

TO: Prospective Applicants (Update 2 – March 24, 2016: all updated items are highlighted on this page and pages 7, 13, and 20)

ISSUANCE DATE: Feb 23, 2016

QUESTIONS DUE BY: March 15, 2016

PRE-PROPOSAL CONFERENCE AND ANSWERS: March 22, 2016

CLOSING TIME AND DATE: **1:00** PM (EST), April 5, 2016

REF: Cooperative Agreement No. AID-521-A-15-00010

SUBJECT: RFA No. CUCD-RFA-00-01

REQUEST FOR APPLICATIONS FOR Integrated Business Development Services and Employment Creation (IBDSEC)

The Cooperative Housing Foundation, doing business as Global Communities, has been selected by the United States Agency for International Development (USAID) to serve as the Prime Recipient for the Canaan Upgrading and Community Development (CUCD) program. Global Communities is inviting qualified organizations with experience in integrated business development services and employment creation to submit their applications for the subject activity based on this Request for Applications.

This is an open competition RFA. Applicants who are eligible to apply are: US, host country, international, faith-based and community organizations, and educational institutions who are able to respond through written applications. Applicants can be a consortium or a temporary team, all applicants (and sub-applicants) must be legally recognized organizational entities under applicable law and authorized to operate in Haiti (within the role they are applying for – specifically microfinance institutes). For-profit entities are eligible to apply, but fixed fee or profit must not be included in the budget. Government and parastatal entities are ineligible to apply for this award.

Global Communities anticipates the award not to exceed one million seven hundred fifty thousand US dollars (\$1.75 m) and is expected to run through May 2017. The award could start as early as April 2016.

Interested organizations should submit their applications, in hard copy or electronic format in accordance with the language of the solicitation. Applications must be received **no later than 1:00 PM (EST), April 5, 2016**.

Responding organizations are advised that this solicitation does not in any way commit Global Communities to make an award or compensate the responding organizations for any costs incurred in the preparation and submission of their applications.

Any questions or requests for information should be emailed to InfoProc@globalcommunities.org using “**IBDSEC RFA Questions**” in the subject field **no later than March 15, 2016**. Any information given to one prospective applicant concerning this solicitation will be furnished to all such applicants as an amendment of the solicitation.

A preproposal conference and answers to questions session will be held 10:00 AM (EST), March 22, 2016 at Global Communities Haiti office, address: 15, Rue Tertullien Guilbaud, Christ-Roi, Port-au-Prince, Haiti (<https://goo.gl/7P3TvU>).

Please e-mail Global Communities at InfoProc@globalcommunities.org with “**IBDSEC RFA Intent**” in the subject field of your intent to apply at the earliest practicable date, so that we may anticipate the number of applications.

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Abbreviations and Acronyms

ADS	Automated Directives System (USAID)
ARC	American Red Cross
BDS	Business Development Services
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CUCD	Canaan Upgrading and Community Development
GoH	Government of Haiti
HQ	Headquarters
HR	Human Resources
M&IE	Meals and Incidental Expenses
NICRA	Negotiated Indirect Cost Rate Agreement
OFAC	Office of Foreign Assets Control
OMB	US Office of Management & Budget
RFA	Request for Applications
SAM	System for Award Management
UCLBP	Unité de Construction de Logements et de Bâtiments Publics
USAID	US Agency for International Development
USD	US Dollars
USG	US Government

Section 1: Program Description

A. Background and Introduction

Under the management of UCLBP, Global Communities is implementing the USAID and American Red Cross funded CUCD program for neighborhood planning, livelihoods and infrastructure. CUCD is one program within the larger USAID and American Red Cross funded portfolio in Canaan that seeks to support the GoH's vision to promote equitable and resilient urban development in Canaan. CUCD is seen as an opportunity to harness the energy and investments of Canaan's residents and set the northern expansion of metropolitan Port-au-Prince on a path of inclusive planned growth. This RFA is to implement activities under the Global Communities implemented livelihoods and economic development component. American Red Cross is directly implementing a Social Mobilization component that aims to support communities in Canaan to be better organized to actively participate in reducing disaster risks and improving their resilience as a cohesive entity. Other partners such as Habitat for Humanity and UN Habitat are also engaged under GoH's vision to advance a common program vision. Strong coordination and collaboration between implementing actors and respective projects will be critical to successfully support the GoH's vision for Canaan.

Located close to the intersections of National Road 1 with National Road 3 and Route Neuf, Canaan was created after the GoH's decree of public utility in May 2010. Currently approximately 200,000 people, most of them internally displaced after the earthquake on January 12, 2010, live there without any kind of basic services. Over the past five years, Canaan's rate of growth development has been remarkable despite the relative lack of services and support from outside actors. Canaan residents' resilience and spirit of entrepreneurship and self-reliance have enabled them to succeed with an estimated investment of \$100 million.

CUCD's objective is to create better living conditions in Canaan through the introduction of urban development, public services and infrastructure construction and the promotion of key livelihoods solutions through a participatory process.

While Canaan is located in a very strategic position at the entrance of the "Cote des Arcadins", it is still considered an isolated neighborhood without tangible connections to state authorities or the formal private sector, and close communities such as Croix-des-Bouquets, Cabaret, Metropolitan Port-au-Prince, and Mirebalais. Therefore, CUCD will also promote social and business connections with the surrounding areas and business actors, transforming the economic and cultural life of Canaan's residents. As a result of the comprehensive set of interventions identified and prioritized through a participatory processes, the life of Canaan residents will significantly improve.

B. Goals and Objectives

Global Communities' CUCD Program, through this open procurement, requests proposals from one operator or two joined operators to design and execute an innovative component to provide business development services, increase access to financial services such as scale-up and start-up credit, and strengthen job skills and employability for women and men in the Canaan area of Port au Prince, Haiti. The RFA specifies that sub-award funds may not be used for loan capital or guarantee funds and that all activities be developed and completed on May 18, 2017.

