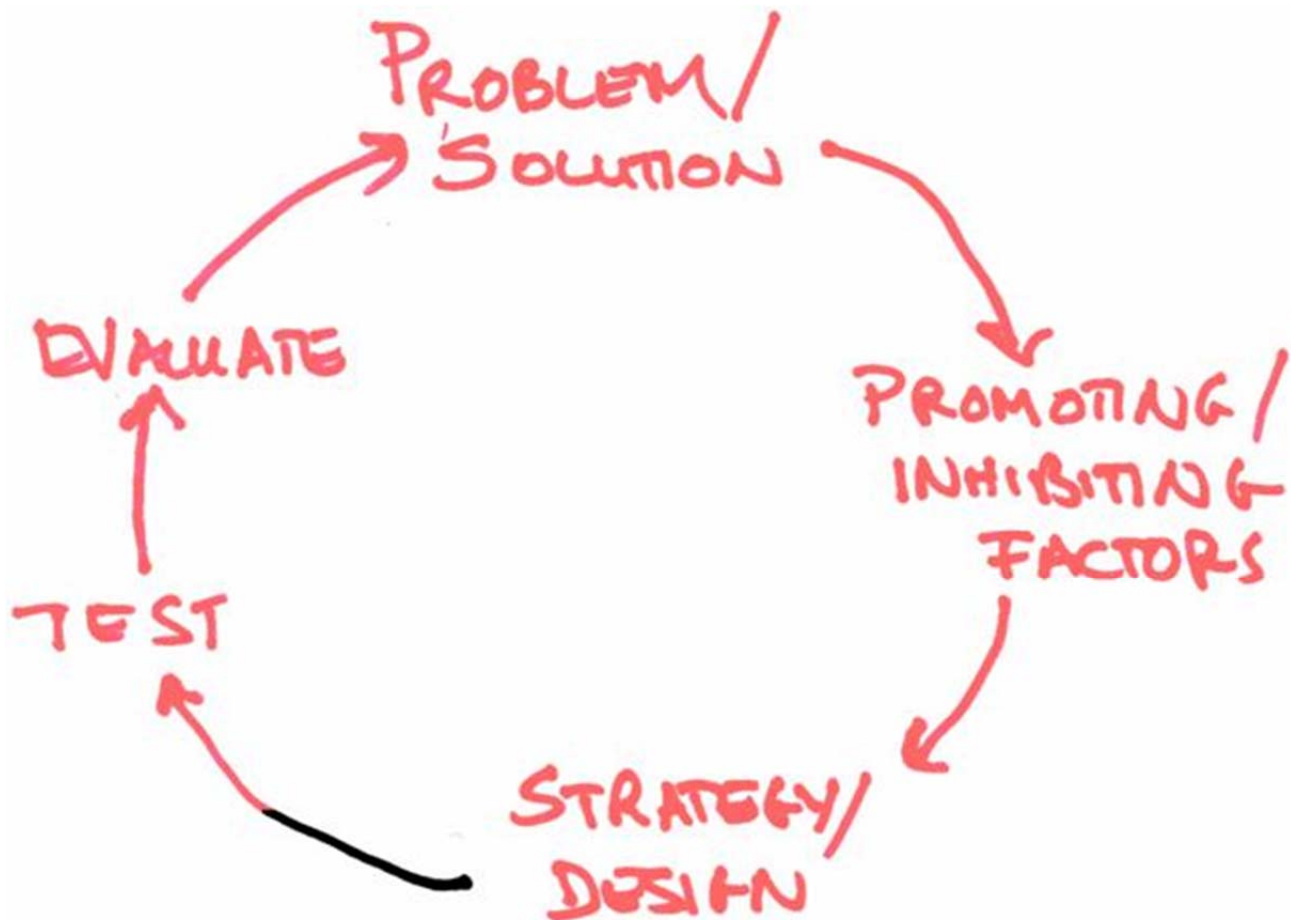
Problem Solving

Development often addresses what are perceived to be problems. It is important to take care to identify, as precisely as possible, the problem/s that you intend to address. Often a problem can be seen as a state which falls short of the desired one. Thus, the solution can be described as the desired state – when that state is achieved, the solution has been achieved.

Having defined the problem and solution, it is useful to inventory the factors that may be causally related to the problem. When we narrow those to the ones that actually can be addressed (as opposed to those that are, for example, *force majeure*), they often relate to the lack of an adequate design, the lack of definition in how to carry out a function or process, a lack of skill, an absence of, or contrary motivation or valuing behavior, and/or a shortage of material or financial resources.

The actual factors related to a problem can often suggest the appropriateness, or inappropriateness, or a particular approach. A consultant, or training, may not do much to address a shortage of financial resources or an affective problem that lies outside the sphere of project influence.

A solution strategy generally focuses on aligning those factors that support achievement of the solution and minimizing or eliminating those that represent obstacles. Another way of looking at it would be to look at a systematic problem-solving approach:



You begin with a statement of the problem – easier said than done. Let's say the problem is: HIV/AIDS is threatening the financial viability of Kenyan credit unions. The solution (as opposed to the solution strategy) would be that HIV/AIDS is not a threat to the financial viability of Kenyan credit unions. You would then do as careful and detailed an analysis of the factors that promote achievement of the solution (literacy rates, financial resources, availability of educational materials, availability of counseling services, etc.) and inhibiting factors that are obstacles to the solution (board/management lack of interest, lack of skill in the design of effective educational programs, membership located throughout several provinces, etc. Based on this you would design a solution strategy that took maximum advantage of promoting factors and attempted to eliminate or minimize the effect of inhibiting factors. You implement/test the strategy and assess the results. If the strategy produced the result, i.e. HIV/AIDS was no longer a threat to the financial viability of Kenyan credit unions, you could extrapolate from the strategy the principles that underlay its success and say that the Kenya experience suggests that if x, y and z are followed, then the likelihood of success is enhanced. If, however, you failed to achieve the result, then you would go back and analyze the cycle: did we correctly

identify the problem; was our analysis of promoting and inhibiting factors accurate; did our strategy correctly reflect what we knew about promoting and inhibiting factors and how to maximize/minimize them. Documentation of this process helps us to better understand the processes that work and don't work and the principles (not practices) that underlie those processes.

Annex E1

Measurable Outcome Statements

Precision in statement of outcomes is important to program design, management, monitoring and ultimate evaluation. As Yogi Berra once said, "If you don't know where you are going, you will wind up somewhere else." It is equally true that if you don't know where you're going, you may not even know if you get there.

There are two parts to a good outcome statement: first it is measurable; second, it describes a significant end result, not an intermediate step or an activity performed in order to reach an end result. Put simply, it describes an ends, not a means.

A central element in writing outcomes is to prepare them in a way that is subject to measurement. What does that mean? It means that not only the author of the outcome statement, but any objective observer – board member, staff, evaluator – will be able to recognize whether the objective has or has not been achieved. The following chart contrasts measurable with other outcome statements:

Not Measurable	Measurable
The insurance program will be strengthened.	By the end of the project, coverage will extend to 55,000 households, premium income will exceed \$4.5 million, claims will be settled within an average of 40 days, net income will equal 7.2% of premium income.
The numbers of farmers receiving adequate credit will expand.	Twenty-thousand farmer members will receive pre-planting finance equal to an average of 80 percent of total fertilizer, seed and agricultural chemical costs.
Microfinance will be extended to an additional 20 percent.	Numbers of eligible borrowers receiving loans will increase from 40,000 to 48,000.
Participating health cooperatives will improve their services to members.	Health cooperative membership will benefit from: • 80 percent of members will receive smallpox vaccinations • 90 percent of member children between the ages of 2 and 15 will receive polio vaccinations • Clinic waiting time will be reduced from 1 hour 40 minutes to 25 minutes • Repeat visits for the same complaint will be reduced from 47 percent of first visits to 22 percent.
Cooperative governance will be strengthened.	By the end of the project: • Member participation in annual meetings and elections will increase to 80 percent of those eligible.

	• Elected board members will meet by-law eligibility requirements. • Review of board meeting minutes will confirm that given a choice between a management decision and a policy decision, the board will take policy decisions >70 percent of the time.
Corruption will be reduced.	Independent audits will confirm that cooperative funds have been used in accordance with law, regulation and bylaws and that any exceptions have been prosecuted.
Board members and senior staff will receive training in board-management roles and responsibilities.	Review of board agendas and minutes will confirm that board decisions have consistently reflected policy decisions, strategic planning and/or member outreach, and that there have been no instances of board taking management decisions.

