Acquisition and Assistance Team

Issuance Date: June 20, 2016
Questions Due: July 5, 2016; 4:00pm local Kigali Time
Closing Date: August 8, 2016
Closing Time: 4:00 pm local Kigali Time

Subject: USAID/Rwanda Request for Application (RFA) No. RFA-696-16-000003; Youth Employment Project

Ladies and Gentlemen:

The United States Government, as represented by the United States Agency for International Development in Rwanda (USAID/Rwanda), is seeking applications from qualified and eligible organizations for a five-year activity to increase stable employment opportunities, including self-employment, for male and female vulnerable youth, and to improve youth training and employment systems and increase investment in skills for vulnerable youth.

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 principles (2 CFR 200,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 agreement.

This RFA is being issued and consists of this cover letter and the following:

1. Section I, Program Description;
2. Section II, Federal Award Information;
3. Section III, Eligibility Information;
4. Section IV, Application and Submission Information;
5. Section V, Application Review Information;
6. Section VI, Federal Award and Administration Information;
7. Section VII, Federal Awarding Agency Contact(s);
8. Section VIII, Other Information; and
9. Annexes/Attachments.

Subject to the availability of funds, USAID intends to provide approximately $20.5 million to be allocated over the 5-year period. USAID anticipates awarding one cooperative agreement as a result of this solicitation. USAID reserves the right to fund any or none of the applications submitted.

Applications must be received by the closing date and time indicated at the top of this cover letter and pursuant to the instructions contained in the RFA. Any questions concerning this RFA must be submitted in writing to Bernard Mutembe at bmutembe@usaid.gov with a copy to Zachary Clarke at zclarke@usaid.gov no later than the time and date stated on the cover page of this RFA. If it is determined that the answer to any question(s) is of sufficient importance to warrant notification to all prospective recipients, a Questions and Answer document, and/or if needed, an amendment to the RFA, will be issued.

Applicants are requested to submit both technical and cost portions of their applications in separate electronic attachments. Award will be made to the responsible applicant who submits the best application under the merit review criteria outlined in this RFA.

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

Sincerely,

Zachary Clarke
Agreement Officer
USAID/Rwanda
zclarke@usaid.gov

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SECTION I - PROGRAM DESCRIPTION

Pursuant to 2 C.F.R. Section 200, Appendix I, this section includes: (A) a general program description of the proposed program; and (B) a statement identifying the authorizing legislation.

A. GENERAL DESCRIPTION OF FUNDING OPPORTUNITY

Set forth below is a description of the proposed program, covering:

1. Purpose;
2. Background;
3. Results and Goals;
4. General Program Parameters; and
5. Activity Description.

1. Purpose

The primary purpose of the Youth Employment Project is to increase stable employment opportunities, including self-employment, for male and female vulnerable youth, and to improve youth training and employment systems and increase investment in skills for vulnerable youth.

Youth Employment Project's specific objectives include:

1. Increase access to market relevant work readiness and employment services for vulnerable youth;
2. Increase family planning and reproductive health information and services to vulnerable youth;
3. Improve quality and relevance of entrepreneurship and market facilitation support services for vulnerable youth, especially in rural areas;
4. Expand access to entrepreneurship support programs for vulnerable youth, especially in rural areas;
5. Strengthen technical, financial, and operational capacity of the Akazi Kanoze Access entity to support local workforce/youth service institutions;
6. Improve capacity of workforce development institutions to provide relevant, demand-driven employment services for vulnerable youth;
7. Increase investments in skills development by Rwandan stakeholders; and
8. Strengthen networks and information-sharing between public and private workforce development actors.

2. Background

The relevant background consists of: a. Country Context; b. Relationship to USG Programs; c. Relationship to Other Programs in Rwanda;

2.1 Country Context

Rwanda is the most densely populated country in Africa with 10,515,793 people, an estimated population density of 415 people per square kilometer and an annual population growth rate of 2.6%. It is estimated that 50% of the population is below 20 years of age.[1] In addition, the population of Rwanda is largely rural, with 83% living in rural areas.[2] Within this context, Rwanda has experienced impressive economic growth in the past decade, averaging more than 8% per year. Yet 39% of people in Rwanda still live below the poverty line. There are disproportionately more female-headed households living below the poverty line than male-headed households, and the level of extreme poverty nationally is 16.3%. The poverty rate among youth is 69.5%, which is well above the national average; 54.5% of youth live in extreme poverty.[3]

This poverty rate can be partially explained by employment statistics. Though the national unemployment rate is concentrated in urban areas and is only 2.6% (and that for youth, ages 16-35, is 4%), many people are either inactive (26%) or underemployed.[4] The National Employment Program has suggested that a large majority of working-age people (estimated at 58%) are "farm workers and informal sector workers, many of whom are engaged in activities of extremely low productivity and earnings, and precarious conditions are considered *vulnerable* employment, implying that they are *underemployed*."[5] Employment in Rwanda is largely characterized by self-employment "mostly in subsistence activities, such as agriculture and precarious urban informal enterprise, and family workers who work without a formal wage for another household member in agriculture or in a market-oriented enterprise."[6] While about 72% of Rwandans are employed in the agriculture sector, mainly in subsistence agriculture, agriculture accounts for only a third of GDP.[7] The majority of employment is with informal private sector businesses, and youth make up a little over half of those employees.

Ninety percent of both informal and partially formal enterprises employ only one or two workers,[8] and a mere 7% of the working age population is working in the formal private sector or in the public sector.[9] Thirty-one percent of the population is in waged employment, though not necessarily in the formal sector.[10]

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[1] NISR, MINECOFIN. 2012 Rwanda Fourth Population and Housing Census. The number of inhabitants in Rwanda expected to reach 16 million by 2020 in part due to the high fertility rate of 4.2 children per woman (EICV4 2013/14). This rapid population growth is causing a "youth bulge" in Rwanda, which is projected to increase.

[2] Rwanda 2012 Census Thematic Report: Labour Force Participation, Table 6.

[3] NISR. Rwanda Poverty Profile Report 2013/14. (August 2015). Available at http://www.bnr.rw/fileadmin/media/publications/Rwanda_Poverty_Profile_Report_0.pdf

[4] Ministry of Finance and Economic Planning, and National Institute of Statistics of Rwanda. (January 2014) Fourth Population and Housing Census Rwanda, 2012. Thematic Report: Labour Force Participation. Available at http://statistics.gov.rw/publications/rphc4-thematic-report-labour-force-participation

[5] Republic of Rwanda. (January 2014) Design of Five-Year National Employment Programme (NEP) for Rwanda. (January 2014).

[6] Republic of Rwanda. (January 2014) Design of Five-Year National Employment Programme (NEP) for Rwanda.

[7] Republic of Rwanda. Economic Development and Poverty Reduction Strategy 2013 – 2018: Shaping Our Development. (EDPRS 2) p. 56. (http://www.minecofin.gov.rw/fileadmin/General/EDPRS_2/EDPRS_2_FINAL1.pdf)

[8] USAID. (April 2014) Scale and Sustainability Study: The *Akazi Kanoze* Youth Education And Livelihoods Project In Rwanda (Internal USAID document).

[9] Republic of Rwanda. Economic Development and Poverty Reduction Strategy 2013 – 2018: Shaping Our Development. (EDPRS 2) p. 56. (http://www.minecofin.gov.rw/fileadmin/General/EDPRS_2/EDPRS_2_FINAL1.pdf) Four percent of workers are employed in the formal private sector, while an additional 3% are employed in the public sector.

[10] EICV4 2013/14 - NISR. Rwanda Poverty Profile Report 2013/14. (August 2015).

While underemployment is still widespread in Rwanda, the number of establishments (that is, enterprises in the formal and informal sectors) is increasing. Between 2011 and 2014, private establishments increased by over 24%. This increase was larger in rural areas than in urban areas. Of all new establishments during this time period, about 92% were micro-enterprises, defined as employing 1-3 people.

The percentage of the men employed was more than twice as high as the percentage for the employed female population, and males have a more diverse occupational structure than females; in all categories of labor other than agricultural and clerical support work, the proportion of males was larger than the proportion of females. Among male youth, there is a shift away from non-wage family employment towards other occupational categories as they grow older. Female youth move from non-wage family work and occasional work into self-employment as they enter early adulthood; unlike their male counterparts, however, the presence of female youth in formal waged employment does not increase with age.[11]

Youth represent about a third of the population,[12] and are a particularly important demographic when it comes to skills development and employment. The educational attainment of this large youth population has been compromised by low primary completion rates and inability of the education system to deliver quality education. In 2012 a little over half (58%) of age-appropriate Rwandans completed primary school.[13] While the percentage of the employed population whose highest level of education was beyond primary school was 37% in urban areas, it was only 8% in rural areas.

Table 1 - Ratio of Employment to Active Working-Age Population, by Highest Level of Education[14]

Level of Education	Active population aged 16+			
	Urban	Rural	**Total**	Percent
No education	73,705	1,010,195	**1,083,900**	25%
Pre-primary	1,781	8,688	**10,469**	0%
Primary	354,335	2,258,953	**2,613,288**	61%
Post-primary	12,632	49,609	**62,241**	1%
Lower secondary	73,772	118,148	**191,920**	4%
Upper secondary	98,794	95,404	**194,198**	5%

[11] USAID/Rwanda Gender Analysis for Youth Employment Project, September 2015, Annex 2.
[12] Fourth Population and Housing Census Rwanda, 2012.
[13] World Bank Development Indicators (http://data.worldbank.org/indicator/SE.PRM.CMPT.ZS)
[14] Ministry of Finance and Economic Planning, and National Institute of Statistics of Rwanda. (January 2014) Fourth Population and Housing Census, Rwanda, 2012. Thematic Report: Labour Force Participation. Available at http://statistics.gov.rw/publications/rphc4-thematic-report-labour-force-participation. The census also indicated that 47% of the unemployed population had a primary school level of education. Of those who have completed a primary education, 86% are living in rural areas.

University	89,678	26,318	**115,996**	3%
Not stated	6,713	21,833	**28,546**	1%
Total	711,410	3,589,148	**4,300,558**	100%

Many youth hold multiple (informal) jobs. They typically work fewer than 40 hours per week, characteristics that are typical of "vulnerable employment." According to a youth assessment completed by the USAID funded *Akazi Kanoze* Youth Livelihoods Project in 2009, Rwandan youth face several challenges, primarily "poverty, followed by social instability and lack of connections or participation in networks and associations." This includes problems with alcoholism and an increasing rate of crimes in rural areas of Rwanda. In addition, USAID/Rwanda's Gender Analysis (Annex 2) found gender-based violence and adolescent pregnancy for girls, and drug abuse for boys, to be key barriers to educational achievements, which in turn reduce employment opportunities. Vulnerable employment and associated challenges in rural areas compromise national development goals.

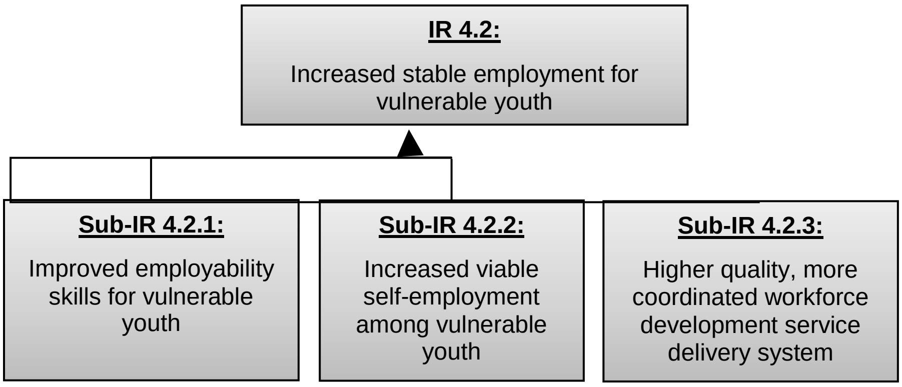
The GOR's Vision 2020 is an overarching national document that describes Rwanda's projected path to development. One key strategy is to increase the number of secondary cities in Rwanda. While this goal is conditional upon infrastructure improvements and being able to attract larger investors to those secondary cities, if this materializes, more opportunities for agro-processing and, by extension, youth employment will exist in those secondary cities. This strategy is in response to the observation that most of the private sector industries and processors of commodities are located in urban areas, especially Kigali, whereas the majority of people working in the agriculture sector are located in rural areas. A key principle of Vision 2020 is that the private sector should be the engine of economic growth in the country. The Youth Employment Project will support this principle by preparing male and female youth to be employed by the private sector in various capacities and to assist them to become entrepreneurs who can establish formal small businesses that can employ other young people.

2.2 Relationship to USAID/Rwanda Country Development and Cooperation Strategy (CDCS) and Other USG Programs

This section provides background on the relationship of Youth Employment Project to the USAID/Rwanda CDCS, to other USAID programs and strategies and other USG programs.

2.2.1 Relationship to USAID/Rwanda CDCS: The Youth Employment Project is consistent with and supportive of USAID/Rwanda's CDCS 2015-2019, with its major contribution to Development Objective (DO) 4: *Increased Opportunities for Rwandan Children and Youth to Succeed in Schooling and the Modern Workplace*, namely through the achievement of Intermediate Result (IR) 4.2: *Increased Stable Employment for Vulnerable Youth.*

Figure 1- USAID/Rwanda CDCS



Youth Employment Project will also support DO 1, *Economic Opportunities Increased and Sustained*, in two ways. First, the Youth Employment Project will increase stable employment for vulnerable male and female youth in rural areas by providing them demand-driven workforce readiness, entrepreneurship, and market development support services in agriculture-supporting value chains that are likely to provide opportunities for youth to become employed or to upgrade their employment. In so doing, Youth Employment Project will increase the number of jobs and the incomes of working-age rural male and female youth making less than $1.25 per day, thereby contributing to increases in household income for vulnerable smallholder families living in rural areas that are targeted by Feed the Future. These increases in household income at the smallholder level will contribute to CDCS IR 1.1, *Increased productivity and nutrition outcomes of agriculture*. Indicators for this IR on the CDCS which may be relevant to Youth Employment Project, depending on the technical approach, include:

- Daily per capita expenditures (as a proxy for income) in USG-assisted areas [CDCS DO-level indicator/4.5-9, Feed The Future Monitoring System]
- Number of vulnerable households benefiting directly from USG interventions [CDCS/4.5.2-14 FTFMS]
- Number of jobs attributed to FTF implementation (CDCS/4.5-2 FTFMS)
- Number of beneficiaries with new market linkages as a result of USG assistance (CDCS/Custom)
- Total number of clients (households and/or micro enterprises) benefiting from financial services provided through USG-assisted financial intermediaries, including non-financial institutions or actors (CDCS/4.7.1-12)
- Number of private enterprises (for profit), producers' organizations, water users associations, women's groups, trade and business associations, and community-based organizations that applied new technologies or management practices as a result of USG assistance [CDCS/4.5.3 FTFMS]
- Number of public-private partnerships formed as a result of FTF assistance [CDCS/4.5.2-12]

In urban areas, Youth Employment Project supports CDCS IR 1.2, *Enhanced Rwandan private sector competitiveness*, by working closely with employers and small- and medium-enterprises in agriculture-supporting sectors to provide demand-driven and gender-responsive skills development training and job intermediation services. In so doing, the project will lead to increased investment in skills development within the agriculture- and food-related manufacturing and services sectors. An indicator for this IR that may be relevant to the work of Youth Employment Project is:

- Value of new private sector investment in skills development for vulnerable youth as a result of USG assistance (custom)

With regard to DO2, *Strengthened Democratic Engagement within and between Communities, Civil Society, and Government*, vulnerable and economically marginalized male and female youth are important to the political stability of Rwanda. Youth with improved economic and life opportunities are more likely to engage constructively in civil society and are less vulnerable to factors that lead to civil unrest and sectarian violence. Furthermore, research suggests that male and female youth who possess greater developmental assets, such as the life skills developed through the *Akazi Kanoze* Workforce Readiness Curriculum, are more likely to demonstrate healthy behaviors,[15] thereby contributing to (DO3) *Improved Health and Well-Being Sustained*. In addition, an objective of Youth Employment Project is to increase knowledge and use of reproductive health services by vulnerable male and female youth.

Cross-cutting Pillars, Gender and Institutional Capacity Building: The Youth Employment Project will address gender-related workforce issues, contributing the CDCS cross-cutting pillar of “Gender Equality and Women’s Empowerment.” Findings from the 2014 USAID/Rwanda Gender Analysis for Youth Sustainable Partnerships (see Annex 2) will be used to guide project implementation. Youth Employment Project will also address the CDCS cross-cutting pillar “Institutional Capacity Building” by enhancing a higher quality, more coordinated, and gender-responsive workforce development service delivery system. The perpetuation of youth workforce development services through the Akazi Kanoze Access (AKA) and service providers, both government and private, is a key objective of this project.

2.2.2 Relationship to USAID/Rwanda’s Feed the Future Strategy and other USAID Strategies: The Youth Employment Project strongly links with the objectives of USAID Rwanda’s Feed the Future Strategy), specifically the FTF First Level Objective of “Inclusive Agriculture Sector Growth” and the Strategic Objective of “Expanded Economic Opportunities in Rural Areas,” with an emphasis on supporting agriculture-supporting value chains (i.e., off-farm and non-agricultural activities that broaden the source of household incomes beyond production-based activities). Moreover, the Youth Employment Project will advance elements of Feed the Future IR 1: Improved agricultural productivity, with improved workforce readiness and increased access to micro-enterprise business development services.

The **USAID Education Strategy** puts forward the objective of “Improved ability of tertiary and workforce development programs to generate workforce skills relevant to a country’s development goals” as one of its three goals, which is tightly linked to the overarching outcomes expected for the Youth Employment Project.

The **USAID Youth in Development Policy** delineates a conceptual approach to youth development focused on mainstreaming youth in development, carrying out more effective programs, and elevating youth participation. All three of these elements are found in the Youth Employment Project approach.

[15] Scales, Peter, Eugene C. Roehlkepartain, and Kathleen Fraher. Do Developmental Assets Make a Difference in Majority-World Contexts? A Preliminary Study of the Relationships Between Developmental Assets and Selected International Development Priorities. Prepared by EDC on behalf of USAID. (June 2012).

The **USAID Gender Policy** emphasizes integrating approaches and actions to advance gender equality and female empowerment throughout the Agency's programs, projects, and activities. Through Youth Employment, the Mission will make strategic investments to promote gender equality, male and female youth's economic empowerment, and prevent gender-based violence and human trafficking issues.

The Youth Employment Project will also advance **USAID Forward** Principles of strengthening partner country, civil society and private sector capacity through targeted capacity building at multiple levels of the workforce development system.

2.2.3 Relationship to Other USG Programs: The Youth Employment Project will seek complementarity with several ongoing and planned USG projects, particularly those that help to increase the demand for the skills, services, and products of Youth Employment beneficiaries. The following USAID funded activities present opportunities for the demand of Youth Employment Project trained workforce, as well other potential areas for collaboration and/or complementarity.

- **Learning Enhanced Across Rwanda Now (LEARN "Soma Umenye" project):** This project is designed to improve reading outcomes for children in non-private lower primary schools in Rwanda. Activities under this project include School-Community Partnerships for Education (SCOPE) implemented by Save the Children (January 2016-2020), and Literacy Enhanced Across Rwanda (LEARN) which has not yet been awarded (expected dates August 2016-2021). There is potential for discussion about how youth could support early-grade reading. This conversation, if desired based on the technical approach, will be initiated by the implementers of SCOPE and LEARN. The implementer of Youth Employment Project is encouraged to engage in discussion if requested to identify/develop opportunities for youth that support the objectives of Youth Employment Project.

- **Akazi Kanoze Youth Livelihoods Project:** USAID, Education Development Center (2009-2016). This activity provides out of school youth ages 14 to 35 with the tools and resources necessary to embark on a positive development pathway that leads to lifelong livelihood opportunities. This includes providing youth with market-relevant skills, work readiness training and support, hands-on training opportunities, and links to the employment and self-employment job market. The project also builds the capacity of local youth-serving organizations to enable them to provide better training and employment services to youth.

  To date, the Akazi Kanoze Project has provided workforce training to over 19,000 male and female youth and employment opportunities to over 8,000 male and female youth. The project has also recorded great successes in the implementation of the Workforce Readiness Curriculum (WRC). The WRC covers soft skills such as teamwork, leadership, communication, goal setting, and customer service. Several studies of the project have revealed that this curriculum is a great contributor to successful job placement and retention. Business organizations such as hotels who employed graduates of this program asked for more graduates with similar skills. The GoR asked for the implementation of the curriculum into all its TVET institutions.

The design of Youth Employment Project took into consideration many lessons learned from Akazi Kanoze (AK). As AK comes to a close and Youth Employment Project starts implementation, it will be important to incorporate and build upon these lessons. The implementer of the Youth Employment Project will be encouraged to take stock of existing networks of opportunities established under AK and to enhance their continued growth and linkages to newer networks created under the Youth Employment Project. Of particular importance to Youth Employment Project will be the AK Access entity that is being established through the current AK extension. This entity is envisioned to be the nucleus for continued growth of a local, sustainable network for youth opportunities. Youth Employment Project will therefore be expected to work closely with the entity for its continued growth and sustainability. (AK Access is described in more detail in Section 4.3e below.)

- **Rwanda Private Sector Driven Agricultural Growth (PSD-Ag):** USAID, International Resources Group (IRG), 2014-2018. This project is establishing a strategic partnership between the Rwandan public and private sectors to improve conditions for investment mobilization and to create more economic opportunities for smallholders through increased value chain market integration. Its emphasis is on partnerships with investors in smallholder-based agriculture to assist them to realize their investment. A Catalytic Grant Fund (CGF) offers an opportunity to develop new financing mechanisms to promote agricultural upgrading buying down risk. Twenty percent (20%) of the CGF will be reserved for women, youth, and disabled recipients. This production-level intervention is expected to offer only limited opportunities for the large numbers of under-employed youth in Rwanda's rural areas; Youth Employment Projectwill complement the work of PSD-Ag by promoting skills development in value-added activities in the value chains targeted by PSD-Ag (which are expected to include upgrading of staple crops, in particular maize, potatoes, horticulture, and beans), as well as in other agriculture-supporting value chains that create upgrading opportunities for male and female vulnerable youth such as processing, packaging, transport, equipment repair, etc.

- **Hinga Weze:** TBD, March, 2017- March 2022. The objective of this activity is to sustainably increase smallholder farmer incomes, improve the nutritional status of Rwandan women and children, and increase the resilience of the agriculture and food system to the changing climate. Through Hinga Weze, USAID/Rwanda will increase sustainable agricultural productivity for 300,000 smallholder farming households, 150,000 of whom will be pulled out of poverty[16], and improve dietary diversity scores for at least 200,000 women and 300,000 children under five-years of age in Rwanda. The components of Hinga Weze are (a) Sustainable agriculture productivity; (b) Market access; and (c) Nutrition. Youth Employment Project should seek for complementarities with Hinga Weze, especially on its second component that is focused on increased self-employment through rural entrepreneurship.

- **Feed the Future Scaling Agribusiness, Investment and Lending (SAIL):** TBD, 2017-2022. This activity will enhance Rwandan private sector competitiveness by increasing the deployment of capital to the agriculture sector. This objective will be achieved by (a) expanding the agricultural finance capacity of the financial sector, and (b) building Small

[16] The applicable poverty line is $1.25 per person per day, converted into local currency at 2005 "Purchasing Power Parity" (PPP) exchange rates then adjusted for cumulative inflation from 2005 to 2012 year of the population-based survey in Rwanda using the relevant consumer price index.

and Medium Enterprise (SME) capacity to engage with financial institutions as well as increasing the reach of entrepreneurship support organizations. This activity provides great complementarity to Youth Employment Project's second component and the applicant will be expected to work with the FtF team to identify areas of complementarity with SAIL to maximize impact of both activities and avoid any duplication of efforts.

- **Improved Services for Vulnerable Populations (ISVP"Twiyubake"):** USAID, Global Communities (February 2015-February 2020). ISVP will include several elements of economic strengthening that complement Youth Employment, including entrepreneurship development, money management, and workplace skills and readiness for vulnerable adolescents, especially out of school girls. To the extent possible, Youth Employment Project will leverage ISVP by establishing referral networks between these two programs.

2.3 Relationship to Partner Country, Local Stakeholders and Donor Programs

Information regarding Youth Employment Project's relationship with agencies, strategies and policies of the Government of Rwanda and other donor programs is set forth below.

2.3.1 Relationship to Government of Rwanda Agencies, Strategies and Policies: The central theme of the Youth Employment Project—transitioning subsistence-based, vulnerable employment into productive, stable employment—advances Rwanda's Vision 2020, the Economic Development and Poverty Reduction Strategy: 2013-2018 (EDPRS 2), the National Employment Programme (NEP), as well as a number of other sector and cross-cutting GOR strategies. The following section offers a discussion of the linkages between the Youth Employment Project and the primary GOR strategies/policies as well as a brief mention of other relevant strategies and policies. It also identifies GoR agencies and organizations that enforce and implement these policies and strategies. The GoR agencies and organizations include:

Private Sector Federation (PSF): The PSF is the major national advocate for the private sector. It is interested in reducing the skills gap in the labor market. The PSF also funds programs (e.g., kLab), which could incorporate the WRC. To identify businesses that are willing to support Youth Employment Project, the recipient should engage with the relevant Private Sector Federation (PSF) chambers, since work at this level provides more direct and concrete partnering opportunities than discussing with the wider PSF. To establish relationships at the chamber level, the recipient should work through AK's existing corps of 'Private Sector Champions' to identify which of these individuals is either heading a specific chamber or willing to play an advocacy role within the chamber they belong to.

Rwanda Development Board/Sector Skills Councils (SSCs): Sector Skills Councils are coordinated by the RDB/ Human Capital and Institutional Development and are conceived as partnership organizations that bring together industry, labor and training providers. They are intended to lead the drive to boost sector skills and workforce development and build linkages between employers and training providers. During the life of Youth Employment Project, the recipient should continue to pursue membership and participation in SSCs for tourism, ICT, Manufacturing, Mining and agricultural value chains, sectors identified by the GoR as priority for skills development.

Workforce Development Authority (WDA): is in charge of regulating, supervising and managing the MINEDUC TVET system, including certification and accreditation. Its other responsibilities include developing curriculum and standards; monitoring and inspection of those standards; training public and private TVET teachers and trainers; promoting employment of TVET graduates through entrepreneurship; and developing and implementing the Rwandan TVET Qualification Framework (RTQF). The recipient of Youth Employment Project will be expected to continue working with WDA on issues related to curriculum, standards and training for youth.

The GoR strategies and policies include:

Vision 2020: While broadly supportive of Vision 2020,[17] the Youth Employment Project is most closely aligned with two of the six pillars of Vision 2020: Human Resource Development and the Establishment of a Knowledge-based Economy; and Productive and Market Oriented Agriculture. The expected project outcomes include the development of a skilled workforce that reflects the needs of the market/employers which will support the Vision 2020 pillar of establishing a private-sector led economy.

EDPRS 2: Three of the four Thematic Strategies outlined in EDPRS 2[18] will be advanced by USAID's Youth Employment Project: Economic Transformation, Rural Development and Productivity and Youth Employment. Among these three Thematic Strategies, the greatest alignment between the Youth Employment Project and the EDPRS 2 is under the Productivity and Youth Employment thematic area, which focuses on new job creation through private-sector SMEs, creating productive off-farm jobs, improving the work relevance of education, and fostering better linkages between SMEs and large businesses. Each of these strategic foci is included in the Youth Employment Project design. Furthermore, the EDPRS 2 calls for targeted improvements in the following areas: Critical Skills and Attitudes for Service and Industrial Sectors; Entrepreneurship, Access to Finance and Business Development; and Labor Market Interventions – all of which are planned to be addressed through the Youth Employment Project.

The National Employment Programme[19] (NEP): The Government of Rwanda's National Employment Programme (NEP) is derived from the goals articulated in Vision 2020 and the EDPRS 2. The NEP is focused on the following three objectives: 1) creating sufficient jobs that are adequately remunerative and sustainable across the economy, 2) equipping the workforce with vital skills and attitudes for increased productivity that are needed for the private sector growth, and 3) providing a national framework for coordination of all employment and related initiatives and activities in the public, private sector and civil society.[20] All these objectives will be directly supported by the Youth Employment Project through its core goals: 1) *Increasing access to work readiness and market opportunities for vulnerable youth, including entrepreneurship activities*, and 2) *Building the capacity of workforce development actors to build more effective bridges between the labor supply and the job market demand*.

Sector-Specific and Cross-Cutting Government of Rwanda Strategies and Policies: In addition to the three focal strategies outlined above, it is important to note that the Youth Employment Project will also align with and support a number of cross-sector policies, such

[17] Rwanda Vision 2020. http://www.minecofin.gov.rw/fileadmin/General/Vision_2020/Vision-2020.pdf
[18] Republic of Rwanda Economic Development and Poverty Reduction Strategy: 2013-2018. http://www.minecofin.gov.rw/fileadmin/General/EDPRS_2/EDPRS_2_FINAL1.pdf
[19] Republic of Rwanda: Design of Five-Year National Employment Programme (NEP) for Rwanda. January, 2014. URL
[20] Design of Five-Year National Employment Programme (NEP) for Rwanda. (January 2014).

as the National Policy on Elimination of Child Labour[21] (which outlines providing technical and vocational training opportunities for marginalized youth as key to countering pressures to engage in hazardous work), and the Strategic Vision for the Transformation of Rwandan Agriculture: 2013-2017[22] (which includes youth-focused strategies such as targeting youth in agriculture-related entrepreneurship programs). Moreover, the National Gender Policy[23] and Girls' Education Policy and Strategic Plan[24] will be supported through the development of gender-sensitive and learner-centered training, as well as regular review and update of education curricula and learning materials from a gender perspective.

2.3.2 Relationship to Other Donor Programs: Youth Employment Project will fill a gap in programming targeting vulnerable youth, namely youth with less than nine years of basic educational attainment. The Youth Employment Project plays an important role in expanding a service delivery model to a large target group—roughly 60% of the working age population—that is currently not being served by the formal TVET system. In so doing, USAID has a unique, niche contribution to workforce development in that it is building pathways for youth who did not complete 9 years of basic education to either enter into the formal TVET system being supported by GOR or other donor investments, or find stable employment. However there are several other key donors involved in youth workforce development and economic opportunity. An overview of the work of these organizations is presented below, in order of magnitude and relevance to the Youth Employment Project.

- *African Development Bank (AfDB)* and GOR signed a USD 39.5 million financing agreement in April 2013 to support the Skills Employability and Entrepreneurship Programme (SEEP). This support is aimed at increasing: the percentage of TVET enrollment in upper secondary school, the percentage of TVET students in engineering and ICT tracks, and the percentage of people who are self-employed in off-farm-jobs. Youth Employment Project will seek avenues to strengthen ties to SEEP to provide avenues for youth who would like to pursue further education and/or training.
- *German Society for International Cooperation (GIZ)* implements a variety of workforce development programming in Rwanda, including the Upgrade Your Skills Initiative, which provides short-term vocational training, materials (e.g., start-up kits), as well as logistical support to public and private companies, cooperatives, training providers, and associations willing to upgrade their employees' skills, and other interested outsiders. Applicants must have prior knowledge of the vocation and are expected to provide some contribution towards the cost of the training. GIZ is also contributing to a significant amount of policy-level work in support of the GOR TVET system. During the life of Youth Employment Project, continued engagement with GIZ will ensure that Youth Employment Project's beneficiaries tap into the opportunities made available under GIZ initiatives.
- *MasterCard Foundation (MCF)* has been funding a select number of related activities, including the STRYDE program, implemented by Technoserve (2011-2015), and ReachUp!, implemented by Digital Opportunity Trust (DOT) (2010-2013). STRYDE is training 3,500 youth in Rwanda to identify income-generating opportunities and provide the knowledge and support to help them build their business (through jobs, enterprises

[21] Available at www.mifotra.gov.rw
[22] Available at http://amis.minagri.gov.rw/content/strategic-plan-transformation-agriculture-rwanda-phase-iiipsta-iii
[23] Available at www.migeprof.gov.rw
[24] Available at www.mineduc.gov.rw

and agriculture). ReachUp! trained over 98,000 youth in 5-week courses focused on empowerment/livelihood, technology/ICT, business/entrepreneurship. Unemployed recent university graduates were trained for one month online and in-person as trainers ("interns") who then worked in communities to train local youth. MCF is also supporting EDC with a grant for "Akazi Kanoze II," under which EDC is establishing a Youth Employability Working Group to promote knowledge-sharing, best practices, and joint policy efforts by WFD and TVET implementers under the MCF program. In addition, MCF is currently designing a 10 year program to support the National Employment Program by improving employability and employment opportunities for youth in the 10 poorest districts of Rwanda.

- *Japan International Cooperation Agency (JICA)* has helped build capacity at the Tumba College of Technology (TCT), provided skills training to people with disabilities through the Technical Cooperation Project, and helped TVET schools develop stronger links with industry (including developing industrial attachment programs in some schools). This partnership will also provide avenues for Youth Employment Project beneficiaries who choose to pursue further education and/or training.

- *Korean International Cooperation Agency (KOICA)* has provided capacity-building assistance to Kicukiro Technical Training Centre (KTTC) in construction, electrical, industrial installation, automobile, and information technology. KOICA also agreed to provide $5.6 million in April 2013 to create an ICT innovation center at the Integrated Polytechnic Regional Centre (IPRC) in Kicukiro, Kigali. This partnership will also provide avenues for Youth Employment Project**'s** beneficiaries who choose to pursue further education and/or training.

- *Belgian Development Cooperation (BTC) / Programme d'Appui à la Formation Professionnelle (PAFP)* is conducting action research at nine TVET schools in the Southern Province that is part of a qualitative improvement process focused on the technical areas of construction, hospitality, agri-business, veterinary medicine, and forestry. PAPF also builds capacity at Workforce Development Authority (WDA) institution,s and it supported the development of the IPRC in the Southern Province. PAFP is also collaborating with the WDA as they develop and implement the new TVET curricula; this includes aligning new TVET curricula with the Rwanda TVET Qualifications Framework. This partnership will also provide avenues for Youth Employment Project's beneficiaries who choose to pursue further education and/or training.

- *Swiss Agency for Development and Cooperation (SDC),* in partnership with Swiss Contact, is building four to five TVET schools in Western districts where there are none currently. They will train teachers and administrators, and aim to adapt curricula for disadvantaged youth with less education. This partnership presents synergies and complementarities with Youth Employment Project, including providing technical training opportunities for vulnerable youth.

- *The World Bank (WB)* is implementing new curricula and providing support to seven TVET schools, conducting strengthening activities for the TVET system as a whole (e.g., informing strategic policy decisions), and facilitating rapid skills delivery though provision of grants to many types of training providers (for example,. private, public, associations, and cooperatives). The WB has also provided $6 million for this Skills Development Fund, which is managed by the WDA. This partnership will also provide avenues for Youth Employment Project's beneficiaries who choose to pursue further education and/or training.

- *Girl Effect (from Girl Hub)* Rwanda aims to enable Rwandan adolescent girls aged 10-19 to fulfil their potential. Girl Effect Rwanda works across four areas: partnering with leaders to deliver for girls; developing innovations in girl programming; working through their brand platform "Ni Nyampinga" to inspire and enable girls; and generating girl-led insights and evidence. Given that Girl Effect Rwanda's work encourages investments that will benefit adolescent girls in systems, culture, government, and industry, this can present a great partnership opportunity to collaborate with Youth Employment Project to inform effective investments for female youth among the Youth Employment Project target group.
- *SPRING Accelerator* is a partnership between the UK's Department for International Development (DFID), the Nike Foundation, and USAID designed to accelerate economic empowerment for girls in parts of Africa and Asia by delivering technical and financial support to early stage enterprises developing life-enhancing products and services that enable girls to safely learn, earn, and save. SPRING aims to harness the power of markets for the benefit of girls. Working with entrepreneurs with a track record of success, the initiative provides capital, technical assistance, mentoring, and networking to reach girls aged 13-19. This five-year program is now being implemented in some East African countries, including Rwanda. Partnering with SPRING Accelerator can benefit the Youth Employment Project implementer to further serve adolescent girls through responding to their critical needs in line with the Youth Employment Project objectives.
- *Netherlands Cooperation* provides funding to several TVET initiatives through its Embassy in Rwanda. They have given €5 million to GIZ and €5 million to the WDA. The Dutch Ministry of Cooperation, in 2009, also gave €4.2 million to the Private Sector Federation with the aim of making TVET education more responsive to the needs of the labor market. This partnership will also provide avenues for Youth Employment Project's beneficiaries who choose to pursue further education and/or training.

The GOR has put in place mechanisms for donor coordination in various sectors. Youth Employment Project activities fall within the Education, Youth, and Skills Development sectors. The recipient should seek active participation in these sectors working groups and the various technical working groups within these sectors. In the Education sector, Youth Employment Project activities are identified in the TVET Working Group and the Youth Employment Project recipient should actively participate in this working group to keep abreast with developments in the technical training arena.

3. Results and Goals

Youth Employment Project aims to increase employment opportunities for vulnerable male and female youth and put in place a sustainable support system for continued education and facilitation for employment of these youth. Set forth below is the results framework and development hypothesis for this activity, followed by the results anticipated at the end of the activity.

3.1 Results Framework and Development Hypothesis

As shown in the Results Framework (Table 2 below), Youth Employment Project will result in the following Intermediate Results (IRs): 1) *improved employability skills for vulnerable male and female youth; 2) increased viable self-employment among vulnerable male and female youth; and 3) higher quality, more coordinated workforce development service* *delivery system*. These results will achieve the project purpose of *increased stable employment for vulnerable male and female youth.*

For the purposes of this activity, the term "vulnerable youth" is defined as follows:

- Working-age women and men of ages 16-30 with educational attainment of at least six years of basic education but less than nine years of basic education; that is, those who are unable to enter into the formal TVET system, have few alternative pathways for education-to-employment, and are thus less likely to secure stable forms of employment and income; and/or
- Male and female youth (ages 16-30) living below the poverty threshold; that is, those earning less than $1.25 a day; and/or
- Lesbian, gay, bisexual and transgender (LGBT) youth and youth with disabilities.

The Results Framework for Youth Employment Project is described in Table 2 below.

Table 2 - Results Framework for Youth Employment Project

Project Goal: Increased opportunities for Rwandan children and youth to succeed in schooling and the modern workplace		
Project Purpose: Increased stable employment for vulnerable youth		
IR 1: Improved employability skills for vulnerable youth	**IR 2:** Increased viable self-employment among vulnerable youth	**IR 3:** Higher quality, more coordinated workforce development service delivery system
Sub-IR 1.1: Increased access to market relevant work readiness and employment services for vulnerable youth	**Sub-IR 2.1:** Improved quality and relevance of entrepreneurship and market facilitation support services for vulnerable youth especially in rural areas	**Sub-IR 3.1:** Strengthened technical, financial, and operational capacity of the Akazi Kanoze Access entity to support local workforce/youth service institutions.
Sub-IR 1.2: Increased family planning and reproductive health information and services to vulnerable youth	**Sub-IR 2.2:** Expanded access to entrepreneurship support programs for vulnerable youth, especially in rural areas	**Sub-IR 3.2:** Improved capacity of workforce development institutions to provide relevant, demand-driven employment services for vulnerable youth.
		Sub-IR 3.3: Increased investments in skills development by Rwandan stakeholders.
		Sub-IR 3.4: Strengthened networks and information-sharing between public and private workforce development actors

The development hypothesis of Youth Employment Project is: *If youth have an opportunity to increase their work readiness skills and engage in formal and self-employment, and when Rwandan workforce development actors (i.e., government agencies, public and private training providers, and employers) provide higher quality, more coordinated services that equip job seekers with the needed skills and resources to be linked to stable employment opportunities, then stable sources of employment and income for vulnerable Rwandan youth will be increased over the long term.*

Youth Employment Project will build on the success of the *Akazi Kanoze* Youth Livelihoods Project (AKP) and will focus service delivery efforts on the districts based on priorities informed by an assessment. The districts chosen will include the three districts in Kigali as well as priority rural districts where FTF activities are working. A key result of the Youth Employment Project will be the operational and financial sustainability of the Akazi Kanoze Access (AKA) entity, a local NGO created under the AKP. In addition, a focus on increased capacity of local service providers of YWD in both urban and rural areas will result in higher numbers of graduates and penetration of workforce development programs. Furthermore, the activity will address a number of issues related to gender differences in the implementation of the activity. Applicants must address these issues in their technical approach.

3.2 End of Activity Vision

The results, targets and outcomes that will be set forth in the Monitoring and Evaluation plan, as revised annually, will establish the benchmarks that indicate the success of the program. In addition, at the end of activity, Youth Employment Project will have resulted in:

- Increased employability of mainly urban vulnerable male and female youth in the private sector because of improved workforce readiness skills and services
- Increased knowledge and use of reproductive health services by vulnerable male and female youth
- Increased employability of rural vulnerable male and female youth, predominantly through self-employment in market-relevant and growing microenterprises, due to improved skills in entrepreneurship and strengthened market facilitation support services
- Improved coordination among youth and workforce development stakeholders in Rwanda
- Increased capacity of local organizations to provide sustainable workforce development and gender responsive services to male and female youth, including the increased operational and financial sustainability of the Akazi Kanoze Access entity
- Increased stable employment of male and female youth, including self-employment.