Very often "outcome" statements describe activities that are necessary to achieve an important result - but are not that result. Training, workshops, technical assistance, and the like are not ends in themselves. They are means to an end. In preparing outcome statements it is important to always ask the question whether the result is an end, or a step toward that end. If we write a statement that 5,000 women entrepreneurs will be trained, we must ask the question, "Why are we training them? What will they be able to do at the end of the training? Is those skills and values ends in themselves, or do they contribute to some other end?" While there is nothing wrong about identifying steps toward an end, it is wrong to mistake those steps for ends.

Annex E2

Standard and Custom Indicators

The U.S. Agency for International Development employs the Foreign Assistance Coordination and Tracking System (FACTS) for Operational Planning and Reporting. Central elements in FACTS are a sector-centered taxonomy and standardized indicators that are used as objectives and the focal-point of reporting.

Please note that each award recipient will be expected to select appropriate standardized indicators and/or custom indicators, establish targets for the full performance period as well as each annual increment, prepare both a pre-implementation baseline as well as report annual achievements.¹⁵

The CDP is largely focused on the following major Program Areas, Elements and Sub-Elements:

- 1.0 Governing Justly and Democratically**
 - 2.4 Civil Society
 - 2.4.1 Civic Participation
- 1.0 Investing in People**
 - 1.1 Health
 - 3.1.5 Other Public Health Threats
 - 3.1.8 Water Supply and Sanitation
- 4.0 Economic Growth**
 - 4.2 Trade and Investment
 - 4.2.2 Trade and Investment Capacity
 - 4.3 Financial Sector
 - 4.3.1 Financial Sector Enabling Environment
 - 4.3.2 Financial Sector Capacity
 - 4.4 Infrastructure
 - 4.4.1 Modern Energy Services
 - 4.4.2 Communications Services
 - 4.5 Agriculture
 - 4.5.1 Agriculture Sector Capacity
 - 4.6 Private Sector Competitiveness
 - 4.6.1 Business Enabling Environment
 - 4.6.2 Private Sector Capacity
 - 4.7 Economic Opportunity
 - 4.7.1 Inclusive Financial Markets
 - 4.7.2 Policy Environment for Micro and Small Enterprises
 - 4.7.3 Strengthen Microenterprise Productivity

Listed below are the relevant standardized indicators for these Program Elements.

2.4.1 – Civil Society Participation

Number of Civil Society Organizations (CSOs) receiving USG Assistance engaged in advocacy interventions.

3.1.5 – Health Services

3.1.5.A Assessment of USG-assisted clinic facilities'

¹⁵ Please note that the FACTS Standard Indicators are subject to change.

compliance with clinical standards

3.1.5.B Number of baseline or feasibility studies

3.1.5.C Number of beneficiaries of USG-funded service-oriented programs to reduce non-communicable diseases

3.1.5.C-a number of men

3.1.5.C-b number of women

3.1.5.D Number of evaluations

3.1.5.D-a impact

3.1.5.D-b other

3.1.5.D-c process

3.1.5.D-d results

3.1.5.E Number of improvements to laws, policies, regulations or guidelines related to improve access to and use of health services drafted with USG support

3.1.5.F Number of information gathering or research activities

3.1.5.G Number of instances of interventions being introduced or expanded in countries (functional/pillar bureau use only)

3.1.5.H Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions

3.1.5.I Number of institutions with improved Management Information Systems, as a result of USG Assistance

3.1.5.K Number of medical and para-medical practitioners trained in evidence-based clinical guidelines

3.1.5.L Number of missions accessing centrally-designed or managed mechanisms using their own funding

3.1.5.M Number of monitoring plans

3.1.5.N Number of people covered by USG-supported health financing arrangements

3.1.5.O Number of people trained in monitoring and evaluation

3.1.5.P Number of people trained in other strategic information management

3.1.5.Q Number of people trained in research with USG assistance

3.1.5.R Number of people who receive medication or other services from USG-funded programs to control and reduce neglected tropical diseases

3.1.5.S Number of Sector Assessments

3.1.5.S-a gender

3.1.5.T Number of special studies

3.1.5.U Number of technologies under development

3.1.5.V Number of USG-assisted service delivery points experiencing stock-outs of specific tracer drugs

3.1.5.W Person-days of technical support provided to Missions through TDYs

3.1.5.X Ratio of mission funding to core funding in centrally-managed mechanisms designed to support the field

3.1.5.Y USG-assisted facilities' provider staff with a written performance appraisal

3.1.5.Z Value of pharmaceuticals and health commodities purchased by USG-assisted governmental entities through competitive tenders

3.1.8.A Amount of Private Financing Mobilized with a DCA Guarantee

3.1.8.B Number of baseline or feasibility studies

3.1.8.C Number of evaluations

3.1.8.C-a results

3.1.8.D Number of hours per day that households in areas assisted by USG programs have potable water services

3.1.8.E Number of information gathering or research activities

3.1.8.F Number of instances of interventions being introduced or expanded in countries (functional/pillar bureau use only)

3.1.8.G Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions

3.1.8.H Number of institutions with improved Management Information Systems, as a result of USG Assistance

3.1.8.J Number of missions accessing centrally-designed or managed mechanisms using their own funding

3.1.8.K Number of monitoring plans

3.1.8.L Number of people in target areas with access to improved drinking water supply as a result of USG assistance

3.1.8.L-a number of men

3.1.8.L-b number of women

3.1.8.M Number of people in target areas with access to improved sanitation facilities as a result of USG assistance

3.1.8.M-a number of men

3.1.8.M-b number of women

3.1.8.N Number of people trained in monitoring and evaluation

3.1.8.O Number of people trained in other strategic information management

3.1.8.P Number of people trained in research with USG assistance

3.1.8.Q Number of Sector Assessments

3.1.8.Q-a environmental

3.1.8.R Number of special studies

3.1.8.S Number of technologies under development

3.1.8.T Percent of operations and maintenance costs for water supply and sanitation services covered through customer charges in USG-assisted target areas

3.1.8.U Person-days of technical support provided to Missions through TDYs

3.1.8.V Ratio of mission funding to core funding in centrally-managed mechanisms designed to support the field

4.2 Trade and Investment

4.2.1 Trade and Investment Enabling Environment

4.2.1.6 Person hours of training completed in trade and

investment environment supported by USG assistance

4.2.1.7 Number of days of technical assistance trade and investment capacity building provided to counterparts or stakeholders.

4.2.2 Trade and Investment Capacity

4.2.2.1 Number of firms receiving USG assistance that have obtained certification with international quality control institutions in meeting minimum product standards.

4.2.2.2 Number of firms receiving USG capacity building assistance to export

4.2.2.3 Person hours of training completed in trade and investment capacity building supported by USG assistance

4.2.2.4 Number of days of USG supported technical assistance provided to counterparts or stakeholders.

4.3 Financial Sector

4.3.1 Financial Sector Enabling Environment

4.3.1.4 Number of on-site bank¹⁶ audits as a result of USG assistance.

4.3.1.5 Person hours of USG funded technical assistance in financial sector enabling environment provided to counterparts or stakeholders.

4.3.2 Financial Sector Capacity

4.3.2.2 Amount of private sector financing mobilized with DCA guarantees

4.3.2.3 Number of financial institutions receiving USG assistance in extending services to micro and small businesses

4.3.2.4 Person hours of training completed by financial sector professionals on international standards supported by USG assistance

4.3.2.5 Number of days of USG-funded technical assistance in financial services provided to counterparts or stakeholders.

4.4 Infrastructure

4.4.1 Modern Energy Services

4.4.1.1 Number of infrastructure beneficiaries¹⁷

4.4.1.2 Number of beneficiaries receiving improved energy services

4.4.1.3 Number of public and private dollars leveraged by USG for energy infrastructure projects

¹⁶ "Bank" can be taken to mean credit unions and financial cooperatives

¹⁷ "Beneficiaries" can be interpreted as members or customers

4.4.1.4 Number of policy reforms/regulations/administrative procedures drafted and presented for public/stakeholder consultation to enhance sector governance and/or facilitate private sector participation and competitive markets.