Youth Employment Project interventions will have reached at least 34,000 vulnerable male and female youth; at least 60% of these youth will report more stable employment, including self-employment. In addition, at least 40% of the youth reached will choose to pursue further education and/or training as a result of Youth Employment Project interventions.

4. General Program Parameters

The following principles provide the operational guidance that will be critical for the successful and sustainable implementation of Youth Employment Project.

4.1 Geographic Scope

The impact of Youth Employment Project will have nationwide reach, although activities may be phased as appropriate. The focus should be on interventions that reach the most vulnerable male and female youth. The recipient will be required to recommend priority areas to begin Youth Employment Project implementation based on a well-informed assessment of Rwanda's economic zones and the distribution of male and female youth populations being targeted by Youth Employment Project. The priority areas identified must include all three districts of Kigali and at least 12 rural districts in the four remaining provinces. However, with consideration of the requirements for conducting a randomized control trial under section 4.7, the recipient will consider and include as appropriate the necessary randomization of beneficiary selection necessary for the Impact Evaluation in its work planning and program implementation.

4.2 Sustainability Considerations

USAID has performed considerable research and analysis to inform the results and sustainability of this activity, including a Scale and Sustainability Study of USAID's current Akazi Kanoze activity (Annex 1). The study investigated what structures, supports, and systems should be in place in order for the Youth Employment Project activity to be sustainable in the long term. A vision for sustainability arose out of that process; namely, sustainability of the Youth Employment Project will have been achieved when:

1. The Workforce Readiness Curriculum (WRC) established by *AKP* is more broadly and deeply integrated into the formal TVET system (public and private), with a range of stakeholders (e.g., other donors) acting to accomplish this.
2. The Akazi Kanoze brand and certification is recognized nationally and continues to signal quality to employers, with a potential expansion of Akaze Kanoze certifications beyond the WRC certificate.
3. The AKA unit is financially and operationally viable.
4. The formal TVET system includes an established pathway for primary school graduates (P6 completers) to enter into the TVET system and/or receive other services that offer them employment opportunities.
5. Multiple stakeholders are paying into the system of services for P6 graduates. Those stakeholders include the GOR/ WDA, participants/ recipients of workforce development services, employers, community organizations, and other donors.
6. The workforce development system encompasses a robust network of organizations providing quality, market-relevant and gender responsive services for vulnerable male and female youth. In urban areas, AKA may be playing a pivotal role in solidifying and building the capacity of this network; in rural areas, the network may be more disparate but would nevertheless contain a growing number of organizations providing quality market development services.
7. A large proportion of vulnerable male and female youth in rural areas are integrated into and upgrading their skills and services along agriculture-supporting value chains.
8. Training meets the needs of employers, such that youth are being hired after completing training programs.

4.3 Partnering, Linkages, and Coordination

Section 2.2 outlines partnership opportunities that the Youth Employment Project recipient should pursue for optimal impact of the project. This section gives a recommended approach on how to best achieve impact through partnerships creation and coordination.

The Scale and Sustainability study conducted on USAID/Rwanda's current Youth Project "Akazi Kanoze" in early 2013 revealed the need for a systematic approach to establishing an environment within which youth are able to find/create employment. The recipient of Youth Employment Project will be required to put in place mechanisms that enhance partnerships for job creation and matching of supply and demand for youth employment. The recipient should seek opportunities for linkages with the public, private, and donor organizations to enhance opportunities for job creation and employment for vulnerable male and female youth. For this to be achieved, the recipient will need to seek proactive approaches of coordinating these entities.

This study further recommended that a local entity be put in place to coordinate the establishment of a youth network of opportunities comprising the private sector, civil society, government, and Akazi Kanoze alumni. The local entity-Akazi Kanoze Access (AKA), composed of the local staff of the Akazi Kanoze Livelihoods Project, was formed under USAID's agreement with EDC. AKA is a local non-governmental organization (NGO) whose aim is to fulfill the functions of an independent accreditation and certification body that provides quality control to offer work readiness training and youth assessments, as well as assume the coordination of youth livelihoods development efforts that had been carried out by EDC. EDC facilitated the establishment and operationalization of the new organization, building its partnership network, transferring the AK project training and services materials to AKA, defining the criteria and process for certification, and establishing benchmarks for monitoring and evaluating the progress of AKA. Youth Employment Project should build on the successes of the AKA to enhance the network of male and female youth opportunities.

4.4 Local Capacity Development

In alignment with USAID Forward principles to strengthen local capacity and encourage local solutions by investing in local organizations, Youth Employment Project will, to the extent feasible, work with local partners. Local partners include both governmental and non-governmental partners at the national and local levels, and engagement can be both direct and indirect.[25] The Applicant's proposal should demonstrate how they will work with and support local organizations. If appropriate, USAID/Rwanda encourages sub-awards to local non-governmental organizations for implementation of Youth Employment Project activities.

Activity management should be structured to enhance local partners' technical and institutional capacities to sustain Youth Employment Project, manage similar activities, or otherwise become stronger institutions. [26] The recipient should assess the capacity of partners prior to issuing a subaward or engaging in a different form of capacity-building relationship, and the results of this assessment should guide capacity development approaches, and monitor capacity improvements. Note that local capacity development activities should include but need not be limited to recipients of subawards.

4.5 Inclusive and Gendered Approach to Development

In alignment with one of the key operational principles across the Agency as highlighted in the USAID Policy Framework 2011-2015, gender equality and women's empowerment should be promoted throughout all development interventions. Additionally, based on the key findings of the Gender Analysis for the Youth Employment Project conducted by a team of

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[25] USAID. (2013). Local capacity development: suggested approaches. Available at http://www.usaid.gov/sites/default/files/documents/1870/201saf.pdf

[26] See http://www.developmentiscapacity.org/home for best practices related to USAID's Local Capacity Development

USAID staff in August 2014, the following recommendations should be considered while implementing the Youth Employment Project:

- Provide flexible scheduling for workforce training classes and facilities across the country, for example, during evenings and sometime weekends, to allow women with domestic responsibilities and working men greater access to those opportunities. Day care options may need to be explored for women.
- Incorporate cost-effective measures to prevent early and unwanted pregnancy, such as life skills and sexual and reproductive health education and/or referrals.
- Promote the possibility for women to enter male-dominated fields. Include motivational or information sessions with positive role models, including men and women in nontraditional careers. Provide male and female mentors and role models. Involve parents by raising awareness of opportunities for women and work and generating buy-in.
- Offer career counseling services to allow male and female young people to see the range of market opportunities for self-employment and upgrading along value chains. Provide a parallel communications campaign for employers hiring skilled male and female young graduates.
- Work with employers to create more gender-friendly work places, such as through physical improvements, gender sensitivity training, and other hiring incentives.
- Address gender-based violence and gender barriers within education and training institutions through training and technical assistance to staff and establish functional referral networks to GBV service centers.
- Adolescent male and female youth need to be armed with the right tools, support, and information to increase their ability to successfully navigate the various social and economic challenges, to become informed decision-makers, and to fulfill their full potential to support their families, community, and the country. Consider offering cross-sectoral youth development approaches that build life skills, self-esteem, and leadership opportunities in and outside the workplace.
- It must be safe for women to attend trainings, and trainings should be designed to facilitate the full engagement of women. This supportive environment will reduce barriers for female participation in these sectors. Changing cultural norms and shifting gender roles takes time, but it can be done by exposing male and female youth to alternatives and appropriate skills.
- Consider the special needs of young single mothers, as economic burdens may be particularly hard and may lead them into sex work.
- Consider young women's accessibility to transportation when designing the project, so they are not limited by lack of mobility or training taking place later in the evening, when they may not feel as safe to attend and be out in public.
- Create an enabling and conducive learning environment to cater for male and female youth with special needs or disability and LGBT youth community to encourage broad participation. Youth with disability and LGBT youth are among the most vulnerable, marginalized and disadvantaged groups and they have difficulties accessing vocational and technical training programs due to stigma and discrimination, lack of appropriate outreach mechanisms, poor infrastructures and facilities in addition to inadequate learning and teaching methodology.

4.6. General Implementation Approach

Throughout the life of Youth Employment Project, the Recipient and the AORs will ensure that the project strategy is integrated to the degree possible into the overall Mission's portfolio, including coordination with programs/activities in other sectors. The implementing partners will apply analytic rigor and utilize the best available evidence by:

- Broadening the range of implementing options considered
- Incorporating continuous learning for adaptive management based on risks and opportunities
- Implementing continuous review processes that are commensurate with the project's goals
- Promoting collaboration and mutual accountability among USAID, the GOR, and key stakeholder government and non-government entities

Periodic assessment is built into the project monitoring and evaluation plan. Project implementation will incorporate dynamic tools and mechanisms with the potential to adapt to changing circumstances, and to respond to evolving external conditions.

Youth Employment Project's M&E should inform the development and adaptation of Youth Employment Project interventions. In addition, findings that might be useful to others in the education sector should be shared with relevant stakeholders and used to inform relevant dialogues, which may include the meetings of technical working groups, steering committees, or Joint Sector Review meetings.

4.7*. C*oordination with* Youth Employment Project *Impact Evaluation

Concurrently with Youth Employment Project, USAID intends to award and implement a separate third-party impact evaluation utilizing a randomized control trial (RCT). The purpose of the impact evaluation is to assess the extent to which the Youth Employment Project's desired high-level outcomes are attributable to Youth Employment Project interventions. As part of USAID's efforts to improve the cost-effectiveness of its interventions and more rigorously understand the impacts of its projects, USAID/Rwanda is conducting a series of evaluations of the impact of household grants compared to our traditional interventions. By doing so, USAID can better understand how our technical assistance compares to the default of simple grants to households. The impact evaluation of Youth Employment Project will use a single evaluator to measure the cost-effectiveness of household grants implemented by a third party, the cost-effectiveness of Youth Employment Project interventions, and the cost-effectiveness of a combination of Youth Employment Project interventions and household grants.

It is anticipated that upon award, the Youth Employment Project recipient will engage in coordination with the evaluation team as well as USAID and GoR partners, as appropriate. This coordination is crucial to ensure that the Youth Employment Project design and roll-out (e.g., beneficiary selection, district/sector selection, timing of introduction of specific interventions) is conducted in such a way as to allow for rigorous evaluation. Three rounds of data collection are likely to be conducted over a period of 18 months by the evaluation team: one baseline evaluation (prior to implementation), a mid-term evaluation, and a final evaluation at the end of the 18 months.

It is anticipated that impact evaluation treatment arms may include:

a) Full Youth Employment Project activity only
b) Household grants activity only

c) Full Youth Employment Project activity plus household grants
d) Control (no Youth Employment or household grants)

The anticipated questions to be evaluated are listed below and are subject to change:

a) To what extent is “stable employment” among vulnerable youth (defined as working 35 hours per week) and having income above a yet-to-be-defined minimum threshold attributable to Youth Employment?
b) To what extent are stable employment and income among vulnerable attributable to unconditional household grants?
c) To what extent did both components augment and affect the project’s impact and outcomes?
d) How do the cost-effectiveness ratios of these treatment arms compare with each other, with cost-effectiveness defined as change in income and change in likelihood of ‘stable employment’ per dollar spent?
e) What is the optimal size of household grants, from a cost-effectiveness perspective, both when they are offered on their own and when they are offered as a complement to Youth Employment?

Evaluation design and implications for the Youth Employment Project implementer: Applicants are requested to ensure that their proposed technical design, methodology, strategy, and implementation timelines as well as costing can be conducted in a manner that is amenable to an RCT. As a part of the application, offerors should propose a technical approach, implementation plan and schedule, as well as monitoring and evaluation plans that facilitate the key aspects of the impact evaluation. The details below should assist bidders in understanding how the impact evaluation will affect the design and implementation of Youth Employment Project.

1) To allow for the impact evaluation to be conducted, a number of individuals whose demographic characteristics qualify them for the Youth Employment Project will be assigned to inclusion in Youth Employment on a randomized basis; other individuals whose demographic characteristics qualify them for the program will be assigned on a randomized basis to study arms in which they will not receive Youth Employment Project interventions. This randomization makes it possible to estimate the impact of different interventions on key outcome indicators.

2) Youth Employment Project implementer will work with the evaluation team to identify potential, qualifying beneficiaries and to define a process that allows the required randomized assignment to different study arms. Once individuals are assigned to different study arms, the Youth Employment Project implementer will offer the Youth Employment treatments to all individuals assigned to the Youth Employment treatment arm. The implementer will not offer Youth Employment Project interventions to any individuals randomly assigned to other study arms.

3) Moreover, a representative sample of qualifying individuals will be allowed to choose between the Youth Employment Project interventions and household grants. By allowing some vulnerable youth to choose between the treatment arms, the evaluation will be able to provide insight into how beneficiaries value our interventions. Beneficiaries will be provided with information about and offered a choice between Youth Employment Project and the household grant intervention. The evaluation

team will record these choices. Beneficiary choices will be binding, and participants will be referred to the implementing partners (implementer of household grants and the selected implementer for Youth Employment Project) for treatment accordingly.

Roughly 3,000 individuals out of the projected 34,000 Youth Employment Project beneficiaries will be part of the impact evaluation. For the beneficiaries not included in the study, the Youth Employment Project implementer can proceed with beneficiary selection and implementation roll-out as they otherwise would.

To facilitate the impact evaluation, upon award the Youth Employment Project implementer will be required to:

A) Meet with a group that includes the impact evaluation team and USAID during the Youth Employment Project annual work planning process. The issues which will need to be resolved during the work planning process include:

- Clearly defining demographic criteria for eligibility for the Youth Employment Project in a manner that can be used to randomly select comparison individuals who will and will not receive the Youth Employment Project interventions;
- Agreement on the process for assignment of intervention and control arms by geographic area (assignment will be done on a randomized basis)
- Providing an agreed-upon package of activities that may vary by study arm;
- Timing the roll-out of interventions to allow for baseline data collection and potential phased scale-up as needed;
- Sharing program cost data (e.g., expenditure data by study arm) in an agreed upon format and frequency to allow for cost-effectiveness analysis. This will require use of an agreed upon budget and cost-capture tool;

B) Once the geographic and demographic criteria for inclusion in Youth Employment Project are established and the random assignment done, the Youth Employment Project implementer will proceed with offering the agreed package of interventions to the beneficiaries assigned to receive Youth Employment Project interventions. The implementer must abide by the assignment and treat only those individuals assigned to Youth Employment Project.

C) Work with the evaluation team to develop informational and promotional materials for use in allowing beneficiary choice;

With these requirements in mind, the Youth Employment Project implementer should suggest the ways that randomization of beneficiary selection can be included in program design and implementation.

The Youth Employment Project implementer shall report any significant work plan changes or revisions to USAID, and shall obtain USAID's approval prior to implementing or undertaking such changes or revisions, including, but not limited to, any changes that are relevant to the impact evaluation.

Cost Effectiveness Component: In addition, the impact evaluation will include a cost effectiveness analysis (CEA) component. The Youth Employment Project implementer will be asked to account for the cost of inputs used to provide each intervention that is part of Youth Employment Project This will allow a cost-effectiveness analysis to be done.

While the Youth Employment Project implementing partner is required to collect and report cost data to USAID, it is NOT expected or required that the Youth Employment Project implementing partner conduct a CEA. The analysis will be done by the evaluation team using the cost-information provided by the Youth Employment Project implementer. The recipient will be required to comply with the following cost data collection and reporting parameters:

- The Recipient should use the ingredients method[27] to document the costs of the intervention and clearly document what is included in the cost calculation.
- The Recipient shall go beyond its own project budget and examine the costs associated with all the ingredients of an activity, including donated resources like volunteer time, in-kind equipment/infrastructure and services, and any required beneficiary/stakeholder inputs and other unpaid inputs that are often not accounted for in traditional budgets.
- A detailed description of the procedures utilized to value ingredients and the sources of cost data should be provided.
- Cost data shall identify start-up versus recurrent costs and fixed vs. variable costs.
- Adjustments for inflation and discounting should be included (as applicable).
- Currency exchange rates should be documented (as applicable).
- Costs shall be broken down by input/intervention (e.g., materials, training), and beneficiary (e.g. per trainer, per participant) as applicable.
- Documentation of cost variation across different beneficiary groups or geographic intervention areas (if applicable).
- Changes in costs over the life of the project should be documented.
- All data should be stored in easily accessible software in accordance with USAID policies.

4.8 Coordination with Youth Employment Project Performance Evaluation

USAID also intends to award and implement a separate third-party midline and endline Youth Employment Project performance evaluation. The purpose of the performance evaluation is to assess the extent to which Youth Employment Project interventions are contributing to Youth Employment Project's desired high level outcomes and inform the need for course correction of the activity interventions.

The Youth Employment Project implementer will be required to work with the performance evaluation implementer in answering the following illustrative questions:

1. To what degree has Youth Employment Project achieved its goals as articulated in the activity log frame and performance management plan (sub-intermediate results 4.2.1, 4.2.2 and 4.2.3)?
2. What changes in income and employment status have participants experienced (baseline compared to post-intervention)? How did these outcomes vary by participant profile (e.g., sex, urban/rural, socio-economic status)?
3. How effective was Youth Employment Project in providing employment opportunities for male/female participants in "non-traditional

[27] Henry M Levin and Patrick J McEwan. Cost-Effectiveness Analysis Methods and Applications Second Edition. SAGE Publications.

occupations/sectors"? What lessons have we learned about reducing occupational segregation for youth in Rwanda?

4. What changes have occurred in the institutional capacity of youth serving organizations (sub-grantees) engaged in Youth Employment ? How has this varied across organizational profiles (e.g., urban/rural, size)?

5. Activity Description

This section outlines activities that are required to achieve the intermediate results of the Youth Employment Project. The following is a suggested breakdown of how resources invested in the activities should be distributed. Other distribution suggestions that will yield maximum impact under each IR are also encouraged.

- IR 1: 40%
- IR 2: 30%
- IR 3: 30%

5.1 Intermediate Result 1: Improved employability skills for vulnerable male and female youth

Intermediate Result (IR) 1 focuses on increasing the employability of mainly **urban** male and female youth to be employed by the private sector in sectors with high potential that are youth-friendly and gender-sensitive. The program will include activities authorized under the work plans which contribute to this intermediate result. Required activities for this intermediate result are set forth below (organized by Sub-IRs). Applicants are encouraged to propose other evidence-based activities that contribute to this intermediate result to achieve maximum impact.

Sub-IR 1.1 Increased access to market relevant workforce readiness skills and employment services for vulnerable youth

Required Activities:

- Build upon the success of the USAID *Akazi Kanoze* project to improve and expand the package of workforce readiness training (including accelerated learning in literacy and numeracy as well as soft skills training), technical training, entrepreneurship, and job intermediation services, emphasizing service delivery through local partners to target male and female youth participants.
- Partner with select workforce institutions to offer work readiness and employment services tailored to young men and women; sensitization with employers about the work performance of male and female youth with disabilities.
- Strengthen the breadth and depth of engagement with private sector employers for formal job placements.
- Identify and incentivize private sector partners who will champion the promotion of gender equality in the workplace, including the prevention of gender-based violence and human trafficking issues.
- Strengthen the quality/reach of training related to gender equality and women's empowerment in the workplace for employers
- Explore the use of an incentive fund with accompanying technical assistance to promote gender mainstreaming in private sector employment and entrepreneurship.

Sub-IR 1.2 Increased information about family planning and reproductive health services provided to vulnerable youth

Required Activities:

- Build on the success of the USAID Akazi Kanoze Project to improve and expand the package of health messaging encouraging vulnerable male and female youth to make sound choices regarding their reproductive lives.
- Liaise with the Health team of USAID/Rwanda to identify new ways to integrate family planning and reproductive health into youth programs.
- Provide life skills training to equip the youth skills to deal with peer pressure.

5.2 Intermediate Result 2: Increased viable self-employment among vulnerable male and female youth

Intermediate Result 2 focuses on **rural male and female** youth to help them improve their skills to be able to become self-employed, largely in value-added activities in agro-processing and other rural micro-enterprises**.** Specific programs will be designed to assist potential entrepreneurs to form enterprises that have good potential for growth and the hiring of other youth. Rural enterprise development that can assist microenterprises to identify good market-based opportunities and to grow their enterprises is key to the success of this component. The program will include activities, authorized under the work plans, which contribute to this intermediate result. Required activities for this intermediate result are set forth below (organized by Sub-IRs). Applicants are encouraged to propose other activities that contribute to this intermediate result to achieve maximum impact.

Sub-IR 2.1 Improved quality and relevance of entrepreneurship and market facilitation support services for vulnerable male and female youth especially in rural areas

Required Activities:

- Provide self-employment, cooperative development, and local market opportunities for male and female youth in rural areas, utilizing market development principles.
- Enhance the quality of basic entrepreneurship training (business startup, business planning, marketing and market linkages, savings, access to finance) coupled with follow-on business support for those seeking self-employment.
- Intensify the level of market linkages for male and female youth entrepreneurs, including linkages with lead firms, particularly those working in value chains that are supported by other USAID FTF projects.
- Strengthen the capacity of local providers to conduct quality local market demand analysis, particularly for self-employment/market development interventions.

Sub-IR 2.2 Expanded access to entrepreneurship support programs for vulnerable male and female youth especially in rural areas

Illustrative Activities:

- Strengthen the range of alternatives for providing male and female youth access to finance including intensive loan facilitation, partnerships with financial institutions to develop youth-friendly loans in target sectors, mobilization of savings and loans groups, and expansion of financial literacy.
- Identify and address issues of market failures, policy impediments and credit that are limiting access to credit by male and female youth.

- Expand district level entrepreneurship support to include follow-up coaching, mentoring, and on-the-job training (consistent with the NEP).
- Catalyze the development of micro-franchises through innovative private sector partnerships, especially with firms working in value-added agriculture production and agro processing activities.
- Develop and promote new sources of youth-friendly and gender responsive finance for self-employment and entrepreneurs.

5.3 Intermediate Result 3: Higher quality, more coordinated workforce development service delivery system

Intermediate Result 3 will focus on the **institutional capacity building,** to improve coordination among Rwandan youth and workforce development stakeholders, while also increasing the capacity of local organizations to provide workforce development services to male and female youth on a sustainable basis, both operationally and financially**.** A key element of this intermediate result is the operational and financial sustainability of the Akazi Kanoze Access entity. The program will include activities, authorized under the work plans, which contribute to this intermediate result. Required activities for this intermediate result are set forth below (organized by Sub-IRs). Applicants are encouraged to propose other activities that contribute to this intermediate result to achieve maximum impact.

Sub-IR 3.1 Strengthened technical, financial and operational capacity of the Akazi Kanoze Access entity to support local workforce/youth service institutions

Required Activities:

- Expand and improve the quality of AKA's ability to provide capacity building for local workforce development institutions focused on:
    - Use of evidence-based practices in program design and delivery
    - Integration of effective Monitoring and Evaluation (M&E) systems into core business practices
    - More robust and compliant financial reporting systems
    - Inclusion of financial sustainability analysis and funding strategies/activities into organizational planning
    - Strengthened and expanded gender integration staff training and service delivery
- Strengthen AKA's organizational leadership and management
- Strengthen AKA's ability to generate non-donor funding
- Strengthen AKA's ability to form and expand its partnerships with employers (with an emphasis on the private sector)

Sub-IR 3.2 Improved capacity of workforce development institutions to provide relevant, demand-driven employment services for vulnerable youth

Required Activities:

- Advocate for policy changes that can increase opportunities for male and female youth, such as developing a pathway for P6 graduates to acquire skills that will permit them to participate in TVET programs.
- Explore the development of a certification and accreditation body for gender-sensitive WRC curriculum and other employment services.
- Continual updating and refinement of demand-driven curriculum and services in target sectors.

- Strengthen M&E systems of Rwandan service providers so as to encourage continual improvements and also build evidence base of cost-effective interventions.
- Fulfill critical job intermediation functions within the WFD system that are currently not available, particularly those for under-educated male and female youth who have not achieved a P9 certificate.
- Integrate gender considerations into training and outreach that encourage male and female youth to challenge societal and cultural norms, beliefs, and perceptions about gender roles in the workplace.

Sub-IR 3.3 Increased investments in skills development by Rwandan stakeholders

Required Activities:

- Explore and test interventions that can increase the level of private contributions to skills development by employers and participants (job-seekers).
- Develop an online job exchange/information portal and attract funding from employers for successful placements.
- Facilitate private sector alliances to build workers' skills in select labor-intensive, agriculture-related sectors including off-farm activities as well as complementary sectors to those targeted by FTF (machine repair, value-added processing and foods, transport, etc.).
- Advocate for improvements and innovations in job recruitment programs to reach male and female youth who do not currently have access to recruitment opportunities.
- Explore and develop new sources of financing for the long-term sustainability of Youth Employment Project service delivery programs.

Sub-IR 3.4 Strengthened networks and information sharing between public and private workforce development actors

Required Activities:

- Strengthen linkages between private sector and WFD providers.
- Establish stronger referral networks between service providers with complementary services
- Develop a private clearinghouse of employment information in coordination with existing public Labor Market Information System and private job boards.
- Facilitate client intake, counseling, job-matching, referrals.
- Promote gender equity, equality and women's empowerment in the workplace by working directly with employers to establish a safe, comfortable, gender-sensitive workplace environment.

5.4 Output and Outcome Monitoring

Applicants will propose metrics that will be used to measure performance. The M&E plan will include standard indicators from the Foreign Assistance Framework,[28] as well as custom indicators. Gender standard indicators should be used to the extent possible, and all people-level indicators should be sex-disaggregated. The recipient will collect baseline data on key indicators agreed with USAID. Monitoring will allow for ongoing assessments of progress toward numeric targets and guide activity course corrections. The targets for each year will be negotiated with USAID based on an agreed phasing plan, but will reflect agreed upon

[28] See www.state.gov/f/indicators

geographic reach by the end of the activity. The following table (Table 3) shows some required and optional indicators that will be used in output and outcome monitoring of Youth Employment Project.

Table 3 - Indicators for Youth Employment Project

Narrative Summary	Objectively Verifiable Indicators[29]	Means of Verification[30]	Important Assumptions
USAID Goal Increased opportunities for Rwandan children and youth to succeed in schooling and the modern workplace	• Employment Rate (percentage) of youth graduates of USG-supported workforce development programs [custom-CDCS] • Per capita expenditure (as a proxy for income) of USG targeted beneficiaries. [CDCS DO-level indicator/ 4.5-9, FTFMS]	• Baseline data collection by the Youth Employment Project recipient and Impact Evaluation contractor, mid-term and final evaluation by Performance Evaluation contractor • Participant pre/post data collected by Youth Employment Project recipient	
Project Purpose Increased stable employment for vulnerable youth[31]	• Number of persons receiving new employment or better employment (including better self-employment) as a result of participation in USG-funded workforce development program [4.6.3] • Number of youth pursuing further education and/or training, after completing USG-funded workforce readiness program (optional)	• Participant data collected by Youth Employment Project IP and local partner institutions: client intake survey compared against exit interview • Baseline data collection, mid-term and final evaluation	• Rwanda's economic growth trajectory will continue at current levels • No major political upheaval and/or crisis impacting the economy
Sub-Purpose 1 (Component 1) Improved employability skills for	• Number of persons with improved workforce readiness skills as a result of USG-funded WFD programs [custom]	• Participant data collected by Youth Employment Project IP and local partner	• There is widespread demand for skills development and employment

[29] All indicators, as applicable, shall include sex-disaggregated reporting and gender-sensitive indicators as per USAID ADS Chapter 205. As relevant and appropriate, disaggregated data should be included for disabled and LGBT participants.
[30] There will be both internal baseline, midline and endline conducted by the Youth Employment Project implementer, as well as a baseline, endline and possible midline done by the external/third-party impact evaluation contractor.
[31] For the purposes of this project, "vulnerable youth" is defined as youth ages 16-30 with at least a P6 to less than P9 educational attainment.

Narrative Summary	**Objectively Verifiable Indicators**[29]	**Means of Verification**[30]	**Important Assumptions**
vulnerable youth		institutions: ● Pre- and post-test scores of internal exam; External post-test scores	services ● Workforce readiness is a standard and necessary component of all service packages offered to target youth
Output 1.1 Increased access to market relevant work readiness and employment services for vulnerable youth	● Number of persons completing USG-funded workforce development programs [custom] ● Number of internships financed by employers and facilitated by USG-funded WFD program [custom] ● Percentage of internships transitioning into paid employment. ● Number of vulnerable households benefiting directly from USG interventions [4.5.2-14 FTFMS]	● Participant data collected by Youth Employment Project IP and local partner institutions:	● Employers have enough job openings and are willing to participate in the program ● WF institutions have access to sufficient equipment and physical space to provide services
Output 1.2 Increased information about family planning and reproductive health services provided to vulnerable youth	● Number of people who received FP/RH message outside facilities [3.1.7.Zo1] ● No of vulnerable youth who received life skills training.	● Participant data collected by IPs	
Sub-Purpose 2 (Component 2) Increased viable self-employment among vulnerable youth	● Percent increase in reported assets of target youth-owned businesses ● Number of jobs attributed to FTF implementation [4.5-2 FTF]	● Participant data collected by Youth Employment Project IP and local partner institutions: client intake, exit, tracer data ● Midterm and final performance evaluation	● Sufficient local market opportunity exists for youth micro-entrepreneurs to start and/or upgrade their business ● Entrepreneurship training, combined with market facilitation support, leads to increased incomes for

Narrative Summary	Objectively Verifiable Indicators[29]	Means of Verification[30]	Important Assumptions
			vulnerable youth (as verified by Knowledge Management review (see Annex 4)
Output 2.1 Improved quality and relevance of entrepreneurship and market facilitation support services for vulnerable youth especially in rural areas	• Number of new businesses started by youth [custom] • Number of persons participating in youth-friendly entrepreneurship and market facilitation services [custom] • Number of private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations that applied new technologies or management practices as a result of USG assistance [CDCS/ 4.5.3 FTFMS]	• Participant data collected Youth Employment Project IP and local partner institutions: • Midterm and final performance evaluation	• There exists a basic level/ number of Rwandan WFD and market facilitation institutions serving vulnerable youth in rural areas, from which to improve and expand services
Output 2.2 Expanded access to entrepreneurship support programs for vulnerable youth especially in rural areas	• Number of beneficiaries with new market linkages as a result of USG assistance [CDCS/ Custom] • Number of service providers providing youth-friendly entrepreneurship and market facilitation services for vulnerable youth [custom] • Total number of clients (households and/or micro enterprises) benefiting from financial services provided through USG-assisted financial intermediaries, including non-financial institutions or actors [4.7.1-12] (Optional)	• Partner reports	
Sub-Purpose 3 (Component 3) Higher quality, more coordinated workforce development service delivery system	• Number of job placements for youth facilitated by targeted workforce development institutions [custom] • Job placement rate of targeted workforce development institutions targeted by USG [custom] • Number of employers participating in and	• Job placement reports by Youth Employment Project IP and local partner institutions: • AKA partner records • Year 3 AKA Assessment	• The demand for skills development and employment services will continue to grow

Narrative Summary	**Objectively Verifiable Indicators**[29]	**Means of Verification**[30]	**Important Assumptions**
	contributing to skills development and employment services for vulnerable youth under the Youth Employment Project activity [custom]		
Output 3.1 Strengthened technical, financial, and operational capacity of the Akazi Kanoze Access entity to support local workforce/yout h service institutions.	• Number of clients (WFD institutions) receiving training, technical assistance, financial, and/or in-kind support by AKA [custom] • Number of days of USG-funded technical assistance and training provided to clients by the AKA [custom] • Ratio of USD value of USAID- to non-USAID sources of revenue generated by the AKA [custom]	• Reporting by third-party entity: client logs, training reports, etc. • Annual financial reports of third-party entity • Year 3 AKA Assessment	• Employers and people are willing to pay for WFD services
Output 3.2 improved capacities of workforce development institutions to provide relevant, demand-driven employment services for vulnerable youth.	• Number of days of USG funded technical assistance in workforce development provided to counterparts or stakeholders • Number of vulnerable youth served by Youth Employment Project partners. • Student retention rate among Youth Employment Project partners [custom] • Cost per participant for services provided by Youth Employment Project partners [custom] • Number of targeted workforce development partners having completed gender equality training [custom] • Number of beneficiaries with new market linkages as a result of USG assistance [CDCS/ Custom]	• Reporting by Youth Employment Project IP and local partner institutions: • Annual financial reports by Youth Employment Project IP and local partner institutions: • Cost data from partners	• Knowledge & skills of WFD institution staff is the primary constraint to delivering quality services • When given technical support, WFD institutions have sufficient staff and management to put in place quality improvements • Quality WFD services can be made affordable
Output 3.3 Increased investments in skills development by Rwandan stakeholders.	• Number of partnerships formed in support of workforce development or employment under the Youth Employment Project. • USD value of cost share provided by government and/or private sector targeting	• Reporting by Youth Employment Project IP and local partner institutions:	• Employers have the means to, and are willing to invest in high quality skills development & employment services

Narrative Summary	Objectively Verifiable Indicators[29]	Means of Verification[30]	Important Assumptions
	the Youth Employment Project activity beneficiaries [custom] ● Number of employers participating in and contributing to skills development and employment services for vulnerable youth under the Youth Employment Project [custom] ● Number of public-private partnerships formed as a result of FTF assistance [4.5.2-12]		● GOR financial commitment to TVET will remain at (or increase from) 2014 levels ● Youth and families are willing & able to pay for WFD & employment services
Output 3.4 Strengthened networks and information sharing between public and private workforce development actors.	● Percent of targeted workforce development institutions with established referral networks [custom] ● Number of USG-supported tertiary programs with curricula revised with private and/or public sector employers' input or on the basis of market research [3.2.2-36]	● Reporting by Youth Employment Project IP and local partner institutions: ● Site visits to Youth Employment Project local partner institutions: to verify referral capability ● Meeting minutes of WFD working group	● WFD institutions value information sharing ● WFD institutions have the culture & leadership that enables them to incorporate new learning & practices into their organizations ● Knowledge-sharing leads to better practice

5.5 Performance Monitoring

The recipient shall design and implement a Monitoring, Evaluation and Learning Plan (ME&L) that covers the entire scope of the activity as ***outlined*** in Section I and the Activity Results Framework. The ME&L must include objectively verifiable indicators (Standard F and Custom) that are aligned with the objectives of the Activity. The ME&L should include, at a minimum, the F indicators for Higher Education, Youth Workforce Development, Economic Growth (with an emphasis on Feed the Future Indicators), and Gender that are most relevant to this Activity and collectively present a comprehensive and feasible reporting structure for the Youth Employment Project.

Additionally, the ME&L must include objectively verifiable custom indicators that measure activity outcomes on a regular basis. Additional guidelines for development include:

- The use of input, untested proxy indicators and self-reported indicators should be minimized.
- The ME&L should include rolling assessments focused on a small set of critical indicators to assess the quality of services being delivered to participants, measure progress toward numeric targets and inform Activity course corrections.
- The Monitoring and Evaluation plan should be informed by existing validated, rigorous measurement frameworks from sectors including: employment, youth development, employability and technical skills development, workforce systems

development, education, private sector engagement and micro-enterprise development.

The recipient shall implement a rigorous data capture system that encompasses the entire ME&L using standard off-the-shelf Microsoft software. A unique ID must be assigned to each participant for the purposes of tracking the progress/status of each participant during and after their engagement with the activity. At a minimum, data collected on participant profile must include:

- Name
- Sex
- Date of birth
- Residence (District, Sector, Cell, Village)
- Phone, email
- Household information including: head, proxies for SES, etc.
- OVC status including reason (e.g., father died, poor household
- Educational attainment and specialization (if applicable)
- Income level
- Type(s) of employment (e.g. part-time, family labor)
- Type of work
- Disability status

B. AUTHORIZING LEGISLATION/APPLICABILITY of 2 CFR 200

This award is authorized in accordance with the Foreign Assistance Act of 1961, as amended. 2 CFR 200 and 2 CFR 700 are applicable to an award to a U.S. organization made under this RFA. The following provision will be included in any award to a U.S. entity resulting from this RFA.

APPLICABILITY OF 2 CFR PART 200 (MARCH 2015)

(a) All provisions of 2 CFR Part 200 and all Standard Provisions attached to this agreement are applicable to the recipient and to sub recipients which meet the definition of "Recipient" in Part 200, unless a section specifically excludes a sub recipient from coverage. The recipient shall assure that sub recipients have copies of all the attached standard provisions.

(b) For any sub awards made with Non-US sub recipients the Recipient shall include the applicable "Standard Provisions for Non-US Nongovernmental Grantees." Recipients are required to ensure compliance with monitoring procedures in accordance with OMB Circular A-133.

SECTION II – FEDERAL AWARD INFORMATION

A. ESTIMATED TOTAL AMOUNT OF PROGRAM AND EXPECTED NUMBER OF AWARDS CONTEMPLATED

Subject to the availability of funds, USAID intends to provide approximately $20.5 million in total USAID funding for the life of the activity. USAID intends to award one (1) Cooperative Agreement pursuant to this RFA. However, in exceptional circumstances, this amount may be adjusted depending on the Cooperative Agreement timeframe, the applicant's institutional capacity, the geographic scope of the proposed program, and the type and extent of partnership or other teaming arrangements that are proposed. USAID reserves the right to fund any one or none of the applications submitted.

B. START DATE AND PERIOD OF PERFORMANCE

The period of performance anticipated herein is five (5) years. The estimated start date is on or about August 1, 2016.

C. TYPE OF AWARD

USAID plans to negotiate and award an assistance instrument known as a Cooperative Agreement with the successful applicant for this program. A Cooperative Agreement implies a level of "substantial involvement" by USAID. This substantial involvement will be through the Agreement Officer, except to the extent that the Agreement Officer delegates authority to the Agreement Officer's Representative (AOR) in writing. The intended purpose of the substantial involvement during the award is to assist the recipient in achieving the supported objectives of the agreement. The anticipated substantial involvement elements for this award are listed below (this list does not include approvals required by Standard Mandatory Provisions for Non-US NGOs or other applicable law, regulation or provision):

- Approval of annual implementation plans: including planned activities for the following year and any subsequent revisions, international travel plans, planned expenditures, knowledge management plans, international meeting preparation; and changes to any activities, locations, beneficiary population under the cooperative agreement;

- Approval of key personnel, including the following positions:
    1. Chief of Party;
    2. Deputy Chief of Party;
    3. Market Development Specialist; and
    4. Monitoring & Evaluation Specialist

- Agency and Recipient Collaboration or Joint Participation in implementation, including, but not limited to, participation in advisory committees and direction and/or redirection of activities specified in the program description due to GOR priorities and guidance as well as interrelationships with other programs;

- Approval of the Monitoring and Evaluation (M&E) Plan: the M&E Plan will be developed in consultation with USAID/Rwanda. During the initial project planning period, the recipient shall work closely with USAID/Rwanda to ensure that the ME&L plan clearly links the Recipient's activity with the objectives and targeted outcomes of the Program Description. The jointly developed M&E plan shall be submitted within 150 days of the award; and

- Approval of all sub awards not included and approved in the original Cooperative Agreement

SECTION III – ELIGIBILITY INFORMATION

A. ELIGIBLE APPLICANTS

There are no restrictions on eligibility for this solicitation. Qualified applicants may be any U.S. or non-U.S. organization, individual, non-profit, or for-profit entity. Faith-based and community organizations that fit the criteria above are also eligible to apply. In support of the Agency's interest in fostering a larger assistance base and expanding the number and sustainability of development partners, USAID encourages applications from potential new partners.

Recipients are not required to register with USAID or have previous experience with USAID. When considering making an award to an organization with **limited or no previous USAID experience**, USAID might determine to conduct a pre-award survey which is a risk assessment to determine the organization's capabilities to complete the proposed activities.

B. COST SHARING OR MATCHING

Cost sharing is an important element of the USAID-recipient relationship and is required for this award. (See section IV.G.4). In addition to USAID funds, applicants are required to contribute resources from their own, or other sources for the implementation of this project. Cost share under the proposed award is required to be at least 10% of the total estimated amount of the USAID support (excluding the amount of the proposed cost share). Cost sharing must be consistent with the requirements in 2 CFR 200.306, including, but not limited to consisting of allowable costs under the applicable USG cost principles.

C. OTHER ELIGIBILITY REQUIREMENTS

Applicants can only submit **one** (1) application (there is no limitation on whether an individual associated with an organization can also submit an application). Applicants are directed to review the other requirements for applications specified herein, including, but not limited to, Sections IV and VIII herein.

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

A. POINT OF CONTACT FOR APPLICATION PACKAGE

The application package can be accessed at www.grants.gov. Applicants may also contact Bernard Mutembe via email at bmutembe@usaid.gov for copies of the application package if they have accessibility problems (see Section VII below for more information regarding how to contact Mr. Mutembe).