4.4.1.5 Number of days of USG funded technical assistance in technical energy fields provided to counterparts or stakeholders

4.4.2 Communications Services

4.4.2.1 Total public and private dollars leveraged by USG¹⁸ for ICT projects

4.4.2.2 Number of beneficiaries¹⁹ receiving improved ICT services

4.4.2.3 USG assistance

4.4.2.D Number of people with access to internet service as a result of USG assistance

4.4.2.E Number of policy reforms /regulations/administrative procedures drafted and presented for public/stakeholder consultation as a result of USG assistance

4.4.2.F Number of policy reforms/regulations/administrative procedures analyzed to enhance sector governance and/or facilitate private sector participation and competitive markets

4.4.2.G Number of policy reforms/regulations/administrative procedures for which implementation has begun to enhance sector governance and/or facilitate private sector participation and competitive markets

4.4.2.H Number of policy reforms/regulations/administrative procedures passed/approved to enhance sector governance and/or facilitate private sector participation and competitive markets

4.4.2.I Number of policy reforms/regulations/administrative procedures presented for legislation/decreed as a result of USG assistance

4.4.2.J Number of private sector internet service providers established as a result of USG assistance

4.4.2.K Number of public institutions with access to telecommunication services as a result of USG assistance

¹⁸ Please consider this as USG-funded activities

¹⁹ "Beneficiary" can be considered equivalent to "member", "customer", "client", "constituent"

4.4.2.L Number of telecommunications agencies, regulatory bodies and utilities undergoing capacity assessments as a result of USG assistance

4.4.2.M Number of telecommunications agencies, regulatory bodies and utilities undertaking capacity strengthening as a result of USG assistance

4.4.2.N Number of telecommunications utilities prepared and offered for privatization as a result of USG assistance

4.4.2.O Total Public and private dollars leveraged by USG for communication infrastructure projects

4.5.2.A Amount of Private Financing Mobilized with a DCA Guarantee

4.5.2.B Number of additional hectares under improved technologies or management practices as a result of USG assistance

4.5.2.C Number of additional surveillance and/or control systems in place for agricultural threats (biological and environmental) as a result of USG assistance

4.5.2.D Number of agriculture-related firms benefiting directly from USG supported interventions

4.5.2.E Number of farmers, processors, and others who have adopted new technologies or management practices as a result of USG assistance

4.5.2.F Number of individuals who have received USG supported long term agricultural sector productivity training

4.5.2.F-a Number of men

4.5.2.F-b Number of women

4.5.2.G Number of individuals who have received USG supported short term agricultural sector productivity training

4.5.2.G-a Number of men

4.5.2.G-b Number of women

4.5.2.H Number of new technologies or management practices made available for transfer as a result of USG assistance

4.5.2.I Number of new technologies or management practices under field testing as a result of USG assistance

4.5.2.J Number of new technologies or management practices under research as a result of USG assistance

4.5.2.K Number of producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance

4.5.2.L Number of public-private partnerships formed as a result of USG assistance

4.5.2.M Number of rural households benefiting directly from USG interventions

4.5.2.N Number of vulnerable households benefiting directly from USG assistance

4.5.2.O Number of women's organizations/associations assisted as a result of USG interventions

4.5.2.P Number of women's organizations/associations assisted as a result of USG supported interventions

4.5.2.Q Percent change in value of international exports of targeted agricultural commodities as a result of USG assistance

4.5.2.R Percent change in value of intra-regional exports of targeted agricultural commodities as a result of USG assistance

4.5.2.S Percent change in value of purchases from smallholders of targeted commodities

4.5.2.T Percent change in value of purchases from smallholders of targeted commodities as a result of USG assistance

4.6.1.A Number of alternative dispute resolution mechanisms put in place as a result of USG assistance

4.6.1.B Number of institutions/organization assessments presented for consultation as a result of USG assistance

4.6.1.C Number of institutions/organizations mature/viable in the competency areas strengthened as a result of USG assistance

4.6.1.D Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance

4.6.1.E Number of institutions/organizations undertaking capacity/competency strengthening as a result of USG assistance

4.6.1.F Number of international labor organization conventions ratified as a result of USG support

4.6.1.G Number of municipalities receiving USG assistance with regulatory/ administrative simplification

4.6.1.H Number of the 11 core commercial laws analyzed as a result of USG assistance

4.6.1.I Number of the 11 core commercial laws drafted and presented for public/stakeholder consultation as a result of USG assistance

4.6.1.J Number of the 11 core commercial laws passed for which implementation has begun with USG assistance

4.6.1.K Number of the 11 core commercial laws prepared with USG assistance passed/approved

4.6.1.L Number of the 11 core commercial laws presented for legislation/decreed as a result of USG assistance

4.6.2.A Amount of Private Financing Mobilized with a DCA Guarantee

4.6.2.B Number of business associations and trade unions that are at least 50 percent self-funded as a result of USG assistance

4.6.2.C Number of firms receiving USG assistance to improve their management practices

4.6.2.D Number of firms receiving USG assistance to invest in improved technologies

4.6.2.E Number of new members in private business associations as a result of USG assistance

4.6.2.F Number of public-private dialogue mechanisms utilized as a result of USG assistance

4.6.2.G Number of SMEs receiving USG assistance to access bank loans or private equity

4.6.2.H Number of SMEs that successfully accessed bank loans or private equity as a result of USG assistance

4.7.1.A Amount of Private Financing Mobilized with a DCA Guarantee

4.7.1.B Number of borrowers from USG-assisted microfinance institutions

4.7.1.B-a number of men

4.7.1.B-b number of women

4.7.1.C Number of clients at USG-assisted microfinance institutions

4.7.1.D Number of Depositors at USG-Assisted Microfinance institutions

4.7.1.E Number of microfinance institutions supported by USG financial or technical assistance

4.7.1.F Percent of portfolio outstanding of USG assisted microfinance institutions held as poverty loans

4.7.1.G Percent of USG-assisted microfinance institutions that have reached financial sustainability

4.7.1.H Percent of USG-assisted microfinance institutions that have reached operational sustainability

4.7.1.I Total savings deposits held by USG-assisted microfinance institutions

4.7.1.J Value Of Portfolio Outstanding Of USG Assisted Microfinance activities Held As Poverty Loans

4.7.2.A Number of improvements in laws and regulations affecting the access of poor households to financial services drafted with USG assistance

4.7.2.B Number of improvements in laws and regulations affecting the access of poor households to financial services enacted with USG assistance

4.7.2.C Number of improvements in laws and regulations affecting the operations of micro enterprises enacted with USG assistance

4.7.2.D Number of improvements in laws and regulations affecting the registration of micro enterprises enacted with USG assistance

4.7.2.E Number of procedures required to register a firm

4.7.2.F Number of proposed improvements in laws and regulations affecting the operations of micro enterprises drafted with USG assistance

4.7.2.G Number of proposed improvements in laws and regulations affecting the registration of micro enterprises

drafted with USG assistance

4.7.3.A Amount of Private Financing Mobilized with a DCA Guarantee

4.7.3.B Number of micro enterprise linked to larger-scale firms as a result of USG assistance to the value chain

4.7.3.C Number of micro enterprises participating in USG assisted value chains

4.7.3.D Number of micro enterprises receiving business development services from USG assisted sources

4.7.3.E Total number of micro enterprises receiving finance from participating firms in a USG assisted value chain

Applicants are encouraged to develop their own custom indicators that uniquely reflect the nature of the cooperative enterprise, its role in the sector/s involved and the Metrics of measuring cooperative success.

Annex F

Work Plan

A “work plan” should clearly display critical activities and/or events drawn from the project strategy and the approximate sequence in which they are started and completed. The plan should be consistent with the strategy that is outlined in the text as well as with the planning matrix. Where there is a relationship between activities (for example when completion of one is necessary to initiation of – or even the decision to initiate – another) that relationship should be clear. Where one activity can lead to a decision to pursue two or more alternatives that, too, should be clearly depicted.

The work plan should be presented in a way that will allow the project manager, project participants and interested bystanders to track significant progress over time.

There is an extensive literature on work plans describing variations on GANTT²⁰, PERT²¹, Critical Path and similar approaches to displaying sequences of activities leading to specific results. There are also a variety of software programs available to assist in project planning, most of which include visual displays.