B. CONTENT AND FORM OF APPLICATION SUBMISSION

For the purposes of this RFA, the term "applicant" is used to refer to the legal entity or organization submitting the application. The application received by the deadline (see Section IV.D) will be reviewed for responsiveness to the guidance set forth below, including, but not limited to, the application format. Applications that are incomplete or not directly responsive to the terms, conditions, and provisions of this RFA may be eliminated from further consideration. Pre-applications, letters of intent, concept papers or white papers **are not required and will not be considered**.

Applications shall be prepared in English. Applications in any other language shall be eliminated from further consideration. The application should be submitted in two parts:
1. Merit Review Application; and 2. Cost and Other Relevant Information Application. These parts shall be prepared according to the structural format set forth below.

1. Merit Review Application Format

The merit review application (not to exceed 25 pages, excluding annexes, the table of contents, and the cover page) shall include: (1) an Executive Summary; (2) a Merit Review Application Body; and (3) Annexes (resumes, references, letters of commitment, and other documents specified below). Applications must be on standard 8-1/2" by 11" paper, (210mm by 297mm paper), single-spaced, 12-point type or larger, and have at least one inch margins on the top, bottom, and both sides. Applications can be printed on A4 paper. While tables, graphs, and charts may be used with a smaller font, USAID/Rwanda reserves the right to take appropriate action, including elimination of the application from further consideration, if the use of smaller font in tables, graphs, and charts in the application is abused.

Annexes should be lettered (e.g. Annex A), and can include the resumes of key personnel, and other supporting documents as specified below. Note: If the full application exceeds twenty-five (25) pages (excluding annexes, the table of contents, and the cover page), USAID/Rwanda may decide to consider and review ONLY the first twenty-five pages when evaluating the Application.

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

Cover Page: A single page with the names of the organizations/institutions involved in the proposed application, with the lead or primary applicant clearly identified. In addition, the Cover Page should include information about a contact person for the prime applicant, including this individual's name (both typed and his/her signature), title or position with the organization/institution, address, e-mail address, and telephone. Also state whether the contact person is the person with authority to contract for the applicant, and if not, that person should also be listed. This does not count against the page total for the Merit Review application.

Executive Summary: A two-page maximum brief description of the proposed activities, goals, purposes, and anticipated results, technical and managerial resources of the applicant's organization, any public-private partnerships, and how the overall activity will be managed.

The Executive Summary must summarize the key elements of the applicant's Merit Review application, including, but not limited to, the technical approach, and any public-private partnerships, if applicable.

Merit Review Application Body: The Application Body will contain the main parts of the technical application and shall include the following sections:

a. Technical Approach and Implementation Plan
b. Staffing and Management Approach
c. Organizational Capability and Experience

The basic purpose of this Merit Review Application Body is to provide the information necessary to allow USAID/Rwanda to fairly and completely evaluate the applicant under each of the technical merit review criteria specified in Section V of this RFA. Additional specified guidance for each Section of the Merit Review Application Body is set forth below.

a. Technical Approach and Implementation Plan

This section should include information sufficient to evaluate the application under the technical approach criterion set forth in Section V.A.2.a below. This section should:

- Present a comprehensive yet concise summary of the proposed overall strategic and technical approach that clearly demonstrates how the applicant will achieve the objectives outlined in the Program Description;

- Demonstrate responsiveness to the Rwanda context, as well as consistency of proposed activities with the evidence-base regarding how to increase stable employment opportunities;
- Demonstrate an inclusive and gendered approach;
- Reflect understanding of existing community structures, organizations, networks, and education initiatives in Rwanda, and include plans to build on existing initiatives, support existing community structures, and develop collaborative relationships among Government of Rwanda initiatives, USAID funded activities, the efforts of other development partners or local initiatives, and the private sector;
- Demonstrate innovation and adaptability to future changes in the Rwandan context; and
- Describe the strategy to promote the sustainability of activities, including consideration of local institutional capacity, social soundness, and financial sustainability.

The applicant should include a draft life-of-project implementation plan as an annex. This annex should be consistent with the Applicant's technical approach, and clearly indicate the outcome of each activity. The annex should include:

- A description of major planned activities and key achievements over the life of Youth Employment Project; and
- A Gantt chart showing the sequence of activities and timeframes for implementing each activity over the life of Youth Employment Project, on a quarter-by-quarter basis.

b. Staffing and Management Approach

This section should include information sufficient to properly evaluate the application under the personnel and management approach criterion set forth in Section V.A.2.b below. Applicants should first describe their plan to implement and manage the proposed activities and provide a clear description of how the cooperative agreement will be managed, including the approach to addressing potential problems. The discussion of the plan to manage the activity should:

- Include the roles and responsibilities of each sub-grantee and/or partner;
- Include lines of authority and communication among the prime and all proposed sub-recipients and/or partners in order to maximize efficiency and best utilize technical expertise/strengths of each partner;
- Specify the composition and organizational structure of the entire project team (including sub-partners) and describe the role of each staff member named under key personnel as well as technical expertise, and estimated amount of time he or she will devote to the program.

Applicants also should discuss their comprehensive staffing plan to accomplish the objectives and expected results and outcomes of the RFA. The plan should also demonstrate an appropriate balance of skills, expertise, and efficiency and explain how the staffing plan will result in successful implementation of the proposed technical approach and accomplish the objectives of the activity, including addressing the capacity and skill mix of personnel, including key personnel. Applicants should provide an organizational chart for the program as an annex.

Applicants should also include a brief description of the technical background and qualifications of each proposed key personnel in this section, as well as discussing their role, and the estimated amount of time he/she will devote to the award. The experience of proposed key personnel with integrating gender considerations into programming should be discussed. Resumes and letters of commitment for each key personnel proposed should be included as an annex, as well as reference information for each key personnel candidate proposed.

The key personnel positions (mandatory) and qualifications (both required and desired) are set forth below. The applicant's staffing plan should be consistent with both the information below and their proposed technical and management approach.

a. **Chief of Party**:

The Chief of Party will be responsible for technical leadership, administrative oversight, and overall coordination of the activity. S/he will serve as the principle institutional liaison with USAID and key stakeholders. S/he will manage staff and ensure Youth Employment Project meets stated goals and reporting requirements, as well as ensure the quality, timeliness, and efficiency of all products and activities generated under Youth Employment Project.

The COP should have demonstrated ability to work with multiple stakeholders and manage diverse teams to deliver impact within agreed timelines and budget. Additionally, the COP should have: Minimum of 10 years of experience in international development, preferably in demand-driven youth employment, workforce development, enterprise development, or youth development (at least 5 of these years must be in a management/leadership position in programs that are of a similar scope and scale). At least six years' experience working in development contexts similar to Rwanda, working with vulnerable youth populations, is preferred. Minimum of a Master's degree in economics, business, international development, public policy, education, or other relevant field. A Bachelor's degree in a relevant field with 15 years of relevant experience may be substituted for a Master's degree. Ability to demonstrate how management efforts can be applied to a systems approach, directly leading to sustainability of interventions and behavior change among public and private sector stakeholders. Demonstrated ability to navigate complex Education and workforce development policy issues. High level of leadership, interpersonal, technical, and analytical skills including a demonstrated ability to interact effectively and collaboratively with a broad range of public and private sector counterparts and other key stakeholders. Demonstrated experience in initiating, developing and solidifying partnership deals with employers and the business community, preferably in Africa. Experience and/or familiarity with implementing or overseeing evaluations a plus. The candidate must be professionally proficient and fluent in written and spoken English. French and/or Kinyarwanda language skills is a plus.

b. **Deputy Chief of Party**

The Deputy Chief of Party will assist the COP to provide technical leadership and oversight of programmatic activities to ensure quality, timeliness, and efficiency of all products and activities generated under Youth Employment Project. In the absence of the COP, the DCOP will be responsible for technical leadership, administrative oversight, and overall coordination of the activity. S/he will also serve as the principle institutional liaison with USAID and key stakeholders. S/he will manage staff and ensure Youth Employment Project meets stated goals and reporting requirements, as well as ensure the quality, timeliness, and efficiency of all products and activities generated under Youth Employment Project.

The DCOP must have a minimum of 7 years of relevant experience in youth employment, workforce development, enterprise development, or inclusive economic growth. At least 5 years demonstrated project management experience. Experience should demonstrate expertise in the design, delivery, and quality assurance of a holistic package of youth skills development & employment services, as well as the capacity development of local training providers, employment service providers, and other stakeholders. Minimum of a Master's degree in economics, business, international development, public policy, education, or other relevant field. A Bachelor's degree in a relevant field with 12 years of experience may be substituted for a Master's degree. Excellent track record of achieving results in similar workforce systems development & capacity building activities, demonstrated high level leadership, interpersonal, technical, analytical, and skills. Experience and/or familiarity with implementing or overseeing evaluations a plus. Must be professionally proficient and fluent in written and spoken English. French and/or Kinyarwanda language skills a plus.

c. Market Development Specialist

The Market Development Specialist is responsible for leading Result Two of the activity, focusing on the development of employment and self-employment opportunities for youth in rural areas through the use of market development principles. Minimum requirements for this position are the following: 5 years of relevant experience in the development of markets, value chains, and enterprises in rural contexts, including experience working with and targeting youth populations; At least 4 years management experience on projects that boost the performance of rural micro and small enterprises through the use of market development principles. Experience in Africa a plus. A Master's degree in economics, business, international development, public policy, education, or other relevant field. A Bachelor's degree in a relevant field with 8 years of experience may be substituted for a Master's degree. Excellent track record of achieving results in similar rural market development activities, demonstrated high level leadership, interpersonal, technical, and analytical skills. Must be professionally proficient and fluent in written and spoken English. French and/or Kinyarwanda language skills a plus.

d. Monitoring and Evaluation Specialist

The M&E Specialist will be responsible for the oversight and management of all efforts related to performance monitoring, internal evaluation, learning, and oversight of activities associated with the external evaluation. At least 7 years professional experience, including 5 years in the monitoring and evaluation of international development projects. Candidates must demonstrate: A background in establishing a robust performance monitoring plan that is feasible to implement and includes high quality indicators. Experience with tracking youth participants in creative, cost-effective and sustainable ways, as well as measuring changes in organizational capacity for sub-partners). Experience with instrument development and testing. Ability to design a data capture and reporting system that includes alerts when the project is not achieving its targets or when participants/subs are not achieving their goals. Experience with designing and implementing participant tracking systems, using multiple levels of data collection (e.g., local partners), with centralized analysis and reporting. Prior experience designing and/or implementing performance evaluations preferred. Must be professionally proficient and fluent in written and spoken English. French and/or Kinyarwanda language skills a plus.

c. *Organizational Capability and Experience*

This section should include information sufficient to properly evaluate the application under the organizational capability and experience criterion set forth in Section V.A.2.c below. The applicant should discuss its capability and experience and also that of any major sub-recipients and how that experience is relevant to successfully implementing the program. Specifically, the applicant should include a specific discussion relating to its relevant capabilities and experience in international development programs, highlighting experience in the specific areas identified in Section V.A.2.c below.

More detailed information can be provided in the project reference information authorized in an annex as discussed below. If applicable, letters from sub-awardees and/or partners that reference what demonstrate their commitment and discuss the expertise they will provide, relevant to the description in the RFA, may be included in an annex.

Annexes: the technical application should contain annexes. The following annexes are authorized.

A. ***Acronyms:*** This annex should list all acronyms used in the application.
B. ***Draft Life of Project Implementation Plan:*** An annex that sets forth a draft work plan for the five years of the activity. The format will be developed by the applicant and should clearly include the information specified in Section IV.B.1.a above.
C. ***Preliminary Monitoring and Evaluation Plan****:* An annex following the format in Annex 9 that sets forth a preliminary monitoring and evaluation plan for the life of the program.
D. ***Organizational Chart****:* An annex consisting of a chart showing the proposed organization for the program.
E. ***Resumes and Letters of Commitment for all proposed Key Personnel:*** A complete and current resume must be submitted for each key personnel position, detailing the requisite qualifications and experience of the individual and references with contact information. Resumes may not exceed five (5) pages in length. Qualifications, experience and skills shall be placed in chronological order starting with most recent information. Each resume shall be accompanied by a SIGNED letter of commitment from each candidate indicating his/her: (a) availability to serve in the stated position, in terms of days after award; (b) intention to serve for a stated term of the service.
F. ***Key Personnel References:*** Applicants shall also submit a minimum of three (3) references of professional contacts within the last five years; with complete current contact information, including email addresses and telephone numbers, for each proposed key personnel candidates.
G. ***Letters of Commitment/MOUs from all key sub-partners/organizations:*** Signed by relevant officials indicating their commitment to collaboration (if applicable, i.e. if sub-awards are within the applicant's proposed management and implementation plan) and, if appropriate, specifying the expertise that the proposed partner will provide (if applicable).

H. ***Project Reference Information*:** The Applicant shall provide reference information for itself and each major sub-awardee (one whose proposed cost exceeds 15% of the Applicant's total proposed cost) with respect to the following projects: (a) any projects discussed in the *Organizational Capability and Experience* section and (b) the Applicant's five most-recently completed projects (contracts, task orders, cooperative agreements, grants, or other implementing mechanisms) that involved international development [if a project meeting this criteria is discussed in the *Organizational Capability and Experience* section of the merit review application, then this list can be less than five]. For each project referenced, provide the following information:

- Agreement, Grant, contract, order or other identifying number;
- Agency or entity providing the funding;
- Description of the program or scope of work, including, but not limited to a brief discussion of the complexity/diversity of tasks;
- Primary location(s) of program or work;
- Period of performance;
- Skills/expertise required;
- Dollar/value;
- Type of agreement, contract, order or grant, e.g. fixed-price or amount or cost; and
- Contact information for two persons, including name, job title, mailing address, phone numbers and e-mail address.

2. Cost and Other Relevant Information Application Format

The Cost and Other Relevant Information Application (Cost Application) is to be submitted separately from the Merit Review Application. While there is no page limit for this portion, applicants are encouraged to be as concise as possible, but still provide the necessary details. The application must include completed SF-424 forms which can be downloaded from the web site listed below under section IV.B.3.

In addition, the following information should be provided in the Cost Application.

a. Guidelines:
   - The Cost Application should be for a period of 60 months.
   - Budget should be stated in US Dollars and the USAID/Rwanda support should total approximately $20.5 million.
   - Applicants should assume notification of an award as set forth in Section II.B.
   - All requests for cost summaries and breakdowns should include the required cost share information in addition to the amounts anticipated to be funded by USAID/Rwanda.

b. An overall budget should be included in the Cost Application that provides, in detail to the individual line item, a breakdown of the costs anticipated. The types of costs should be organized based on the cost categories in the SF-424 budgets. All budgets shall include a sheet relating to the entire 60-month period and separate sheets for each 12 month program year [applicants can alternatively include one worksheet that includes the detailed cost breakdown per year AND a 60-month summary]. The electronic version of the budgets should be provided in the unprotected Microsoft Excel format.

c. The budget shall include a summary and breakdown of the costs allocated to any sub-recipient or sub-contractor involved in the activity (unless the agreement or contract is on a fixed-amount basis). The applicant has the option of including separate sub-agreement or subcontract budgets for the sake of clarity, again as an unprotected Microsoft Excel spreadsheet.

d. Budget notes are required. These budget notes must provide an accompanying narrative by line item which explains in detail the basis for how the individual line item costs were derived. The budget notes must be sufficient to ensure that USAID/Rwanda can determine the purpose of every cost item proposed, as well as understand the basis for the cost estimate (units and unit cost).

e. The following Section provides guidance on line item costs.

Salary and Wages - Direct salaries and wages should be proposed in accordance with the organization's personnel policies. Details on the basis of estimate for each proposed salary should be sufficiently addressed in the budget narratives for all positions [key, consultants, and non-key personnel]. Any proposed salary increase [initial or annual] must be sufficiently justified and supported with the organization's personnel policies.

Fringe Benefits - If the organization has a fringe benefit rate that has been approved by an agency of the Government, such rate should be used and evidence of its approval should be provided. If a fringe benefit rate has not been so approved, the application should propose a rate and explain how the rate was determined. If the latter is used, the narrative should include a detailed breakdown comprised of all items of fringe benefits (e.g., unemployment insurance, workers compensation, health and life insurance, retirement) and the costs of each, expressed in dollars and as a percentage of salaries.

Travel and Transportation - the application should indicate the number of trips, domestic and international, and the estimated costs. Specify the origin and destination for each proposed trip, duration of travel, and number of individuals traveling. *Per Diem* should be based on the applicant's normal travel policies (applicants may however choose to refer to the Federal Standardized Travel Regulations for cost estimates).

Other Direct Costs - This includes communications, report preparation costs, passports and visas fees, medical exams and inoculations, insurance (other than insurance included in the applicant's fringe benefits), equipment (procurement plan for commodities), office rent abroad, branding/marking supplies, etc. The narrative should provide a breakdown and support for all and each other direct costs.

Indirect Costs - Local/regional or other organizations that do not have a Negotiated Indirect Cost Rate Agreement (NICRA) letter with the US Government, these organizations should exclude all indirect costs from the cost estimate and instead use the de minimis rate of 10% of modified total direct costs as specified in 2 CFR 200.414(f) if appropriate. Otherwise shared costs should be treated as direct and a basis for the allocation should be provided.

Seminars and Conferences - The application should indicate the subject, venue, and duration of proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs.

Foreign Government Delegations to International Conferences - Funds in this agreement may not be used to finance the travel, per diem, hotel expenses, meals, conference fees, or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences or as approved by the AOR [http://www.info.usaid.gov/pubs/ads/300/refindx3.htm].

Source and Nationality Requirements - The authorized Geographic Code for this Agreement will be 935.

Training Costs - If there are any training costs to be charged to this Agreement, they must be clearly identified.

Audit Fees - If the applicant proposes expending more than $300,000 of USAID funding during a single fiscal year of the applicant, the applicant must include funds within the budget to contract an audit, with the Statement of Work approved by USAID. Any sub awards for more than $300,000 per year or $750,000 in total are required to be audited.

f. In the case of an application where the entity receiving the award is a joint venture, partnership or some other type of group where the proposed applicant is not a legal entity, the Cost Application must include a copy of the legal relationship between the prime applicant and its partners. The application document should include a full discussion of the relationship between the applicant and its partners, including identification of the applicant with which USAID will directly engage for purposes of Agreement administration, the identity of the applicant which will have accounting responsibility, how Agreement effort will be allocated and the express Agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

g. The required Certifications, including the SF 424s, should be included with the Cost Application.

h. The Cost Application should describe headquarters and field procedures for financial reporting. Discuss the management information procedure you will employ to ensure accountability for the use of U.S. Government funds. Describe program budgeting, financial, and related program reporting procedures.

i. Indicate if financial commitments were made among partners during the preparation of the application. Budgets shall indicate the amounts committed to each member of the team. Letters of commitments from partners should be included in an annex in the Technical application.

j. If requested by USAID after submission of applications, please provide information on the Applicant's financial and management status, including:

   1. Audited financial statements for the past three years;
   2. Organization chart, by-laws, constitution, and articles of incorporation, if applicable; and
   3. If the applicant has made a certification to USAID that its personnel, procurement and travel policies are compliant with applicable OMB circular and other applicable USAID and Federal regulations, a copy of the certification should be included with the application. If the certification has not been made to USAID/Washington, the applicant should submit a copy of its personnel (especially regarding salary and wage scales, merit increases, promotions, leave, differentials, etc.), travel and procurement policies, and indicate whether personnel and travel policies and procedures have been reviewed and approved by any agency of the Federal Government. If so, provide the name, address, and phone number of the cognizant reviewing official.

k. If applicable, approval of the organization's accounting system by a U. S. Government agency including the name, addresses, and telephone number of the cognizant auditor.

l. The Cost Application should also address the applicant's resources and capacity in the following areas in narrative form:

   1. Have 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 agreement conditions, considering all existing prospective recipient commitments both nongovernmental and governmental;
   3. Has a satisfactory record of performance. Generally, relevant unsatisfactory performance in the past is enough to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance or the applicant has taken adequate corrective measures to assure that it will be able to perform its functions satisfactorily;
   4. Has a satisfactory record and business ethics; and
   5. Is otherwise qualified to receive an award under applicable laws and regulations.

m. If requested by USAID after submission of applications, the Applicant shall provide any additional information relating to risk assessment considered necessary in order for the Agreement Officer to evaluate risk. Please note that a positive risk assessment is a requirement for award, and all organizations will be subject to a review to verify the information provided and substantiate the determination, including, but not limited to, checking references and, possibly, a pre-award survey.

n. Cost Sharing: It is required that a minimum 10% of the proposed budget will be generated from non-U.S. Government funding or in- kind support for the proposed program.

o. 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 artwork, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

3. Required Forms

All Applicants must submit the application using the SF-424 series, which includes the:

- **SF-424, Application for Federal Assistance**
- **SF-424A, Budget Information – Non-construction Programs**
- **SF-424B, Assurances – Non-construction Programs**

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

The program described in Section I above includes non-construction elements. Therefore, these mandatory forms for non-construction programs must be completed. Costs to non-construction activities should be included on the SF-424A. Copies of these forms are included as part of the application package for this RFA posted at www.grants.gov.