²⁰ bar-chart that shows both scheduled and completed work over a period. A time-scale is given on the chart's horizontal axis and each activity is shown as a separate horizontal rectangle (bar) whose length is proportional to the time required (or taken) for the activity's completion. In project planning, these charts show start and finish dates, critical and non-critical activities, slack time, and predecessor-successor relationships.

²¹ a project management tool used to schedule, organize, and coordinate tasks within a project. PERT stands for *Program Evaluation Review Technique*, a methodology developed by the U.S. Navy in the 1950s to manage the Polaris submarine missile program. A similar methodology, the *Critical Path Method* (CPM) was developed for project management in the private sector at about the same time

ANNEX G

IDEA/LS PRIORITY COUNTRY LIST

For purposes of the Cooperative Development Program, the following countries should be considered as priorities.

Africa	Afghanistan-Pakistan	Asia	Eastern Europe and Eurasia²²	Latin America/Caribbean	Middle East
South Sudan	Afghanistan	Bangladesh	Bosnia	Haiti	Egypt
Tanzania	Pakistan	Philippines	Kosovo	Mexico	Jordan
Ghana		India	Moldova	Honduras	Morocco
Ethiopia		Indonesia	Georgia	Guatemala	
Kenya			Russia	El Salvador	
Rwanda					
Uganda					
Mozambique					
Nigeria					
Liberia					

****NOTE: This list of Priority countries is subject to change without prior notice.***

²² Eastern Europe and Eurasia priority countries are for Women, Peace and Security.

ANNEX H

USAID MISSION ADDRESSES

Please note that personnel as well as addresses can change. It is the applicant's responsibility to verify that addresses are correct and to take all reasonable steps to ensure that they successfully transmit their proposal to all concerned USAID Missions. Please note that where a country is listed twice, it reflects an anticipated change in the Mission Director during the next few months. Priority countries are presented in bold face.

Afghanistan - Pakistan		
USAID/Afghanistan Mission Director: Susumo (Ken) Yamashita Email: kyamashita@state.gov Program Officer: Email: Office Phones: 301-490-1042; 202-216-6288 Desk Officer: Diane Ray (Acting) Email: dray@usaid.gov Phone: 202-712-1298	USAID/Pakistan Mission Director: Andrew Sisson Email: asisson@usaid.gov Program Officer: John Morgan Email: jmorgan@usaid.gov Office Phones: ; Desk Officer: Email: Phone:	
Africa Bureau		
USAID/Angola Mission Director: Teresa McGhie Email: tmcghie@usaid.gov Program Officer: Jessica N. O'Connor Email: jnoconnor@usaid.gov Mission Phones: 258-71-352091; 202-216-6250 x2091 Desk Officer: Julie Fitzgerald Email: jfitzgerald@usaid.gov Phone: 202-712-1422	USAID/Benin Mission Director: Kevin Armstrong Email: karmstrong@usaid.gov Program Officer: Scott Stofel Email: sstofel@usaid.gov Mission Phones: 229-21-30-05-00 (2101); Desk Officer: Sarah Crites Email: scrites@usaid.gov Phone: 202-712-4544	USAID/Botswana Mission Director: Email: Program Officer: Dean Salpini Email: dsalpini@usaid.gov Mission Phones: ; Desk Officer: Julie Fitzgerald Email: jfitzgerald@usaid.gov Phone: 202-712-1422

USAID/Burkina Faso Mission Director: Email: Program Officer: Janet Trucker Email: jtrucker@usaid.gov Mission Phones: ; Desk Officer: Richard Montpelier Email: rmontpelier@usaid.gov Phone: 202-712-0625	USAID/Burundi Mission Director: James Anderson - Country Representative Email: andersonjm1@state.gov Program Officer: Brad Tucker Email: btucker@usaid.gov Mission Phones: 257-22-20-7270; Desk Officer: Diana Daibes Email: ddaibes@usaid.gov Phone: 202-712-4847	USAID/Cameroon Mission Director: Email: Program Officer: Evelyn Ayivor Email: eayivor@usaid.gov Mission Phones: ; Desk Officer: Michael Quizon Email: mquizon@usaid.gov; cweinberg@usaid.gov Phone: 202-712-0511
USAID/Cape Verde Mission Director: Email: Program Officer: Email: Mission Phones: ; Desk Officer: Marjorie Copson Email: mcpson@usaid.gov Phone: 202-712-1504	USAID/Central African Republic Mission Director: Email: Program Officer: Brad Tucker Email: btucker@usaid.gov Mission Phones: ; Desk Officer: Brian Stout Email: bstout@usaid.gov Phone: 202-712-1387	USAID/Chad Mission Director: Email: Program Officer: Email: Mission Phones: ; Desk Officer: Richard Montpelier Email: rmontpelier@usaid.gov Phone: 202-712-0625
USAID/Comoros Mission Director: Email: Program Officer: Email: Mission Phones: ; Desk Officer: Craig Lamberton Email: clamberton@usaid.gov Phone: 202-712-4314	USAID/Congo Brazzaville Mission Director: Email: Program Officer: Email: Mission Phones: ; Desk Officer: Julie Wood Email: JulieWood@usaid.gov Phone: 202-712-5868	USAID/Djibouti Mission Director: Stephanie Funk - Country Representative Email: sfiml@usaid.gov Program Officer: Amber Bechtel Email: abechtel@usaid.gov Mission Phones: 254-20-8622000; Desk Officer: Julie Wood Email: juliewood@usaid.gov Phone: 202-712-5868

USAID/DRC Mission Director: Diana Putnam Email: dputnam@usaid.gov Program Officer: Kitty Andang Email: kandang@usaid.gov Mission Phones: 243- 81-555-4434/4525; Desk Officer: Julie Wood Email: juliewood@usaid.gov; ckomich@usaid.gov Phone: 202-712-5868	USAID/Equatorial Guinea Mission Director: Nancy Estes Email: nlestes@usaid.gov Program Officer: Email: Mission Phones: 224-65- 10-40-00 x 4510; Desk Officer: Michael Quizon Email: mquizon@usaid.gov; cweinberg@usaid.gov Phone: 202-712-0511	USAID/Eritrea Mission Director: Email: Program Officer: Email: Mission Phones: ; Desk Officer: Patrick White Email: pawwhite@usaid.gov Phone: TDY in Addis
USAID/Ethiopia Mission Director: Thomas Staal Email: tstaal@usaid.gov Program Officer: Lily Beshawred Email: lbeshawred@usaid.gov Mission Phones: 251- 11-1306015; Desk Officer: Patrick White Email: pawwhite@usaid.gov Phone: 202-712-5963	USAID/Ethiopia Mission Director: Dennis Weller Email: dweller@usaid.gov Program Officer: Lily Beshawred Email: lbeshawred@usaid.gov Mission Phones: 251-11- 1306015; Desk Officer: Torina Way Email: tway@usaid.gov Phone: 202-712-5963	USAID/Gabon Mission Director: Email: Program Officer: Email: Mission Phones: ; Desk Officer: Michael Quizon Email: mquizon@usaid.gov Phone: 202-712-4332
USAID/Ghana Mission Director: Cheryl Anderson Email: chanderson@usaid.gov Program Officer: Daniel Sanchez-Bustamante Email: dsanchez- bustamante@usaid.gov Mission Phones: 233- 302-741-483; Desk Officer: Kasia McCormick Email: kmccormick@usaid.gov Phone: 202-712-5532	USAID/Ghana (WA) Mission Director: Lisa Franchett Email: lfranchett@usaid.gov Program Officer: Madeline Williams Email: mawilliams@usaid.gov Mission Phones: ; Desk Officer: Chad Weinberg Email: cweinberg@usaid.gov Phone: 202-712-0511	USAID/Guinea Mission Director: Nancy L Estes Email: nlestes@usaid.gov Program Officer: Alpha Souleymane Diallo Email: asdiallo@usaid.gov Mission Phones: 224-65- 10-4510; 202-216-6222 Desk Officer: Briana Fischer Email: bfischer@usaid.gov Phone: 202-712-0472

USAID/Guinea Bissau Mission Director: Email: Program Officer: Email: Mission Phones: ; Desk Officer: Marjorie Copson Email: mcpolson@usaid.gov Phone: 202-712-1504	USAID/Ivory Coast Mission Director: Email: Program Officer: Madeline Williams Email: mawilliams@usaid.gov Mission Phones: ; Desk Officer: Briana Fischer Email: bfischer@usaid.gov Phone: 202-712-0472	USAID/Kenya Mission Director: Karen Freeman Email: kfreeman@usaid.gov Program Officer: Mark Meassick Email: mmeassick@usaid.gov Mission Phones: ; Desk Officer: Julia Escalona Email: jescalona@usaid.gov Phone: 202-712-4981
USAID/Kenya Mission Director: Erna Kerst Email: ekerst@usaid.gov Program Officer: Mark Meassick Email: mmeassick@usaid.gov Mission Phones: 254-20-8622510; Desk Officer: Julia Escalona Email: jescalona@usaid.gov Phone: 202-712-4981	USAID/Kenya (EA) Mission Director: Jeffrey Ashley Email: jwashley@usaid.gov Program Officer: Brad Tucker Email: btucker@usaid.gov Mission Phones: ; Desk Officer: Julia Escalona Email: jescalona@usaid.gov Phone: 202-712-4981	USAID/Kenya (EA) Mission Director: Lawrence Meserve Email: lmeserve@usaid.gov Program Officer: Brad Tucker Email: btucker@usaid.gov Mission Phones: 254-20-862-2521; Desk Officer: Julia Escalona Email: jescalona@usaid.gov Phone: 202-712-4981
USAID/Lesotho Mission Director: Email: Program Officer: Dean Salpini Email: dsalpini@usaid.gov Mission Phones: ; Desk Officer: Julie Fitzgerald Email: jffitzgerald@usaid.gov Phone: 202-712-1422	USAID/Liberia Mission Director: Patricia Rader Email: prader@usaid.gov Program Officer: Anne Fleuret Email: afleuret@usaid.gov Mission Phones: 231-77054826 x 1476; 202-216-6353 x 103 Desk Officer: Sarah Crites Email: scrites@usaid.gov Phone: 202-712-4544	USAID/Madagascar Mission Director: Thomas Rudolph Email: rthomas@usaid.gov Program Officer: David Isaak Email: disaak@usaid.gov Mission Phones: 264-20-2348000; 202-216-6206 x2622 Desk Officer: Craig Lamberton Email: clamberton@usaid.gov Phone: 202-712-4314

USAID/Malawi Mission Director: Doug Arbuckle Email: darbuckle@usaid.gov Program Officer: Kevin Smith Email: kevsmith@usaid.gov Mission Phones: 265-1772-455; 202-216-6244 x 5400 Desk Officer: Rosalind Best Email: rbest@usaid.gov Phone: 202-712-0839	USAID/Mali Mission Director: Rebecca Black Email: rblack@usaid.gov Program Officer: Erin Holleran Email: eholleran@usaid.gov Mission Phones: 223-2070-2700; 202-216-6211 x2700 Desk Officer: Rabiha Mateen Email: rmateen@usaid.gov Phone: 202-712-0236	USAID/Mauritania Mission Director: Email: Program Officer: Evelyn Holleran Email: evholleran@usaid.gov Mission Phones: ; Desk Officer: Richard Montpelier Email: rmontpelier@usaid.gov Phone: 202-712-0625
USAID/Mauritius Mission Director: Email: Program Officer: Email: Mission Phones: ; Desk Officer: Craig Lamberton Email: clamberton@usaid.gov Phone: 202-712-4314	USAID/Mozambique Mission Director: Todd Amani Email: tamani@usaid.gov Program Officer: Patrick Wesner Email: pwesner@usaid.gov Mission Phones: 258-21-352090; 202-216-6250 x2090 Desk Officer: Craig Lamberton Email: clamberton@usaid.gov Phone: 202-712-4314	USAID/Namibia Mission Director: Elzadia Washington Email: ewashington@usaid.gov Program Officer: Deb Mosel Email: dmosel@usaid.gov Mission Phones: ; Desk Officer: Julie Fitzgerald Email: jfitzgerald@usaid.gov Phone: 202-712-1422
USAID/Niger Mission Director: Email: Program Officer: Evelyn Ayivor Email: eayivor@usaid.gov Mission Phones: ; Desk Officer: Rabiha Mateen Email: rmateen@usaid.gov Phone: 202-712-0236	USAID/Nigeria Mission Director: Dana Mansuri Email: dmansuri@usaid.gov Program Officer: Barbara Dickerson Email: bdickerson@usaid.gov Mission Phones: 234-9-4619300; Desk Officer: Dana Alzouma Email: dalzouma@usaid.gov Phone: 202-712-0432	USAID/Rwanda Mission Director: Peter Malnak Email: pmalnak@usaid.gov Program Officer: Zdenek Suda Email: zsuda@usaid.gov Mission Phones: 250-596-800; Desk Officer: Benita Gunn Email: bgunn@usaid.gov Phone: 202-712-0393

USAID/Rwanda Mission Director: Dennis Weller Email: dweller@usaid.gov Program Officer: Zdenek Suda Email: zsuda@usaid.gov Mission Phones: ; Desk Officer: Benita Gunn Email: bgunn@usaid.gov Phone: 202-712-0393	USAID/Sao Tome and Principe Mission Director: Email: Program Officer: Email: Mission Phones: ; Desk Officer: Michael Quizon Email: mquizon@usaid.gov Phone: 202-712-4332	USAID/Senegal Mission Director: Patrick Henderson Email: hpatrick@usaid.gov Program Officer: Christophe Tocco Email: ctocco@usaid.gov Mission Phones: 221-33-869-6100; Desk Officer: Marjorie Copson Email: mcopson@usaid.gov Phone: 202-712-1504
USAID/Seychelles Mission Director: Email: Program Officer: Email: Mission Phones: ; Desk Officer: Craig Lamberton Email: clamberton@usaid.gov Phone: 202-712-4314	USAID/Sierra Leone Mission Director: Nancy Estes Email: nestes@usaid.gov Program Officer: Jean E. Benedict Email: jbenedict@usaid.gov Mission Phones: ; Desk Officer: Brianna Fischer Email: bfischer@usaid.gov Phone: 202-712-0472	USAID/Somalia Mission Director: Email: Program Officer: Brad Tucker Email: btucker@usaid.gov Mission Phones: ; Desk Officer: Marissa LeMargie Email: mlemargie@usaid.gov Phone: 202-712-1738
USAID/South Sudan Mission Director: William Brands Email: wbrands@usaid.gov Program Officer: Marcia Musisi-Nkambe Email: mmusisi-nkambwe@usaid.gov Mission Phones: ; 202-216-6279 Desk Officer: Andrea Freeman Email: afreeman@usaid.gov Phone: 202-712-5509	USAID/South Sudan Mission Director: Kevin Mullally Email: kmullally@usaid.gov Program Officer: Marcia Musisi-Nkambe Email: mmusisi-nkambwe@usaid.gov Mission Phones: ; 202-216-6279 Desk Officer: Andrea Freeman Email: afreeman@usaid.gov Phone: 202-712-5509	USAID/Southern Africa Mission Director: Email: Program Officer: Dean Salpini Email: dsalpini@usaid.gov Mission Phones: 27-12-452-2281; 202-216-6261 Desk Officer: Crystal Garrett Email: cgarrett@usaid.gov Phone: 202-712-0371

USAID/Southern Africa Mission Director: Jeffrey Borns Email: jborns@usaid.gov Program Officer: Dean Salpini Email: dsalpini@usaid.gov Mission Phones: 27-12-452-2276; 202-216-6261 Desk Officer: Crystal Garrett Email: cgarrett@usaid.gov Phone: 202-712-0371	USAID/Sudan Mission Director: Barry Primm Email: bprimm@usaid.gov Program Officer: James Parys Email: jparys@usaid.gov Mission Phones: 249-1-870202000 ext. 2183; 202-216-6236 x 2183 Desk Officer: Andrea Freeman Email: afreeman@usaid.gov Phone: 202-712-5509	USAID/Swaziland Mission Director: Email: Program Officer: Dean Salpini Email: dsalpini@usaid.gov Mission Phones: ; Desk Officer: Julie Fitzgerald Email: jfitzgerald@usaid.gov Phone: 202-712-1422
USAID/Tanzania Mission Director: Sharon Cromer Email: scromer@usaid.gov Program Officer: Craig Hart Email: chart@usaid.gov Mission Phones: 255-22-229-4490; Desk Officer: Sonia Kassambara Email: skassambara@usaid.gov Phone: 202-712-5513	USAID/Tanzania Mission Director: Robert Cunanne Email: rcunane@usaid.gov Program Officer: Craig Hart Email: chart@usaid.gov Mission Phones: 255-22-229-4490; Desk Officer: Sonia Kassambara Email: skassambara@usaid.gov Phone: 202-712-5513	USAID/The Gambia Mission Director: Email: Program Officer: Email: Mission Phones: ; Desk Officer: Marjorie Copson Email: mcopson@usaid.gov Phone: 202-712-1504
USAID/Togo Mission Director: Email: Program Officer: Evelyn Ayivor Email: eayivor@usaid.gov Mission Phones: ; Desk Officer: Kasia McCormick Email: kmccormick@usaid.gov Phone: 202-712-5532	USAID/Uganda Mission Director: Dave Eckerson Email: deckerson@usaid.gov Program Officer: Jeremiah Carew Email: jcarew@usaid.gov Mission Phones: ; Desk Officer: Minty Abraham Email: mabraham@usaid.gov Phone: 202-712-5355	USAID/Uganda Mission Director: Leslie Reed Email: lreed@usaid.gov Program Officer: Jeremiah Carew Email: jcarew@usaid.gov Mission Phones: 202-216-6234; Desk Officer: Minty Abraham Email: mabraham@usaid.gov Phone: 202-712-5355