4. Pre-Award Certifications, Assurances and Other Statements of the Recipient

In addition to the certifications included in the Standard Form 424, the AO must obtain the following certifications, assurances, and other statements from both U.S. and non-U.S. organizations (except as specified below) before making an award and as otherwise required by the regulations listed in this section. The AO must also incorporate the solicitation standard provisions and provide links to the applicable award standard provisions in all solicitations.

The AO may choose to ask that the applicant submit the certifications either as part of the application or during negotiations. The AO should consider the administrative burden of requiring certifications as part of the application in light of potential delays in making the award while waiting for the certifications. The required certifications, assurances, and other statements are:

a. A signed copy of ADS 303mav, Certifications, Assurances, and Other Statements of the Recipient and Solicitation Standard Provisions, which includes:

1. Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs (This assurance applies to Non-U.S. organizations, if any part of the program will be undertaken in the U.S.);
2. Certification on Lobbying;
3. Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206, Prohibition of Assistance to Drug Traffickers);
4. Certification Regarding Terrorist Financing Implementing Executive Order 13224; and
5. Certification of Recipient.

b. Other certifications and statements found in ADS 303mav, Certifications, Assurances, and Other Statements of the Recipient and Solicitation Standard Provisions:

1. A signed copy of the Survey on Ensuring Equal Opportunity for Applicants;
2. Representation by Organization regarding a Delinquent Tax Liability or Felony Criminal Conviction (August 2014); and
3. Other Statements of Recipients.

C. DUN AND BRADSTREET UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER AND SYSTEMF FOR AWARD MANAGEMENT (SAM)

Each applicant is required to: (i) be registered in SAM before submitting its application; (ii) provide a valid DUNS number in its application; and (iii) continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

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

D. SUBMISSION DATES AND TIMES

All applications in response to this RFA shall be due at not later than 4:00PM Kigali Time on the date indicated on the cover page to this RFA. Consistent with ADS 303.3.6.6, applications that are submitted late may be eliminated from the competition. If a late application is evaluated and considered for award, all similarly-situated late applications (in terms of time of receipt) will also be evaluated and considered for award.

E. FUNDING RESTRICTIONS

Funding will not be allowed for construction activities. The funds expected to be used on the agreement contemplated by this solicitation are Basic Education, Higher Education and Feed

the Future funds. The successful applicant will have to track this type of funds and ensure that activities funded are consistent with the restrictions on this type of funds.
Applicants will be reimbursed only for costs that benefit the program description and are allocable, allowable and reasonable. Pre-award costs may be reimbursed under the resulting award, but only with the prior specific written approval of the Agreement Officer.

F. REQUIRED CERTIFICATIONS

All required certifications, assurances, and solicitation provisions are included in this RFA.

G. OTHER SUBMISSION REQUIREMENTS

USAID will accept applications from the qualified entities as defined in Section III of this RFA. The Applicant should follow the instructions set forth herein. If an applicant does not follow the instructions, the Applicant's Application may be down-graded and may not receive full credit under the applicable merit review criteria, or, at the discretion of the Agreement Officer, be eliminated from the competition. All applications received by the deadline will be reviewed against the merit review criteria in Section V.

1. Submission, Marking and Copies

The Applicant must submit the application electronically. Applications should be submitted through internet email with up to 10 attachments (5MB limit) per email. The following documents should be attached:

a. The Merit Review Application in Adobe Acrobat portable document format (.pdf) (if necessary to comply with email size restrictions, this may be broken into separate, but sequential, parts);
b. The Merit Review Application Body submitted in Microsoft Word;
c. The Cost Application in Adobe Acrobat portable document format (.pdf) (if necessary to comply with email size restrictions, this may be broken into separate, but sequential, parts); and
d. All spreadsheets in **unprotected** Microsoft EXCEL format (must also include subcontractor spreadsheets).

Multiple emails may be sent to accommodate the application size and content, but each must contain very clear identification of the attachment and instructions for assembling the application, including, but not limited to, the RFA Title and Number and whether a part of the Technical or Cost Application is included.

Applicants shall also provide one (1) original and two (2) hard copies of the merit review application and one (1) original and two (2) hard copies of the cost application, with the goal that these hard copies will be received within five days of the closing date for receipt of applications electronically; please note that lateness of the applications will be determined by the electronic submission, not the submission of hard copies.

2. Addresses

Applications shall be delivered to the following email addresses: bmutembe@usaid.gov with a copy to zclarke@usaid.gov. Courtesy hard copies are to be provided to the following address:

U.S. Agency for International Development
Attn: Bernard Mutembe, Acquisition and Assistance Specialist
Acquisition & Assistance Office
United States Embassy Compound
2657 Avenue de la Gendarmerie, Kacyiru
Kigali, Rwanda

Telegraphic or faxed applications are not authorized for this RFA and will not be accepted.

3. Branding Strategy and Marking Plan

Pursuant to ADS 303.3.6.3.f and ADS 320.3.1.2, the apparently successful applicant will be requested to submit a Branding Strategy and Marking Plan that will have to be successfully negotiated before a cooperative agreement will be awarded. These plans shall be prepared in accordance with the guidance in ADS 320.3.1.2, 2 CFR 700.16 and the references therein.

Please note that the Branding Strategy and Marking Plan shall not be included with the original application but shall be provided only after a written request of the Agreement Officer. Cost of Branding and Marking should be included in cost application.

USAID/Rwanda does not intend to make an award without an approved Branding Strategy and Marking Plan.

ADS Chapter 320 sections concerning "assistance" apply to this RFA. ADS Chapter 320 sections concerning "acquisition" do not apply to this RFA. ADS Chapter 320 can be found on the USAID website: http://www.usaid.gov/policy/ads/300/320

4. Cost Sharing

While cost share is not included in the merit review criteria, a cost share of 10% minimum is required for this award (see section III.B). Applications failing to meet this requirement will be eliminated from further consideration.

SECTION V – APPLICATION REVIEW INFORMATION

This Section includes information regarding: A. the criteria that will be used; and B. a discussion of the merit review and selection process.

A. 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 following selection criteria will be used to make an award decision.

1. Summary

In evaluating offers, the following factors are listed in descending order of importance:

Technical Approach and Implementation Plan
Staffing and Management Approach
Organizational Capability and Experience

2. Guidance on Specific Selection Criteria

The following guidance is provided regarding the specific selection criteria in order to help applicants prepare better applications.

a. Technical Approach and Implementation Plan

The technical approach will be evaluated in terms of overall quality, including, but not limited to, the following considerations (these considerations are not sub-criteria with specific points assigned but merely aspects of the evaluation of technical approach criterion that may be considered in the evaluation of this criterion):

- The extent to which the Applicant's responses to the Technical Approach as outlined in Proposal Instructions, including the Implementation Plan (Gantt chart), are feasible, sustainable, and based on both local and global evidence.
- The degree to which activities are clearly linked to anticipated outcomes.
- The extent to which the proposal demonstrates concrete, realistic, and context-specific approaches, including gender and youth inclusion considerations, to achieving progress toward scale and sustainability of interventions.
- The extent to which the Applicant's approach toward systems development and institutional capacity building fosters local ownership of interventions.
- The degree to which proposed interventions utilize market-based approaches that are relevant and tailored to the urban and rural contexts in Rwanda.
- The extent to which the proposed interventions will lead to increased private investment in skills development.
- The extent to which the PMP proposes a sound approach to monitoring implementation fidelity and measuring the desired outcomes under each Result of the project, including scale and sustainability. Demonstration of a commitment to continuous learning and adaptation, including that of Rwandan

partners. Demonstrated understanding of the requirements for coordination with the corresponding external evaluation, and demonstrated ability to adapt project interventions accordingly.

b. Staffing and Management Approach

The personnel and management approach will be evaluated for its effectiveness to successfully implement Youth Employment Project activities and achieve program objectives including, but not limited to, the following considerations (these considerations are not sub-criteria with specific points assigned but merely specific aspects of the staffing and management approach criterion that may be considered in the evaluation of this criterion):

- The extent to which the staffing plan will ensure that Youth SPEED achieves its outcomes. Particularly, the extent to which the proposed staff meet or exceed the following descriptions:

Chief of Party:

- ✓ Minimum of 10 years of experience in international development is required, preferably in demand-driven youth employment, workforce development, enterprise development, or youth development (at least 5 of these years must be in a management/leadership position in programs that are of a similar scope and scale).
- ✓ At least six years' experience working in development contexts similar to Rwanda, working with vulnerable youth populations, is desirable.
- ✓ Minimum of a Master's degree in economics, business, international development, public policy, education, or other relevant field desired; a Bachelor's degree in a relevant field with 15 years of relevant experience may be substituted for a Master's degree.
- ✓ Demonstrated ability to navigate complex education and workforce development policy issues required.
- ✓ High level of leadership, interpersonal, technical, and analytical skills including a demonstrated ability to interact effectively and collaboratively with a broad range of public and private sector counterparts and other key stakeholders is required.
- ✓ Demonstrated experience in initiating, developing and solidifying partnership deals with employers and the business community, preferably in Africa is required.
- ✓ Experience and/or familiarity with implementing or overseeing evaluations desired.
- ✓ The candidate must be professionally proficient and fluent in written and spoken English; French and/or Kinyarwanda language skills are a plus.

Deputy Chief of Party:

- ✓ Minimum of a Master's degree in economics, business, international development, public policy, education, or other relevant field desired; a Bachelor's degree in a relevant field with 12 years of experience may be substituted for a Master's degree.

- ✓ Excellent track record of achieving results in similar workforce systems development and capacity building activities required.
- ✓ Demonstrated high level leadership, interpersonal, technical and analytical skills is required.
- ✓ Minimum of 7 years of relevant experience in youth employment, workforce development, enterprise development, or inclusive economic growth is required.
- ✓ At least 5 years demonstrated project management experience and expertise in the design, delivery, and quality assurance of a holistic package of youth skills development and employment services, as well as the capacity development of local training providers, employment service providers, and other stakeholders required.
- ✓ Experience and/or familiarity with implementing or overseeing evaluations is a plus.
- ✓ Must be professionally proficient and fluent in written and spoken English; French and/or Kinyarwanda language skills are a plus.

Market Development Specialist*:*

The Market Development Specialist is responsible for leading Result Two of the activity, focusing on the development of employment and self-employment opportunities for youth in rural areas through the use of market development principles.

- ✓ Minimum of a Master's degree in economics, business, international development, public policy, education, or other relevant field; a Bachelor's degree in a relevant field with 8 years of experience may be substituted for a Master's degree.
- ✓ Minimum of 5 years of relevant experience in the development of markets, value chains, and enterprises in rural contexts, including experience working with and targeting youth populations.
- ✓ At least 4 years management experience on projects that boost the performance of rural micro and small enterprises through the use of market development principles; experience in Africa is a plus.
- ✓ Excellent track record of achieving results in similar rural market development activities, demonstrated high level leadership, interpersonal, technical, and analytical skills.
- ✓ Must be professionally proficient and fluent in written and spoken English; French and/or Kinyarwanda language skills are a plus.

Monitoring and Evaluation Specialist:

The M&E Specialist will be responsible for the oversight and management of all efforts related to performance monitoring, internal evaluation, learning, and oversight of activities associated with the external evaluation.

- ✓ At least 7 years professional experience, including 5 years in the monitoring and evaluation of international development projects.
- ✓ Candidates should demonstrate a background in establishing a robust performance monitoring plan that is feasible to implement and includes high quality indicators.

Demonstrated experience with tracking youth participants in creative, cost-effective and sustainable ways, as well as measuring changes in organizational capacity (for AKA and the sub-partners).

- ✓ Demonstrated experience with instrument development and testing. Demonstrated ability to design a data capture and reporting system that includes alerts when the project is not achieving its targets or when participants/subs are not achieving their goals.
- ✓ Experience with designing and implementing participant tracking systems, using multiple levels of data collection (e.g., local partners), with centralized analysis and reporting. Prior experience designing and/or implementing performance evaluations preferred. Must be professionally proficient and fluent in written and spoken English; French and/or Kinyarwanda language skills a plus.
- ✓ The extent to which the candidate demonstrates a clear and effective staffing and management plan that will achieve desired outcomes through the range of activities proposed under the project (urban and rural, formal vs. informal employment, capacity building, policy and systems development, etc.).
- ✓ The extent to which the staffing and management approach will advance key themes of the project: scale, sustainability, and systems development (including capacity development); gender inclusion; youth engagement; and market-based approaches.
- ✓ The extent to which the staffing and management plan fosters cross-fertilization, learning, and adaptation across project staff, partners, and stakeholders.

c. Organizational Capability and Experience

The organizational capability and experience criterion will be evaluated on the existing capacity of the applicant and its major sub-recipients as demonstrated by its actual experience in providing similar programs and activities. Specifically, experience in the following areas will be considered:

- The extent to which the Applicant demonstrates ability to lead and manage a large-scale youth employment and economic opportunity project serving vulnerable youth.
- The extent to which the Applicant and partners exhibit broad and appropriate technical expertise to meet the objectives of the project, including active participation in global, regional, or country-level learning networks and other knowledge management initiatives related to youth skills development and employment.;
- The extent to which the Applicant's project experience demonstrates an approach that promotes scale and sustainability;
- The extent to which the Applicant has applied adaptive learning approaches to their youth programs, demonstrating how data from monitoring and evaluation has informed project implementation;
- The extent to which the Applicant demonstrates ability to mobilize quickly in Rwanda and develop positive working relationships with Akazi Kanoze, GoR, implementing partners, and other key stakeholders.

B. REVIEW, SELECTION AND AWARD PROCESS

The required format and content for the application are described in Section IV. The selection criteria will be evaluated in accordance with the selection criteria set forth above by a Selection Committee (SC) comprised of USAID employees, other U.S. Government representatives, and/or host country experts. The SC will make a recommendation regarding which applicant should receive the award.

Prior to negotiating an actual award, the Agreement Officer will review the apparently successful applicant's budget to ensure that costs, including cost sharing, are in compliance with OMB's and USAID's policies. The costs proposed must be determined to be reasonable, based on the Cost Application and other information, before award can be made.

Award will be made to the responsible applicant whose application is determined to be the best based on technical and cost factors specified in this RFA. The Agreement Officer must also evaluate risk of the apparently successful applicant and is charged with the final determination of whether to make an award to the apparently successful applicant. Among other issues, the apparently successful applicant's history of performance will be reviewed using the reference information contained in the Merit Review Application, along with any other information deemed relevant by the Agreement Officer or Selection Committee.

Authority to obligate the Government: the Agreement Officer is the only individual who may legally commit the U.S. Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either an Agreement signed by the Agreement Officer or a specific, written authorization from the Agreement Officer.

SECTION VI – FEDERAL AWARD ADMINISTRATION INFORMATION

A. FEDERAL AWARD NOTICES

The Cooperative Agreement signed by the Agreement Officer is the authorizing document, which shall be transmitted to the Recipient for countersignature to the authorized agent of the successful organization electronically, to be followed by original copies for execution.

Notification will also be made electronically to unsuccessful applicants pursuant to ADS 303.3.7.1.b. USAID/Rwanda will consider requests for additional information pursuant to ADS 303.3.7.2.

B. ADMINISTRATIVE AND NATIONAL POLICY REQUIREMENTS

No deviations are currently contemplated to the standard provisions for the cooperative agreement contemplated by this RFA. The standard provisions to be used will be the Mandatory Standard Provisions for U.S. Nongovernmental Recipients or the Mandatory Standard Provisions for Non-U.S. Nongovernmental Recipients (other types of provisions may be used if other types of eligible organizations, *e.g.* Public International Organizations, are selected for award).

The following regulations and policies are expected to govern award administration.

- For U.S. organizations, 2 CFR 700, 2 CFR 200 and the *Standard Provisions for U.S. Nongovernmental Recipients* will be applicable.
- For non-U.S. organizations, the *Standard Provisions for Non-U.S., Nongovernmental Recipients* will apply. While 2CFR 200 does not directly apply to non-U.S. applicants, the Agreement Officer will use the standards of 2CFR 200 in the administration of the award.
- For Public International Organizations (PIOs), the Standard Provisions for Grants to Public International Organizations, along with selected provisions from the Standard Provisions for Non-U.S., Nongovernmental Recipients and other negotiated provisions, will be used.

These documents may be accessed through the internet as follows:

- 2 CFR 200: http://www.ecfr.gov/cgi-bin/text-idx?SID=058338fa3254c782718e94843a3e4e09&node=pt2.1.200&rgn=div5
- Standard Provisions for U.S., Nongovernmental Recipients: http://www.usaid.gov/policy/ads/300/303maa.pdf
- Standard Provisions for Non-U.S., Nongovernmental Recipients: http://www.usaid.gov/policy/ads/300/303mab.pdf
- Standard Provisions Public International Organizations: http://www.usaid.gov/policy/ads/300/308mab.pdf
- FAR Part 31: https://www.acquisition.gov/far/html/FARTOCP31.html

You may contact Bernard Mutembe via email at bmutembe@usaid.gov for copies of these regulations.

C. REPORTING REQUIREMENTS

The Recipient shall be responsible to USAID/Rwanda for all matters related to the execution of the agreement. Specifically, the Recipient shall report to the Agreement Officer (AO) and to the Agreement Officer's Representative (AOR), who will be designated by the AO prior to award.

The Recipient will be expected to provide the following reports:

1. Implementation Plans

The Recipient will have submitted a draft life-of-project implementation plan with the application. The Recipient will work closely with the AOR to finalize the plan. The final version of the life-of-project implementation plan is due within the first 90 days of the Cooperative Agreement.

Starting from Year 2, the Recipient will submit to the AOR annual implementation plans, based on the life-of-project implementation plan. Each annual implementation plan should be submitted at least 30 days before the commencement of the applicable project year. The annual implementation plan for each year will be finalized in consultation with USAID/Rwanda's Education Office. The annual implementation plan will not be considered complete until it has been approved in writing by the AOR. If during the course of implementation the Recipient wishes to make changes to the plan, the Recipient should submit the requested changes in writing for technical review by the AOR.

2. Monitoring, Evaluation and Learning Plan

The Recipient will have submitted a draft ME&L plan with the application. The intent of the ME&L plan is to clearly link the Recipient's activities with the objectives and targeted outcomes of this Program Description. The Recipient will work closely with the AOR to finalize the plan. The final version of the ME&L plan is due within the first 90 days of the Cooperative Agreement.

3. Quarterly Progress Reports

The Recipient will submit quarterly progress reports to USAID/Rwanda within 30 calendar days after the beginning of the month following the quarter to which the report refers. The Recipient, in consultation with the AOR, will develop a format for the quarterly report which will be approved by the AOR. The report should reflect activities and results of the preceding quarter. It should describe progress made during the reporting period and assess overall progress to that date against: performance indicators agreed upon in the ME&L plan, and the planned outputs established for that quarter in the annual implementation plan. The report should also highlight key accomplishments, at least one success story (with one accompanying photo), any issues that are affecting the delivery or timing of Youth Employment Project activities, steps being taken or proposals being made to resolve issues, and plans and intended outputs for the following quarterly period.

The quarterly report should also include reference information for any media coverage of Youth Employment Project activities, and at least 5 photographs that are illustrative of the project's achievements, in jpeg format. Each photograph should comply with the guidance provided in the USAID Graphic Standards Manual, and include a brief explanation of its subject.

4. Quarterly Financial Reports

The Recipient should submit to the AOR a quarterly financial report including expenses incurred, available funding for the remainder of the activity, and any variances from planned expenditures. This report should be submitted to the AOR no less than 15 days before the end of each USAID fiscal year quarter.

5. Other Performance Reports

The Recipient will be expected to respond to ad hoc data requests by USAID/Rwanda. The format for both the annual report and the ad hoc data will be determined by the AOR, based on the needs of USAID/Rwanda.

6. Closeout Plan

The Recipient should provide a closeout plan for all Youth Employment Project activities (administration, information, finance, procurement and management) for review and approval, no less than 180 days before the end date of the Cooperative Agreement.

7. AIDtracker Plus Partner Portal for Reporting Performance

The Recipient is required to monitor and report against activity performance pursuant to requirements in CFR 200.328.USAID/Rwanda utilizes a performance management information system called AIDtrackerPlus to track activities for mission-funded activities at the national, regional, district, and village levels. The Mission will work with the Recipient to design an M&E plan that works with AIDtracker Plus and includes not only project-related data, but provides requisite indicators for USAID Agency-wide and USAID/Rwanda Mission reporting requirements. The frequency of data collection, as well as the level of detail and degree of comparability of the data collected, shall be proposed by the Recipient in the ME&L plan. NOTE: The data collection process for monitoring critical assumptions and results supported by the Recipient is generally not expected to be as rigorous or systematic as the data collection process for monitoring performance indicators of USAID's Program Areas. However, the information collected must be at a level of detail and quality that insures that the technical team has an accurate understanding of the Recipient's progress toward its results and whether each critical assumption continues to hold.

The purpose of AIDtrackerPlus is, in part, to reduce both USAID and implementing partners' staff time in aggregating information and generating reports for USAID and interested parties, including but not limited to USAID/Washington, Congress, the Government of Rwanda, and other donors and stakeholders. This reporting process also supports the bilateral agreement between the U.S. Government and Government of Rwanda by sharing information on USAID/Rwanda's Mission-funded activities. This system replaces more traditional formats for reporting performance.

As established in its agreement and approved work plan, the Recipient shall provide a quarterly update of information including, but not limited to, performance results, performance report, geospatial coordinates, success stories, and photographs on performance by entering this information into the AIDtracker Plus Partner Portal. The Recipient can access the public website with information on all USAID/Rwanda projects at http://map.usaid.gov. AIDtracker Plus will require the Recipient to enter information on the performance indicators that will be tracked; specify the source, method of collection, and schedule of collection for all required data. The Recipient shall enter information via an Internet website; USAID will provide the URL address and a user ID/password. USAID/Rwanda will train implementing partners' Monitoring and Evaluation staff on AIDtracker Plus. Once trained, the Recipient will enter and manage the data accordingly. The implementing partner will be required to appoint an AIDtrackerPlus Point-of-Contact - typically, the Monitoring and Evaluation Specialist – to aid in communication and implementation.

8. Annual Report

The Recipient will submit an Annual Report to USAID/Rwanda each year within 90days after the end of the fiscal year. The Annual Report shall contain the following information: i) a summary of key achievements; ii) a comparison of actual accomplishments against goals established for the period in the annual work-plan; iii) cumulative quantitative Monitoring and Evaluation data, including information on progress towards targets, and explanations of any issues related to data quality; iv) a summary of funds expended during the fiscal year by funding source; v) a cumulative list of reports/studies/documents sent to USAID's DEC; vi) lessons learned and success stories, vii) information on major challenges and constraints faced during the performance period being reported; and viii) prospects for the next year's performance. Upon receiving AOR approval, the approved Annual Report shall be submitted to the USAID's DEC.

9. Final Report

The Recipient shall submit a draft of the final report to the AOR within 90 days following the estimated completion date of the cooperative agreement. This Final Report will include the following information: i) overall program accomplishments, presented in quantitative terms and described in a narrative that relates activities, products, and results to the Performance, Monitoring, and Evaluation Plan (PME); ii) discussion of why unexpected progress, positive or negative, was made toward the planned results; if the performance monitoring system (indicators) indicates that expected results were not achieved, the partner shall seek to determine and explain the reason; and iii) analysis of lessons learned, summary of responses to problems encountered during project implementation, and a bibliography of all products, tools, reports, and studies produced through the project. Upon receiving AOR approval, the approved Final Report shall be submitted to the USAID's DEC.

The reports described above are in addition to any financial or performance reporting otherwise required under the standard provisions of the Agreement. Copies of all required financial reports will be submitted to the Agreement Officer's Representative at USAID/Rwanda.

10. Geographic Information Systems (GIS)

USAID/Rwanda is in the process of building internal capacity to manage GIS-related information within the Mission to support greater utilization of GIS tools among implementing partners, promote coordination among stakeholders, and to share information about USAID-funded activities, their impact in Rwanda, as well as relevant data about the country. A few implementing partners currently use GIS tools, but the level of application varies and access to relevant and useful data in Rwanda remains a challenge. USAID/Rwanda hopes to open and foster a dialogue about ways to apply GIS tools to improve decision-making and management for results.

As defined in the USAID Policy Framework (2011-2015), USAID is committed to strategically allocating resources through geographically targeting aid investments, monitoring & evaluating overall aid effectiveness, and upholding the Agency's open data and transparency goals. Utilizing GIS technology, geographic data, and analysis is essential to effectively achieving these objectives.

The Recipient should apply geospatial methods using GIS technology to support USAID's effort to incorporate geographic data and analysis into USAID's overall development planning, design, and monitoring & evaluation. Geographic data collection, analysis, and submission methods should be included in Monitoring and Evaluation and the Work Plan as a separate section. When geographic data is acquired through data use or ownership agreements with the host-country government or other entity, the Recipient must ensure that the agreement makes it permissible for the geographic data to be submitted to, and used by, USAID and other U.S. Embassy agencies.

There are three types of geographic data that the USAID/Rwanda Mission will collect in a standardized manner:

a. Project and Activity Location Data: Project and Activity Location Data will be submitted according to the Mission's data requirements. Project and Activity Location Data refers to data that records a discrete point location for project and activity sites. Project and Activity Location Data is essential in establishing an effective method for managing, analyzing, and communicating project and activity information.

b. Thematic Data: This refers to data such as demographic and health indicators, land use land cover, hydrology, and transportation infrastructure. Thematic Data is essential for USAID's development planning and project design purposes. When created or acquired using USAID funds, these datasets must be submitted to the AOR.

c. Project Specific Geographic Data: This refers to data such as the analytical output of a geographic analysis that is conducted while implementing a project and is useful to USAID's development planning and project design purposes. When created or acquired using USAID funds, these datasets must be submitted to the AOR.

All geographic data must be submitted to the AOR and will be reviewed in consultation with the Mission GIS Specialist, Program Office or other technically qualified USAID staff to ensure that it meets the geographic data reporting requirements which will be provided by the AOR. As part of its quarterly and annual reports, or as agreed upon with the AOR, the Recipient shall submit geographically referenced data via CD, DVD, USB drive, external hard drive, or digitally (e-mail, etc.).

The Recipient will submit any geographic data that is acquired or created during the implementation of the award. Project and Activity Location Data must be submitted to

USAID. If Thematic Data, Project Specific Data, or any other geographic data or satellite imagery is created or purchased under this award with U.S. Government funds, the data will be submitted to USAID.

Project and Activity Location Data must be submitted as latitude and longitude coordinates in Decimal Degrees (DD.MMMM) format as derived from Global Positioning System (GPS) units, GPS-enabled mobile devices, or a digital map interface, such as Google Earth or Google Maps. When providing exact latitude and longitude coordinates poses sensitivity issues, another geographic resolution for reporting Project and Activity Locations will be agreed upon with the AOR. According to the USAID Mission's data requirements, additional attribute data such as, project name, activity name, implementing partner name, project start and end dates, project description, beneficiaries, etc. will be submitted along with Project and Activity Location Data for reporting and portfolio management needs.

Geographic Data must be submitted to USAID in industry standard formats such as Esri Shapefile, GeoTIFF, or in a File Geodatabase and include metadata. Metadata is a summary document providing content, quality, type, creation, and spatial information about a data set. It represents who, what, when, where, why and how of the resource. It can be stored in any format such as a text file, Extensible Markup Language (XML), or database record. Metadata records include core library catalog elements such as Title, Abstract, and Publication Data; geographic elements such as Geographic Extent and Projection Information; and database elements such as Attribute Label Definitions and Attribute Domain Values. The suggested metadata format is the XML schema, ISO 19139, which was developed to provide a consistent manner for presenting the ISO 19115 standard.

Geographic Data must be projected to the Geographic Coordinate System World Geodetic System 1984 (GCS WGS 1984). All data must use the World Geodetic System 1984 (WGS 1984) datum.

Cartographic products created or purchased under this award with U.S. Government funds will be provided. Cartographic Products refer to maps or geographic data visualizations that are generated using Activity Location Data or Geographic Data during the implementation of an activity. All Cartographic Products must be clearly labeled with the source of the data and a legend that defines the symbols used. Cartographic products shall be submitted in Adobe PDF format. Cartographic products generated using GIS technology shall be submitted in the industry standard formats of an Esri Map Document (.mxd) or Quantum GIS Project (.qgs).

The selection and use of subnational administrative boundary datasets must be done in consultation with and approved by the Mission and/or the USAID GeoCenter.

In consultation with the Mission's GIS specialist, Program Office or as directed by the USAID GeoCenter, the AOR will oversee the use of this geographic data for project management, communications, and evaluation.

When bilateral data use agreements, proprietary, or contractual restrictions, prevent the submission/publication of geographic data, the partner must provide justification to the AOR in consultation with the Mission GIS Specialist and/or Program Office.

Geographic Data will be submitted in accordance to the following:

a. Office of Management and Budget (OMB) Circular A-16, Executive Order 12906;
b. Automated Directives System (ADS) 507 (Freedom of Information Act);
c. Automated Directives System (ADS) 557 (Public Information).
d. Automated Directives System (ADS) 579 (USAID Development Data)

The Mission GIS Specialist may provide training to the Recipient that provides for fulfilling the requirements listed above.

11. Submission to the Development Experience Clearinghouse and Publications

Per ADS 540.3.2.3, documents and development assistance activity descriptions produced or funded with USAID resources and created in support of Intellectual Work must be submitted for inclusion in the Development Experience Clearinghouse (DEC) database. The recipient must provide the Agreement Officer's Representative one copy of any Intellectual Work that is published, and a list of any Intellectual Work that is not published.

In addition, the recipient must submit Intellectual Work, whether published or not, to the DEC, either on-line (preferred) or by mail. The recipient must review the DEC Web site for submission instructions, including document formatting and the types of documents to submit. Submission instructions can be found at: http://dec.usaid.gov. For purposes of submissions to the DEC, Intellectual Work includes all works that document the implementation, evaluation, and results of international development assistance activities developed or acquired under this award, which may include program and communications materials, evaluations and assessments, information products, research and technical reports, progress and performance reports required under this award (excluding administrative financial information), and other reports, articles and papers prepared by the recipient under the award, whether published or not. The term does not include the recipient's information that is incidental to award administration, such as financial, administrative, cost or pricing, or management information.

Each document submitted should contain essential bibliographic information, such as 1) descriptive title; 2) author(s) name; 3) award number; 4) sponsoring USAID office; 5) development objective; and 6) date of publication.

The recipient must not submit to the DEC any financially sensitive information or personally identifiable information, such as social security numbers, home addresses and dates of birth. Such information must be removed prior to submission. The recipient must not submit classified documents to the DEC.

In the event award funds are used to underwrite the cost of publishing, in lieu of the publisher assuming this cost as is the normal practice, any profits or royalties up to the amount of such cost must be credited to the award unless the schedule of the award has identified the profits or royalties as program income. For Youth Employment Project, this will include the midline Performance Evaluation and the Final Completion Report, as well as program and communication materials.

D. ENVIRONMENTAL COMPLIANCE

An Initial Environmental Examination (IEE) for the Project is completed and is attached as Annex 7. The IEE includes determinations of Categorical Exclusion.

1. General

a. The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (*http://www.usaid.gov/policy/ads/200/*), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The Recipient's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this Request for Applications.
b. In addition, the contractor/recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.
c. No activity funded under this Grant will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as "approved Regulation 216 environmental documentation.")

2. Work Plans

a. As part of its initial Work Plan, and all Annual Work Plans thereafter, the recipient, in collaboration with the USAID AOR and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this grant to determine if they are within the scope of the approved Regulation 216 environmental documentation.
b. If the Recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.
c. Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

SECTION VII – FEDERAL AWARD AGENCY CONTACT(S)

Points of Contact:

Any questions regarding this RFA may be addressed to:

Bernard Mutembe, Acquisition and Assistance Specialist
USAID/Rwanda
bmutembe@usaid.gov
+250-252-596-400
United States Embassy Compound
2657 Avenue de la Gendarmerie, Kacyiru
Kigali, Rwanda

SECTION VIII – OTHER INFORMATION

The following additional information is provided in this Section:

A. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)

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

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

(END OF PROVISION)

B. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)

Information provided about the use of condoms as part of projects or activities that are funded under this agreement shall be medically accurate and shall include the public health benefits and failure rates of such use and shall be consistent with USAID's fact sheet entitled, "USAID HIV/STI Prevention and Condoms. This fact sheet may be accessed at:http://www.usaid.gov/sites/default/files/documents/1864/CondomSTIIssueBrief.pdf

The prime recipient must flow this provision down in all subawards, procurement contracts, or subcontracts for HIV/AIDS activities.

(END OF PROVISION)

C. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)

(a) The U.S. Government is opposed to prostitution and related activities, which are inherently harmful and dehumanizing, and contribute to the phenomenon of trafficking in persons. None of the funds made available under this agreement may be used to promote or advocate the legalization or practice of prostitution or sex trafficking. Nothing in the preceding sentence shall be construed to preclude the provision to individuals of palliative care, treatment, or post-exposure pharmaceutical prophylaxis, and necessary pharmaceuticals and commodities, including test kits, condoms, and, when proven effective, microbicides.

(b)(1) Except as provided in (b)(2), by accepting this award or any subaward, a non-governmental organization or public international organization awardee/subawardee agrees that it is opposed to the practices of prostitution and sex trafficking.

(b)(2) The following organizations are exempt from (b)(1):

(i) the Global Fund to Fight AIDS, Tuberculosis and Malaria; the World Health Organization; the International AIDS Vaccine Initiative; and any United Nations agency.

(ii) U.S. non-governmental organization recipients/subrecipients and contractors/subcontractors.

(iii) Non-U.S. contractors and subcontractors if the contract or subcontract is for commercial items and services as defined in FAR 2.101, such as pharmaceuticals, medical supplies, logistics support, data management, and freight forwarding.

(b)(3) Notwithstanding section (b)(2)(iii), not exempt from (b)(1) are non-U.S. recipients, subrecipients, contractors, and subcontractors that implement HIV/AIDS programs under this assistance award, any subaward, or procurement contract or subcontract by:

(i) providing supplies or services directly to the final populations receiving such supplies or services in host countries;

(ii) providing technical assistance and training directly to host country individuals or entities on the provision of supplies or services to the final populations receiving such supplies and services; or

(iii) providing the types of services listed in FAR 37.203(b)(1)-(6) that involve giving advice about substantive policies of a recipient, giving advice regarding the activities referenced in (i) and (ii), or making decisions or functioning in a recipient’s chain of command (e.g., providing managerial or supervisory services approving financial transactions, personnel actions).

(c) The following definitions apply for purposes of this provision:

“Commercial sex act” means any sex act on account of which anything of value is given to or received by any person.

“Prostitution” means procuring or providing any commercial sex act and the “practice of prostitution” has the same meaning.

“Sex trafficking” means the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act. 22 U.S.C. 7102(9).

(d) The recipient shall insert this provision, which is a standard provision, in all subawards, procurement contracts or subcontracts for HIV/AIDS activities.

(e) This provision includes express terms and conditions of the award and any violation of it shall be grounds for unilateral termination of the award by USAID prior to the end of its term.

(END OF PROVISION)

D. SUBMISSION OF DATASETS TO THE DEVELOPMENT DATA LIBRARY (OCTOBER 2014)

a. Definitions. For the purpose of submissions to the DDL:

(1) "Dataset" is an organized collection of structured data, including data contained in spreadsheets, whether presented in tabular or non-tabular form. For example, a Dataset may represent a single spreadsheet, an extensible mark-up language (XML) file, a geospatial data file, or an organized collection of these. This requirement does not apply to aggregated performance reporting data that the recipient submits directly to a USAID portfolio management system or to unstructured data, such as email messages, PDF files, PowerPoint presentations, word processing documents, photos and graphic images, audio files, collaboration software, and instant messages. Neither does the requirement apply to the recipient's information that is incidental to award administration, such as financial, administrative, cost or pricing, or management information. Datasets submitted to the DDL will generally be those generated with USAID resources and created in support of Intellectual Work that is uploaded to the Development Experience Clearinghouse (DEC) (See M21. SUBMISSIONS TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE AND PUBLICATIONS (JUNE 2012).

(2) "Intellectual Work" includes all works that document the implementation, monitoring, evaluation, and results of international development assistance activities developed or acquired under this award, which may include program and communications materials, evaluations and assessments, information products, research and technical reports, progress and performance reports required under this award (excluding administrative financial information), and other reports, articles and papers prepared by the recipient under the award, whether published or not. The term does not include the recipient's information that is incidental to award administration, such as financial, administrative, cost or pricing, or management information.

b. Submissions to the Development Data Library (DDL)

(1) The recipient must submit to the Development Data Library (DDL) at www.usaid.gov/data, in a machine-readable, non-proprietary format, a copy of any Dataset created or obtained in performance of this award, including Datasets produced by a subawardee or a contractor at any tier. The submission must include supporting documentation describing the Dataset, such as code books, data dictionaries, data gathering tools, notes on data quality, and explanations of redactions.

(2) Unless otherwise directed by the Agreement Officer (AO) or the Agreement Officer Representative (AOR), the recipient must submit the Dataset and supporting documentation to the DDL within thirty (30) calendar days after the Dataset is first used to produce an Intellectual Work or is of sufficient quality to produce an Intellectual Work. Within thirty (30) calendar days after award completion, the recipient must submit to the DDL any Datasets and supporting documentation that have not previously been submitted to the DDL, along with an index of all Datasets and Intellectual Work created or obtained under the award. The recipient must also provide to the AOR an itemized list of any and all DDL submissions.

The recipient is not required to submit the data to the DDL, when, in accordance with the terms and conditions of this award, Datasets containing results of federally funded scientific research are submitted to a publicly accessible research database. However, the recipient must submit a notice to the DDL by following the instructions at www.usaid.gov/data, with a copy to the agreement officer representative, providing details on where and how to access the data. The direct results of federally funded scientific research must be reported no later than when the data are ready to be submitted to a peer-reviewed journal for publication, or no later than five calendar days prior to the conclusion of the award, whichever occurs earlier.

(3) The recipient must submit the Datasets following the submission instructions and acceptable formats found at www.usaid.gov/data.

(4) The recipient must ensure that any Dataset submitted to the DDL does not contain any proprietary or personally identifiable information, such as social security numbers, home addresses, and dates of birth. Such information must be removed prior to submission.

(5) The recipient must not submit classified data to the DDL.

(END OF PROVISION)

E. PROHIBITION ON PROVIDING FEDERAL ASSISTANCE TO ENTITIES THAT REQUIRE CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS - REPRESENTATION (APRIL2015)

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

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

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

(END OF PROVISION)

ANNEXES

The following annexes are provided:

Annex 1 – Certifications, Assurances and Other Statements
Annex 2 – Central Contractor Registration and Universal Identifier
Annex 3 – Reporting Sub awards and Executive Compensation
Annex 4 – Trafficking in Persons
Annex 5 – Survey of Ensuring Equal Opportunity for Applicants
Annex 6 – Representation by Organization Regarding a Delinquent Tax Liability or Felony Criminal Conviction
Annex 7 – Initial Environmental Examination (IEE)
Annex 8 – Results Framework
Annex 9 – M&E Plan proposed format

Documents can be accessed at the following:

SF-424 Forms - http://www.grants.gov/agencies/aapproved_standard_forms.jsp

Annex 1

Certifications, Assurances and Other Statements of the Recipient

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

Part I – Certifications and Assurances

1. Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs

Note: This certification applies to Non-U.S. organizations if any part of the program will be undertaken in the United States.

(a) The recipient hereby assures that no person in the United States will, on the bases set forth below, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under, any program or activity receiving financial assistance from USAID, and that with respect to the Cooperative Agreement for which application is being made, it will comply with the requirements of:

(1) Title VI of the Civil Rights Act of 1964 (Pub. L. 88-352, 42 U.S.C. 2000-d), which prohibits discrimination on the basis of race, color or national origin, in programs and activities receiving Federal financial assistance;

(2) Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), which prohibits discrimination on the basis of handicap in programs and activities receiving Federal financial assistance;

(3) The Age Discrimination Act of 1975, as amended (Pub. L. 95-478), which prohibits discrimination based on age in the delivery of services and benefits supported with Federal funds;

(4) Title IX of the Education Amendments of 1972 (20 U.S.C. 1681, et seq.), which prohibits discrimination on the basis of sex in education programs and activities receiving Federal financial assistance (whether or not the programs or activities are offered or sponsored by an educational institution); and

(5) USAID regulations implementing the above nondiscrimination laws set forth in Chapter II of Title 22 of the Code of Federal Regulations.