USAID/Zambia Mission Director: Susan Brems Email: sbrems@usaid.gov Program Officer: Mike McCord Email: mmccord@usaid.gov Mission Phones: 260-211-357-080/260-211-357-430; Desk Officer: Rosalind Best Email: rbest@usaid.gov Phone: 202-712-0839	USAID/Zimbabwe Mission Director: Melissa Williams Email: mewilliams@usaid.gov Program Officer: Julie Chen Email: jchen@usaid.gov Mission Phones: 260-211-357-080; Desk Officer: Lorie Dobbins Email: ldobbins@usaid.gov Phone: 202-712-1805	
--	---	--

Asia Bureau		
USAID/Bangladesh Mission Director: Richard Greene Email: rgreene@usaid.gov Program Officer: Todd Andrews Email: tandrews@usaid.gov Office Phones: 880 2 885500; 202-216-6226 Desk Officer: Ananta H. Cook Email: ahans@usaid.gov Phone: 202-712-4624	USAID/Burma Mission Director: Michael Stievater Email: mstievater@usaid.gov Program Officer: Email: Office Phones: (66-2) 257-3000; Desk Officer: Nitin Madhav (Officer-in-Charge) Email: nmadhav@usaid.gov Phone: 202-712-1307	USAID/Cambodia Mission Director: Flynn Fuller Email: ffuller@usaid.gov Program Officer: Laurie DeFreese Email: ldefreese@usaid.gov Office Phones: 855-23-728000; 202-216-6259 Desk Officer: Deidre Winston Email: dwinston@usaid.gov Phone: 202-712-5377
USAID/China Mission Director: Warren Harrity (Program Officer) Email: wharrity@usaid.gov Program Officer: Email: Office Phones: 662-263-7400; Desk Officer: Nitin Madhav (Officer-in-Charge) Email: nmadhav@usaid.gov Phone: 202-712-1307	USAID/East Timor Mission Director: Frederic (Rick) Scott Email: rscott@usaid.gov Program Officer: Amy Partida Email: apartida@usaid.gov Office Phones: 670 332 2211; 202-216-6264 Desk Officer: Shauna Malliski Email: smalliski@usaid.gov Phone: 202-712-1874	USAID/India Mission Director: Bill Hammink Email: whammink@usaid.gov Program Officer: Jennifer Graetz Email: jgraetz@usaid.gov Office Phones: 91-11-2419-8400; Desk Officer: Anne Convery Email: aconvery@usaid.gov Phone: 202-712-4029

USAID/Indonesia Mission Director: Glenn E. Anders (Acting) Email: ganders@usaid.gov Program Officer: Nancy Fisher-Gormley Email: nfisher-gormley@usaid.gov Office Phones: 62-21-3435 9000; Desk Officer: Robert Birkenes Email: rbirkenes@usaid.gov Phone: 202-712-4997	USAID/Kazakhstan (CAR) Mission Director: Erin McKee Email: emckee@usaid.gov Program Officer: Matt Sumpter (Acting) Email: msumpter@usaid.gov Office Phones: 7-727-250-7612; 202-216-6204 Desk Officer: Eric Rudenshiold Email: erudenshiold@usaid.gov Phone: 202-712-0141	USAID/Kyrgyzstan Mission Director: Carey Gordon (CR) Email: cagordon@usaid.gov Program Officer: Raymond Grant Email: rgrant@usaid.gov Office Phones: 952 515 777 222; Desk Officer: Eric Rudenshiold Email: erudenshiold@usaid.gov Phone: 202-712-0141
USAID/Lao PDR Mission Director: Mai Huang Email: mhuang@usaid.gov Program Officer: Email: Office Phones: (66-2) 257-3000; Desk Officer: Jose Garzon Email: jgarzon@usaid.gov Phone: 202-712-5647	USAID/Mongolia Mission Director: Karen Hilliard (CR) Email: khilliard@usaid.gov Program Officer: Alyson McFarland Email: amcfarland@usaid.gov Office Phones: 976-11-312390; Desk Officer: Deidre Winston Email: dwinston@usaid.gov Phone: 202-712-5377	USAID/Nepal Mission Director: Dave Atteberry Email: datteberry@usaid.gov Program Officer: Thomas Kress Email: tkress@usaid.gov Office Phones: 977-1-400-7285; 202-216-6335 Desk Officer: Ananta H. Cook Email: ahans@usaid.gov Phone: 202-712-4624
USAID/Pacific Islands Mission Director: Managed by USAID/Philippines Email: Program Officer: Email: Office Phones: ; Desk Officer: Shauna Malliski Email: smalliski@usaid.gov Phone: 202-712-1874	USAID/Papua New Guinea Mission Director: Warren Harrity (Program Officer) Email: wharrity@usaid.gov Program Officer: Email: Office Phones: (66-2) 257-3000; Desk Officer: Brett Hansen Email: bhansen@usaid.gov Phone: 202-712-4568	USAID/Philippines Mission Director: Gloria Steele Email: gsteele@usaid.gov Program Officer: Myra Emata-Stokes Email: mestokes@usaid.gov Office Phones: 632-552-9801; 202-216-6249 Desk Officer: Melinda Manning Email: mmanning@usaid.gov Phone: 202-712-3284

USAID/Sri Lanka Mission Director: James Bednar Email: jbednar@usaid.gov Program Officer: Tracy Thoman Email: tthoman@usaid.gov Office Phones: 94-11-249-8039; Desk Officer: Todd Sorenson Email: tsorenson@usaid.gov Phone: 202-712-4532	USAID/Tajikistan Mission Director: Jeffrey Lehrer (Country Office Director) Email: jlehrer@usaid.gov Program Officer: Email: Office Phones: 10-922-372-229-2000; Desk Officer: Eric Rudenshiold Email: erudenshiold@usaid.gov Phone: 202-712-0141	USAID/Thailand (Bangkok RDMA) Mission Director: Michael Yates Email: myates@usaid.gov Program Officer: Shirley Hoffman Email: shoffman@usaid.gov Office Phones: 662-257-3130; Desk Officer: Jose Garzon Email: jgarzon@usaid.gov Phone: 202-712-5647
USAID/Turkmenistan (CAR) Mission Director: Andrew Segars (Country Office Director) Email: asegars@usaid.gov Program Officer: Email: Office Phones: 7-727-250-7612; Desk Officer: Eric Rudenshiold Email: erudenshiold@usaid.gov Phone: 202-712-0141	USAID/Uzbekistan (CAR) Mission Director: John A. Pennell (Country Office Director) Email: pennellja@state.gov Program Officer: Email: Office Phones: 998-71-120-63-09; Desk Officer: Eric Rudenshiold Email: erudenshiold@usaid.gov Phone: 202-712-0141	USAID/Vietnam Mission Director: Francis Donovan Email: fdonovan@usaid.gov Program Officer: Robert Barton Email: rbarton@usaid.gov Office Phones: 84-4-3935 1218; 202-216-6228 Desk Officer: Michael Anderson Email: micanderson@usaid.gov Phone: 202-712-5739