(b) If the recipient is an institution of higher education, the Assurances given herein extend to admission practices and to all other practices relating to the treatment of students or clients of the institution, or relating to the opportunity to participate in the provision of services or other benefits to such individuals, and must be applicable to the entire institution unless the recipient establishes to the satisfaction of the USAID Administrator that the institution's practices in designated parts or programs of the institution will in no way affect its practices in the program of the institution for which financial assistance is sought, or the beneficiaries of, or participants in, such programs.

2. Certification Regarding Lobbying

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

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

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

(3) The undersigned must require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients must certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification will be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

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

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

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

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

4. Certification Regarding Terrorist Financing, Implementing Executive Order 13224

By signing and submitting this application, the prospective recipient provides the Certification set out below:
1. The Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.

2. The following steps may enable the Recipient to comply with its obligations under paragraph 1:

a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC), or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Recipient.

b. Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Osama bin Laden, or the Al-Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's Web site: http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm.

c. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.

d. The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.

3. For purposes of this Certification -

a. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safe-houses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials."

b. "Terrorist act" means -

(i) an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: **http://untreaty.un.org/English/Terrorism.asp**); or

(ii) an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or (iii) any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

c. "Entity" means a partnership, association, corporation, or other organization, group or subgroup.

d. References in this Certification to the provision of material support and resources must not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the Recipient has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

e. The Recipient's obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Recipient has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

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

5. Certification of Recipient

By signing below the recipient provides certifications and assurances for (1) the Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs, (2) the Certification Regarding Lobbying, (3) the Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206) and (4) the Certification Regarding Terrorist Financing Implementing Executive Order 13224 above.
These certifications and assurances are given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts, or other Federal financial assistance extended after the date hereof to the recipient by the Agency, including installment payments after such date on account of applications for Federal financial assistance which was approved before such date. The recipient recognizes and agrees that

such Federal financial assistance will be extended in reliance on the representations and agreements made in these assurances, and that the United States will have the right to seek judicial enforcement of these assurances. These assurances are binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign these assurances on behalf of the recipient.

Request for Application or
Annual Program Statement No. ___________________________
Application No. ________________________________
Date of Application ________________________________
Name of Recipient ________________________________
Typed Name and Title ________________________________
Signature ________________________________
Date ________________________________

Part II – Key Individual Certification Narcotics Offenses and Drug Trafficking

I hereby certify that within the last ten years:

1. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.

2. I am not and have not been an illicit trafficker in any such drug or controlled substance.

3. I am not and have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

Signature: ____________________________
Date: ____________________________
Name: ____________________________
Title/Position: ____________________________
Organization: ____________________________
Address: ____________________________
Date of Birth: ____________________________

NOTICE:

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

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

Part III – Participant Certification Narcotics Offenses and Drug Trafficking

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

a. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.

b. I am not and have not been an illicit trafficker in any such drug or controlled substance.

c. I am not or have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

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

Signature: ___________________________________
Name: ___________________________________
Date: ___________________________________
Address: ___________________________________
Date of Birth: ___________________________________

NOTICE:

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

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

Part IV – Other Statements of Recipient

1. Authorized Individuals

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

Name	Title	Telephone No.	Facsimile No.

2. Taxpayer Identification Number (TIN)

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

3. Data Universal Numbering System (DUNS) Number

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

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

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

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

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

DUNS: ____

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

LOC: ____

5. Procurement Information

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

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

$__________________________

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

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

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

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

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

TYPE/DESCRIPTION ______________________________
QUANTITY ______________________________
ESTIMATED ______________________________

PROBABLE ______________________________
INTENDED USE (Generic) ______________________________
UNIT COST ______________________________
SOURCE ______________________________

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

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

6. Past Performance References

On a continuation page, please provide past performance information requested in the RFA.

7. Type of Organization

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

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

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

8. Estimated Costs of Communications Products

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

Part V – Standard Provisions for Solicitations

1. BRANDING STRATEGY - ASSISTANCE (JUNE 2012)

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

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

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

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

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

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

(2) The intended name of the program, project, or activity.

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

(ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous support of the American People" next to the USAID Identity when acknowledging contributions.

(iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

(iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.

(v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if the Administrator approved the use of an additional or substitute

(3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.

(4) Planned communication or program materials used to explain or market the program to beneficiaries.

(i) Describe the main program message.

(ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.

(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, "USAID is from the American People."

(iv) Provide any additional ideas to increase awareness that the American people support this project or program.

(5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.

(6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

e. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

f. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement

(END OF PROVISION)

2. MARKING PLAN – ASSISTANCE (JUNE 2012)

a. Applicants recommended for an assistance award must submit and 17 negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brandmark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at http://www.usaid.gov/branding. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

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

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

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in

the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
e. The Marking Plan must include all of the following:

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

(i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;

(ii) Technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;

(iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and

(iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

(v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

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

(i) The program deliverables that the applicant plans to mark with the USAID Identity;

(ii) The type of marking and what materials the applicant will use to mark the program deliverables;

(iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;

(iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and

(v) The rationale for not marking program deliverables.

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

(i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral.

Identify by category or deliverable item, examples of material for which an exemption is sought.

(ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.

(iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.

(iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.

(v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.

(vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.

(vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

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

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

3. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE)- SOLICITATION PROVISION (FEBRUARY 2012)

An organization, including a faith-based organization, that is otherwise eligible to receive funds under this agreement for HIV/AIDS prevention, treatment, or care—

Shall not be required, as a condition of receiving such assistance—

to endorse or utilize a multisectoral or comprehensive approach to combating HIV/AIDS; or

to endorse, utilize, make a referral to, become integrated with, or otherwise participate in any program or activity to which the organization has a religious or moral objection; and

Shall not be discriminated against in the solicitation or issuance of grants, contracts, or cooperative agreements for refusing to meet any requirement described in paragraph (a)(1) above.

An applicant who believes that this solicitation contains provisions or requirements that would require it to endorse or use an approach or participate in an activity to which it has a religious or moral objection must so notify the cognizant Agreement Officer in accordance with the Mandatory Standard Provision titled "Notices" as soon as possible, and in any event not later than 15 calendar days before the deadline for submission of applications under this solicitation. The applicant must advise which activity(ies) it could not implement and the nature of the religious or moral objection.

In responding to the solicitation, an applicant with a religious or moral objection may compete for any funding opportunity as a prime partner, or as a leader or member of a consortium that comes together to compete for an award. Alternatively, such applicant may limit its application to those activities it can undertake and must indicate in its submission the activity (ies) it has excluded based on religious or moral objection. The offeror's proposal will be evaluated based on the activities for which a proposal is submitted, and will not be evaluated favorably or unfavorably due to the absence of a proposal addressing the activity (ies) to which it objected and which it thus omitted. In addition to the notification in paragraph (b) above, the applicant must meet the submission date provided for in the solicitation.

(END OF PROVISION)"

4. ELECTRONIC PAYMENTS SYSTEM

1. Definitions:
a. "Cash Payment System" means a payment system that generates any transfer of funds through a transaction originated by cash, check, or similar paper instrument. This includes electronic payments to a financial institution or clearing house that subsequently issues cash, check, or similar paper instrument to the designated payee.

b. "Electronic Payment System" means a payment system that generates any transfer of funds, other than a transaction originated by cash, check, or similar paper instrument that is initiated through an electronic terminal, telephone, mobile phone, computer, or magnetic tape, for the purpose of ordering, instructing or authorizing a financial institution to debit or credit an account. The term includes debit cards, wire transfers, transfers made at automatic teller machines, and point-of-sale terminals.

2. The recipient agrees to use an electronic payment system for any payments under this award to beneficiaries, subrecipients, or contractors.

3. Exceptions. Recipients are allowed the following exceptions, provided the recipient documents its files with the appropriate justification:

a. Cash payments made while establishing electronic payment systems, provided that this exception is not used for more than six months from the effective date of this award.

b. Cash payments made to payees where the recipient does not expect to make payments to the same payee on a regular, recurring basis, and payment through an electronic payment system is not reasonably available.

c. Cash payments to vendors below $3000, when payment through an electronic payment system is not reasonably available.

e. The Recipient has received a written exception from the Agreement Officer that a specific payment or all cash payments are authorized based on the Recipient's written justification, which provides a basis and cost analysis for the requested exception.

4. More information about how to establish, implement, and manage electronic payment methods is available to recipients at http://solutionscenter.nethope.org/programs/c2e-toolkit."

(END OF PROVISION)

Annex 2

CENTRAL CONTRACTOR REGISTRATION AND UNIVERSAL IDENTIFIER (OCTOBER 2010), AAPD 11-01

a) **Requirement for Central Contractor Registration (CCR).** Unless you are exempted from this requirement under 2 CFR 25.110, you as the recipient must maintain the currency of your information in the CCR until you submit the final financial report required under this award or receive the final payment, whichever is later. This requires that you review and update the information at least annually after the initial registration, and more frequently if required by changes in your information or another award term.

b) **Requirement for Data Universal Numbering System (DUNS) numbers.** If you are authorized to make subawards under this award, you:

(1) Must notify potential subrecipients that no entity (see definition in paragraph C of this award term) may receive a subaward from you unless the entity has provided its DUNS number to you.

(2) May not make a subaward to an entity unless the entity has provided its DUNS number to you.

c) **Definitions.** For purposes of this award term:

(1) Central Contractor Registration (CCR) means the Federal repository into which an entity must provide information required for the conduct of business as a recipient. Additional information about registration procedures may be found at the CCR Internet site (currently at http://www.ccr.gov).

(2) Data Universal Numbering System (DUNS) number means the nine-digit number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities. A DUNS number may be obtained from D&B by telephone (currently 866-705-5711) or the Internet (currently at http://fedgov.dnb.com/webform).

(3) Entity, as it is used in this award term, means all of the following, as defined at 2 CFR part 25, subpart C:
(i) A Governmental organization, which is a State, local government, or Indian tribe;
(ii) A foreign public entity;
(iii) A domestic or foreign nonprofit organization;
(iv) A domestic or foreign for-profit organization; and
(v) A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

(4) Subaward:
(i) This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.
(ii) The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see Sec. --.210 of the attachment to OMB Circular A-133, ―Audits of States, Local Governments, and Non-Profit Organizations‖).

(iii) A sub award may be provided through any legal agreement, including an agreement that you consider a contract.

(5) Sub recipient means an entity that:
(i) Receives a sub award from you under this award; and
(ii) Is accountable to you for the use of the Federal funds provided by the sub award.

Annex 3

REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (OCTOBER 2010) REPORTING OF FIRST-TIER SUB AWARDS, AAPD 11-01

(1) Applicability. Unless you are exempt as provided in paragraph d. of this award term, you must report each action that obligates $25,000 or more in Federal funds that does not include Recovery funds (as defined in section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5) for a sub award to an entity (see definitions in paragraph e of this award term).

(2) Where and when to report.

(i) You must report each obligating action described in paragraph a.1. of this award term to www.fsrs.gov.
(ii) For sub award information, report no later than the end of the month following the month in which the obligation was made. (For example, if the obligation was made on November 7, 2010, the obligation must be reported by no later than December 31, 2010.)

(3) What to report. You must report the information about each obligating action that the submission instructions posted at www.fsrs.gov specify.

b) **Reporting Total Compensation of Recipient Executives.**

(1) Applicability and what to report. You must report total compensation for each of your five most highly compensated executives for the preceding completed fiscal year, if –

(i) the total Federal funding authorized to date under this award is $25,000 or more;

(ii) in the preceding fiscal year, you received—

(A) 80 percent or more of your annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(B) $25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(iii) The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at http://www.sec.gov/answers/execomp.htm.)

(2) Where and when to report. You must report executive total compensation described in paragraph b.(1) of this award term:

(i) As part of your registration profile at www.ccr.gov.

(ii) By the end of the month following the month in which this award is made, and annually thereafter.

c) Reporting of Total Compensation of Sub recipient Executives.

(1) Applicability and what to report. Unless you are exempt as provided in paragraph d. of this award term, for each first-tier sub recipient under this award, you shall report the names and total compensation of each of the sub recipient's five most highly compensated executives for the sub recipient's preceding completed fiscal year, if –

(i) in the sub recipient's preceding fiscal year, the sub recipient received—

(A) 80 percent or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and seawards); and

(B) $25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts), and Federal financial assistance subject to the Transparency Act (and subawards); and ii. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at http://www.sec.gov/answers/execomp.htm.)

(2) Where and when to report. You must report subrecipient executive total compensation described in paragraph c.(1) of this award term:

(i) To the recipient.

(ii) By the end of the month following the month during which you make the subaward. For example, if a subaward is obligated on any date during the month of October of a given year (i.e., between October 1 and 31), you must report any required compensation information of the subrecipient by November 30 of that year.

d) **d. Exemptions**
If, in the previous tax year, you had gross income, from all sources, under $300,000, you are exempt from the requirements to report:

(1) subawards, and

(2) the total compensation of the five most highly compensated executives of any subrecipient.

e) **Definitions. For purposes of this award term:**

(1) Entity means all of the following, as defined in 2 CFR part 25:

(i) A Governmental organization, which is a State, local government, or Indian tribe;

(ii) A foreign public entity;
(iii) A domestic or foreign nonprofit organization;
(iv) A domestic or foreign for-profit organization;
(v) A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

(2) Executive means officers, managing partners, or any other employees in management positions.

(3) Subaward:

(i) This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.
(ii) The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see Sec. --.210 of the attachment to OMB Circular A- 133, ―Audits of States, Local Governments, and Non- Profit Organizations‖).
(iii) A subaward may be provided through any legal agreement, including an agreement that you or a subrecipient considers a contract.

(4) Subrecipient means an entity that:

(i) Receives a subaward from you (the recipient) under this award; and
(ii) Is accountable to you for the use of the Federal funds provided by the subaward.

(5) Total compensation means the cash and noncash dollar value earned by the executive during the recipient‗s or subrecipient‗s preceding fiscal year and includes the following (for more information see 17 CFR 229.402(c)(2)):

(i) Salary and bonus.
(ii) Awards of stock, stock options, and stock appreciation rights. Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.
(iii) Earnings for services under non-equity incentive plans. This does not include group life, health, hospitalization or medical reimbursement plans that do not discriminate in favor of executives, and are available generally to all salaried employees.
(iv) Change in pension value. This is the change in present value of defined benefit and actuarial pension plans.
(v) Above-market earnings on deferred compensation which is not tax-qualified.
(vi) Other compensation, if the aggregate value of all such other compensation (e.g. severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds $10,000.

Annex 4

TRAFFICKING IN PERSONS (OCTOBER 2010); AAPD 11-01
a. Provisions applicable to a recipient that is a private entity.

(1) You as the recipient, your employees, subrecipients under this award, and subrecipients' employees may not—

(i) Engage in severe forms of trafficking in persons during the period of time that the award is in effect;

(ii) Procure a commercial sex act during the period of time that the award is in effect; or

(iii) Use forced labor in the performance of the award or subawards under the award.

(2) We as the Federal awarding agency may unilaterally terminate this award, without penalty, if you or a subrecipient that is a private entity —

(i) Is determined to have violated a prohibition in paragraph a. (1) of this award term; or

(ii) Has an employee who is determined by the agency official authorized to terminate the award to have violated a prohibition in paragraph a. (1) of this award term through conduct that is either—

(A) Associated with performance under this award; or

(B) Imputed to you or the subrecipient using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR part 180, ''OMB Guidelines to Agencies on Government-wide Debarment and Suspension (Non-procurement),'' as implemented by our agency at 22 CFR 208 or its superseding Part in 2 CFR.

b. Provisions applicable to a recipient other than a private entity.

(1) We as the Federal awarding agency may unilaterally terminate this award, without penalty, if a subrecipient that is a private entity—

(i) Is determined to have violated an applicable prohibition in paragraph a. (1) of this award term; or

(ii) Has an employee who is determined by the agency official authorized to terminate the award to have violated an applicable prohibition in paragraph a. (1) of this award term through conduct that is either—

(A) Associated with performance under this award; or

(B) Imputed to the subrecipient using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR part 180, ‘‘OMB Guidelines to Agencies on Government-wide Debarment and Suspension (Non-procurement),’’ as implemented by our agency at 22 CFR 208 or its superseding Part in 2 CFR.

c. Provisions applicable to any recipient.

(1) You must inform us immediately of any information you receive from any source alleging a violation of a prohibition in paragraph a. (1) of this award term.

(2) Our right to terminate unilaterally that is described in paragraph a. (2) or b of this section:

(i) Implements section 106(g) of the Trafficking Victims Protection Act of 2000 (TVPA), as amended (22 U.S.C. 7104(g)), and

(ii) Is in addition to all other remedies for noncompliance that are available to us under this award.

(3) You must include the requirements of paragraph a. (1) of this award term in any subaward you make to a private entity.

d. Definitions. For purposes of this provision:

(1) ‘‘Employee’’ means either:

(i) An individual employed by you or a subrecipient who is engaged in the performance of the project or program under this award; or

(ii) Another person engaged in the performance of the project or program under this award and not compensated by you including, but not limited to, a volunteer or individual whose services are contributed by a third party as an in-kind contribution toward cost sharing or matching requirements.

(2) ‘‘Forced labor’’ means labor obtained by any of the following methods: the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

(3) ‘‘Private entity’’:

(i) Means any entity other than a State, local government, Indian tribe, or foreign public entity, as those terms are defined in 2 CFR 175.25(b).

(ii) Includes:

(A) A nonprofit organization, including any nonprofit institution of higher education, hospital, or tribal organization other than one included in the definition of Indian tribe at 2 CFR 175.25(b).

(B) A for-profit organization.

(4) ‘‘Severe forms of trafficking in persons,’’ ‘‘commercial sex act,’’ and ‘‘coercion’’ have the meanings given at section 103 of the TVPA, as amended (22 U.S.C. 7102).

Annex 5

SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS

The Survey on Ensuring Equal Opportunity for Applicants can be found at http://www2.ed.gov/fund/grant/apply/appforms/surveyeo.pdf

Annex 6

REPRESENTATION BY ORGANIZATION REGARDING A DELINQUENT TAX LIABILITY OR FELONY CRIMINAL CONVICTION (AUGUST 2014) AAPD 14-03

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

(1)Was "convicted of a felony criminal violation under any Federal law within the preceding 24 months, where the awarding agency has direct knowledge of the conviction, unless the agency has considered, in accordance with its procedures, that this further action is not necessary to protect the interests of the Government"; or

(2)Has any "unpaid Federal tax liability that has been assessed for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, where the awarding agency has direct knowledge of the unpaid tax liability, unless the Federal agency has considered, in accordance with its procedures, that this further action is not necessary to protect the interests of the Government".

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

(b) Applicant Representation:

(1)The Applicant represents that it is [ ] is not [ ] an organization that was convicted of a felony criminal violation under a Federal law within the preceding 24 months.

(2)The Applicant represents that it is [ ] is not [ ] an organization that has any unpaid Federal tax liability that has been assessed for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability

Annex 7

INITIAL ENVIRONMENTAL EXAMINATION (IEE)

– Please Locate the Document at:

http://gemini.info.usaid.gov/egat/envcomp/repository/pdf/43131.pdf

Annex 8

Results Framework

Project Goal: Increased opportunities for Rwandan children and youth to succeed in schooling and the modern workplace		
Project Purpose: Increased stable employment for vulnerable youth		
IR 1: Improved employability skills for vulnerable youth	**IR 2:** Increased viable self-employment among vulnerable youth	**IR 3:** Higher quality, more coordinated workforce development service delivery system
Sub-IR 1.1: Increased access to market relevant work readiness and employment services for vulnerable youth	**Sub-IR 2.1:** Improved quality and relevance of entrepreneurship and market facilitation support services for vulnerable youth especially in rural areas	**Sub-IR 3.1:** Strengthened technical, financial, and operational capacity of the Akazi Kanoze Access entity to support local workforce/youth service institutions.
Sub-IR 1.2: Increased family planning and reproductive health information and services to vulnerable youth	**Sub-IR 2.2:** Expanded access to entrepreneurship support programs for vulnerable youth, especially in rural areas	**Sub-IR 3.2:** Improved capacity of workforce development institutions to provide relevant, demand-driven employment services for vulnerable youth.
		Sub-IR 3.3: Increased investments in skills development by Rwandan stakeholders.
		Sub-IR 3.4: Strengthened networks and information-sharing between public and private workforce development actors

Annex 9

Monitoring and Evaluation Plan - Sample Template

Result *(Purpose, Intermediate Result, Sub-IR)*	**Performance Indicator**	**Data Acquisition**			**Disaggregation**	**Baseline**		**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**
		Data Source	**Method of Collection**	**Frequency**		**Date / Source**	**Actual**	**Target**	**Target**	**Target**	**Target**