Europe and Eurasia		
USAID/Albania Mission Director: Joseph C. Williams Email: jwilliams@usaid.gov Program Officer: Andrew Maybrook (until 9/2012) Email: amaybrook@usaid.gov Office Phones: 355-4-229 3132; 811-275-1000 x 3232 Desk Officer: Taisha Jones Email: tajones@usaid.gov Phone: 202-567-4426	USAID/Armenia Mission Director: Jatinder Cheema Email: jcheema@usaid.gov Program Officer: Tyce Shideler (Acting until 7/2012) Email: tshideler@usaid.gov Office Phones: 374-10-46-47-00; 202-216-6281 Desk Officer: Lori Rakoczy Email: lrakoczy@usaid.gov Phone: 202-712-0961	USAID/Azerbaijan Mission Director: Michael Greene Email: mgreene@usaid.gov Program Officer: Elaine Grigsby (until 6/2012) Email: egrigsby@usaid.gov Office Phones: 994 12 498-18-35; 202-216-6210 Desk Officer: Heather Ward Email: hward@usaid.gov Phone: 202-567-4035

USAID/Belarus Mission Director: Email: Program Officer: John Riordan, Country Director Email: jriordan@usaid.gov Office Phones: 38-044-4927184; 202-216-6237 (Kyiv) Desk Officer: Valerie Chien Email: vchien@usaid.gov Phone: 202-567-4028	USAID/Bosnia Mission Director: Allan Reed Email: aereed@usaid.gov Program Officer: Aler Grubbs (until 6/2012) Email: agrubbs@usaid.gov Office Phones: 387 33-704-000 x4232; 202-216-6268 Desk Officer: Mike Wagg (Acting), cc Linda Bernstein Email: mwagg@usaid.gov; lbernstein@usaid.gov Phone: 202-712-4038	USAID/Bulgaria Mission Director: Ivica Vasev (POC) Email: ivasev@usaid.gov Program Officer: Email: Office Phones: ; Desk Officer: Mike Wagg Email: mwagg@usaid.gov Phone: 202-712-4038
USAID/Cyprus Mission Director: Alan Davis, USAID Representative Email: adavis@usaid.gov Program Officer: Kimberly A. Foukaris, Senior Program Advisor Email: foukariska@state.gov Office Phones: 357-22-393939; Desk Officer: Michael Wagg Email: mwagg@usaid.gov Phone: 202-567-4038	USAID/Georgia Mission Director: Stephen Haykin Email: shaykin@usaid.gov Program Officer: Nick Higgins Email: nhiggins@usaid.gov Office Phones: 995 32 254 4156 ext. 4156; 202-216-6272 Desk Officer: Heather Ward Email: hward@usaid.gov Phone: 202-567-4035	USAID/Hungary Mission Director: David Leong Email: dleong@usaid.gov Program Officer: N/A Email: N/A Office Phones: 36-1-475-4235; 202-216-6318 Desk Officer: Michael Wagg Email: mwagg@usaid.gov Phone: 202-567-4038
USAID/Kosovo Mission Director: Maureen Shauket Email: mshauket@usaid.gov Program Officer: Lloyd Jackson Email: lljackson@usaid.gov Office Phones: 381-38-59-59 2131; 202-216-6241 Desk Officer: Taisha Jones Email: tajones@usaid.gov Phone: 202-567-4426	USAID/Macedonia Mission Director: Robert Wuertz Email: rwuertz@usaid.gov Program Officer: LeAnna Marr Email: lmarr@usaid.gov Office Phones: 389-2-310-2319; 202-216-6269 Desk Officer: Lori Rakoczy Email: lrakoczy@usaid.gov Phone: 202-712-0961	USAID/Moldova Mission Director: N/A Email: Program Officer: Kent Larson, Country Director Email: klarson@usaid.gov Office Phones: 373-22-201800; 202-216-6220 Desk Officer: Valerie Chien Email: vchien@usaid.gov Phone: 202-567-4028

USAID/Montenegro Mission Director: Susan Fritz Email: sfritz@usaid.gov Program Officer: Vesna Brajovic Email: vbrajovic@usaid.gov Office Phones: 382-20-310-500; 202-216-6283 Desk Officer: Michael Wagg Email: mwagg@usaid.gov Phone: 202-567-4038	USAID/Russia Mission Director: Charles North Email: cnorth@usaid.gov Program Officer: Sandy Stajka Email: sstajka@usaid.gov Office Phones: 7(495)728-5000 x4614; 202-216-6354 Desk Officer: Judith Robinson Email: jrobinson@usaid.gov Phone: 202-567-4033	USAID/Serbia Mission Director: Susan Fritz Email: sfritz@usaid.gov Program Officer: Timothy Donnay Email: tdonnay@usaid.gov Office Phones: 381-11-306-4779; 202-216-6302 Desk Officer: Michael Wagg Email: mwagg@usaid.gov Phone: 202-567-4038
USAID/Ukraine Mission Director: Janina Jaruzelski Email: jjaruzelski@usaid.gov Program Officer: Peter Duffy Email: pduffy@usaid.gov Office Phones: 380-44-5374691; 202-216-6237 Desk Officer: Valerie Chien Email: vchien@usaid.gov Phone: 202-567-4028		
Latin America and Caribbean		
USAID/Barbados Mission Director: James Goggins (CR) Email: jgoggins@usaid.gov Program Officer: Email: Office Phones: 246-227-4395; Desk Officer: Email: Phone:	USAID/Bolivia Mission Director: Wayne Nilsestuen Email: wnilestuen@usaid.gov Program Officer: Alder Phillips Email: aPhillips@usaid.gov Office Phones: 591-2-2786179; 202-216-6343 Desk Officer: Adriana Hayes Email: pahayes@usaid.gov Phone: 202-712-0361	USAID/Brazil Mission Director: Lawrence Hardy Email: lhardy@usaid.gov Program Officer: Alexandre Mancuso Email: amancuso@usaid.gov Office Phones: 55-61-3312-7237; 202-216-6214 Desk Officer: Adriana Hayes Email: pahayes@usaid.gov Phone: 202-712-0361

USAID/Colombia Mission Director: Email: Program Officer: Lynn Dunn Email: ldunn@usaid.gov Office Phones: 571-275- 4125; 202-216-6213 Desk Officer: Rebecca Levy Email: rlevy@usaid.gov Phone: 202-712-0959	USAID/Dominican Republic Mission Director: Alexandra Panehal Email: apanahal@usaid.gov Program Officer: Dora Plavetic Email: dplavetic@usaid.gov Office Phones: 809-731- 7000; 202-216-6267 Desk Officer: Debra Banks Email: dbanks@usaid.gov Phone: 202-712-0821	USAID/Ecuador Mission Director: Andrew Herscowitz Email: aherscowitz@usaid.gov Program Officer: Christoper Saenger Email: csaemger@usaid.gov Office Phones: 593-2- 398-5194; 202-216-6262 Desk Officer: Rebecca Levy Email: rlevy@usaid.gov Phone: 202-712-0959
USAID/El Salvador Mission Director: Carl Derrick Email: cderrick@usaid.gov Program Officer: Email: Office Phones: 503- 2501-3349; Desk Officer: Milyedi Guilarte Email: mguilarte@usaid.gov Phone: 202-712-5805	USAID/Guatemala Mission Director: Kevin Kelly Email: kkelly@usaid.gov Program Officer: Ernest R Rojas Email: rojaser@state.gov Office Phones: 502-2422- 4000; Desk Officer: Leah Tafara-Maddox Email: ttafara- maddox@usaid.gov Phone: 202-712-0872	USAID/Guyana Mission Director: Debra Banks (Acting) Email: dbanks@usaid.gov Program Officer: Chloe M. Noble Email: cnoble@usaid.gov Office Phones: 011-592- 225-7315; Desk Officer: Debra Banks Email: dbanks@usaid.gov Phone: 202-712-0821
USAID/Haiti Mission Director: Carlene Dei Email: cdei@usaid.gov Program Officer: Cristina Olive Email: colive@usaid.gov Office Phones: 509- 2229-8701; Desk Officer: Dan Riley Email: driley@usaid.gov Phone: 202-712-1641	USAID/Honduras Mission Director: William Brands Email: wbrands@usaid.gov Program Officer: Julius Schlotthauer Email: jschlotthauer@usaid.gov Office Phones: 504-2236- 9320; Desk Officer: Edith Houston Email: ehouston@usaid.gov Phone: 202-712-4928	USAID/Jamaica Mission Director: Denise Herbol Email: dherbol@usaid.gov Program Officer: Kimberly Bostwick Email: kbostwick@usaid.gov Office Phones: 876-702- 6444; 202-216-6240 Desk Officer: Debra Banks Email: dbanks@usaid.gov Phone: 202-712-0821

USAID/Mexico Mission Director: Tom Delaney Email: tdelaney@usaid.gov Program Officer: Kim Delaney Email: kdelaney@usaid.gov Office Phones: 52-55-5080-2954; Desk Officer: Julie Ciccarone Email: jciccarone@usaid.gov Phone: 202-712-1623	USAID/Nicaragua Mission Director: Art Brown Email: artbrown@usaid.gov Program Officer: Christean Cole Email: ccole@usaid.gov Office Phones: 505-2252-7143; 202-216-6248 Desk Officer: Leah Tafara-Maddox Email: ttafara-maddox@usaid.gov Phone: 202-712-0872	USAID/Panama Mission Director: Daniel Smolka Email: dsmolka@usaid.gov Program Officer: Stephanie Acosta-Mikulasek Email: sAcosta-Mikulasek@usaid.gov Office Phones: 011-501-207-7370; Desk Officer: Julie Ciccarone Email: jciccarone@usaid.gov Phone: 202-712-1623
USAID/Paraguay Mission Director: Rosemary Rakas Email: rrakas@usaid.gov Program Officer: Darren Manning Email: dmanning@usaid.gov Office Phones: 595-21-220-715; 202-216-6257 Desk Officer: Michael Karbeling Email: mkarbeling@usaid.gov Phone: 202-712-0769	USAID/Peru Mission Director: Deborah Kennedy-Iraheta Email: dkennedy@usaid.gov Program Officer: Jeffrey P. Cohen Email: jcohen@usaid.gov Office Phones: 511-618-1200; 202-216-6214 Desk Officer: Michael Karbeling Email: mkarbeling@usaid.gov Phone: 202-712-0769	USAID/Peru Mission Director: Richard Goughnour Email: rgoughnour@usaid.gov Program Officer: Jeffrey P. Cohen Email: jcohen@usaid.gov Office Phones: 511-618-1200; 202-216-6214 Desk Officer: Michael Karbeling Email: mkarbeling@usaid.gov Phone: 202-712-0769

Middle East		
USAID/Egypt Mission Director: Walter North Email: wnorth@usaid.gov Program Officer: Email: Office Phones: 202-2522-6520; 202-216-6219 Desk Officer: Dawn Heuschel Email: dheuschel@usaid.gov Phone: 202-712-4447	USAID/Iraq Mission Director: Thomas Staal Email: tstaal@usaid.gov Program Officer: Email: Office Phones: 202-216-6276; 202-216-6276 Desk Officer: Sarah-Ann Lynch Email: slynch@usaid.gov Phone: 202-712-4716	USAID/Iraq Mission Director: Alex Dickie Email: adickie@usaid.gov Program Officer: Email: Office Phones: 202-216-6276; 202-216-6276 Desk Officer: Sarah-Ann Lynch Email: slynch@usaid.gov Phone: 202-712-4716

USAID/Jordan Mission Director: Beth Paige Email: bpaige@usaid.gov Program Officer: Amy Tohill-Stull Email: atohill-stull@usaid.gov Office Phones: 962-590-6500; 202-216-6305 Desk Officer: Judd Kennedy (Acting) Email: jkennedy@usaid.gov Phone: 202-712-0533	USAID/Lebanon Mission Director: Azza El-Abd Email: aelabd@usaid.gov Program Officer: Email: Office Phones: ; Desk Officer: Elaine Scott Email: escott@usaid.gov Phone: 202-712-0404	USAID/Lebanon Mission Director: Jim Barnhart Email: barnhartj@state.gov Program Officer: Email: Office Phones: ; Desk Officer: Elaine Scott Email: escott@usaid.gov Phone: 202-712-0404
USAID/Morocco Mission Director: John Groarke Email: jgroarke@usaid.gov Program Officer: Tamika Cameron Email: tcameron@usaid.gov Office Phones: 212-537-632000; Desk Officer: Christopher Kisco Email: ckisco@usaid.gov Phone: 202-712-1027	USAID/Tunisia Mission Director: Email: Program Officer: Email: Office Phones: ; Desk Officer: Shannon Darcy Email: sdarcy@usaid.gov Phone: 202-712-1785	USAID/West Bank Gaza Mission Director: Michael Harvey Email: mharvey@usaid.gov Program Officer: Shawn Jones Email: shjones@usaid.gov Office Phones: 972-3-511-4830; Desk Officer: Sara Borodin Email: sborodin@usaid.gov Phone: 202-712-4836
USAID/Yemen Mission Director: Robert Wilson Email: wilsonrj@state.gov Program Officer: Email: Office Phones: 00967-1-755-2197; Desk Officer: Lillian Wasvary Email: lwasvary@usaid.gov Phone: 202-712-		

Annex I

Cover Sheet for Submitting Application to Mission

Country:	_____
USAID Mission Contact:	_____
Address:	_____ _____ _____ _____ _____ _____

FY 2012 Cooperative Development RFA

USAID/IDEA/LS has requested that _____ (CDO) provide appropriate USAID Missions with copies of its application for the Cooperative Development Program, "Development and expansion of economic assistance programs that fully utilize cooperatives and credit unions". We have been directed to obtain Mission clearance for that segment of the proposed program that will take place in _____ (country).

Questions for IDEA/LS should be directed to:

USAID/IDEA/LS
1300 Pennsylvania Avenue, NW 6.07
Washington, DC 20523-6700
(202) 712-5226
E-mail: thcarter@usaid.gov

Questions for the CDO should be directed to:

Annex J

Typology of Progress-Prone and Progress Resistant Cultures

A fusion of the IDEAs of Mariano Grondona, Lawrence Harrison, Matteo Marini,
and Irakli Chkonia

Factor	Progress-Prone Culture	Progress-Resistant Culture
WORLDVIEW		
1. Spirituality	Nurtures rationality, achievement; promotes material pursuits; focus on this world; pragmatism	Nurtures irrationality; inhibits its material pursuits; focus on the other world; utopianism
2. Destiny	I can influence my destiny for the better.	Fatalism, resignation, sorcery
3. Time Orientation	Future focus promotes planning, punctuality, deferred gratification	Present or past focus discourages planning, punctuality, saving
4. Wealth	Product of human creativity, expandable (positive sum)	What exists (zero-sum)
5. Knowledge	Practical, verifiable; facts matter	Abstract, theoretical, cosmological, not verifiable; debate matters
VALUES, VIRTUES		
6. Ethical code	Rigorous within realistic norms; feeds trust	Elastic, wide gap between utopian norms and behavior=mistrust.
7. The lesser virtues	A job well done, tidiness, courtesy, punctuality matters	Lesser virtues unimportant; love, justice, courage matter
8. Education	Indispensable, promotes autonomy, heterodoxy, dissent, creativity	Less Priority; promotes dependency, orthodoxy
ECONOMIC BEHAVIOR		
9. Work/achievement	Live to work; work leads to wealth	Work to live; work doesn't lead to wealth; work is for the poor
10. Frugality	The mother of investment and prosperity	A threat to equality
11. Entrepreneurship	Investment and creativity	Rent seeking
12. Risk propensity	Moderate	Low, occasional adventures

13. Competition	Leads to excellence	Aggression; a threat to equality – and privilege
14. Innovation	Open; rapid adaptation	Suspicious; slow adaptation
15. Advancement	Merit, achievement	Family, patron, connections
SOCIAL BEHAVIOR		
16. Rule of law/corruption	Reasonably law abiding; corruption is prosecuted	Money, connections matter; corruption is tolerated
17. Radius of identification and trust	Stronger identification with the broader society	Stronger identification with the narrow community.
18. Association (social capital)	Trust, identification breeds cooperation, affiliation, participation	Mistrust breeds excessive individualism, anomie
19. The individual/the group	Emphasizes the individual but not excessively	Emphasizes the collectivity
20. Authority	Dispersed; checks and balances, consensus	Centralized; unfettered, often arbitrary
21. Role of elites	Responsibility to society	Power and rent seeking; exploitative
22. Secularism	Secularized; wall between church and state	Religion plays major role in civic sphere