The CUCD program seeks to achieve two main Results:

RESULT 1: A better functioning and more resilient urban area created through carefully planned neighborhood upgrading and urban management initiatives.

RESULT 2: A more dynamic and equitable livelihoods sector fostered by reducing market barriers and inefficiencies and stimulating new economic opportunities in Canaan. The Intermediate Result targeted under Result 2 is: Barriers to Livelihoods Reduced.

Opportunities for synergies with activities implemented under Result 1, under American Red Cross' Canaan Social Mobilization project and other partner initiatives, will be developed wherever possible. The activities implemented under the Integrated BDS and Employment Creation component will contribute to the achievement of Result 2. The applicant may propose sub-results such as outcomes or outputs that further define how activities will lead to the defined program results.

Further information about the CUCD program will be provided to the winner.

C. Monitoring & Evaluation

We anticipate the following table of indicators (non-exhaustive) and targets to be filled out by the applicants in their proposal (all below indicators are to be disaggregated by gender and age groups):

Indicator	Target
# of existing businesses receiving assistance	
# of new businesses started through the project	
# of long term jobs generated	
# of persons receiving new or better employment as a result of the project	
# of persons demonstrating improved technical, work, and/or life skills	
# of persons with increased information about financial products and services for business development / self-employment	
# of persons that applied for credit to invest a business / self-employment	
# of loans disbursed for business / self-employment	
# of other financial supports disbursed	

The above table will be part of the technical evaluation and will be an important part of the overall evaluation. If an indicator does not apply to your proposal put zero in the target's column.

The following are some illustrative strategic activities. The applicant will propose results and activities aligned with the overall CUCD program results. An integrated work plan and timeline for the delivery of all proposed activities must also be proposed and will be updated by the successful applicant at the start of the award.

- a. *Strategic activities related to business development*
 - Promote entrepreneurship in the Canaan area;
 - Identify key business opportunities, in identified value chains, to be developed in Canaan addressing needs of Canaan and outside communities; Identify existing job skill profiles/occupations of women and men based on the value chain study and other information on promising sectors;
 - Develop a job skills/employability training strategy linked to business development opportunities identified in the value chain study or other information on verifiable areas of labor demand; the

strategy will specify target groups (including women and youth) and rationale for these choices, selection criteria, skills areas to be developed and job placement / self-employment supports;

- Conduct training and job placement accompaniment
 - Promote groups and individuals to develop self-employment opportunities;
- b. Strategic activities related to the savings and credit practices*
- Identify the characteristics of target individuals, groups or entities in terms of savings and credit. This is to facilitate beneficiaries identification and permit the evaluation of the changes in financial performance or use of financial services;
 - Design an efficient and effective methodology to facilitate access to financial services for beneficiaries targeted under the business development and self-employment activities, following best practices in this domain;
 - Provide practical financial education adapted to the culture and context of the target population;
 - Provide information permitting the analysis of history, trajectory and results during the contract period.
- c. Strategic activities related to access to financial services*
- Offer lines of credit or loan products adapted to the context and market of the target area (note for this activity the applicant must bring its own credit fund, and have a strategic interest to expand its financial services to Canaan residents; the award funds may be used for certain costs associated with the initial expansion of new financial services to Canaan, but may not be used for loan capital or to guarantee loans).
 - Provide advice to micro entrepreneurs on financial products and services appropriate to their situation
 - Offer financial or microfinance services (insurance, factoring, etc.) besides loans;
 - Provide information to know the history, trajectory and results of loans and microfinance services during the contract period.

D. Staffing

- Key Personnel
 - o Resumes (each resume must not exceed 3 pages). This section shall include resume for all key personnel candidates and any other personnel proposed for significant positions. Resumes shall not exceed three pages in length and shall be in chronological order starting with the most recent experience. Resumes for all key personnel shall include three performance references for each proposed key position, up-to-date telephone numbers and e-mail contact information.
 - o Letters of Commitment (not to exceed 1 page per candidate). A signed commitment letter from each candidate indicating his or her: (a) availability to serve in the stated position, in terms of days after the award; (b) intention to serve for the stated term of service; and (c) agreement to the compensation levels which correspond to the levels set forth in the cost application. Note that documentation that reflects an “exclusive” relationship between an individual and an Applicant is not requested and may not be submitted.

All changes to Key Personnel will require approval of Global Communities.
- Organizational Chart (not to exceed 1 page). The chart shall show the staff reporting lines and relationships between the different positions.

E. Cross-Cutting Themes

The applicant will take into consideration the following cross-cutting themes and issues in the application:

- Accountability to beneficiaries
 - o Transparency. A strong application will involve mechanisms through which community stakeholders can regularly obtain information and provide feedback, including complaints and concerns. This will build mutual trust with stakeholders and support efforts to gather community feedback.
 - o Participation of beneficiaries. The application must submit how it will collect input from the community in order to ensure projects are appropriate, practical, realistic, and achievable. The application must also show how the applicant plans on coordinating with American Red Cross mobilization staff.
 - o Disseminating lessons learned. The application must include a plan for disseminating lessons to relevant stakeholders, including UCLBP, USAID and American Red Cross.
- Gender equality and female empowerment
 - o Applications must address gender inequalities through program design to ensure that women stakeholders and community members have equal access to information and opportunities to affect programming in the region. The application will also show how the applicant will mitigate gender issues and monitor participation by gender, incorporating feedback mechanisms into the program process for accountability.
- Youth, age and accessibility
 - o The proposal will emphasize reaching residents with lower mobility, including children, the elderly, and those with disabilities, and ensure that all neighborhood upgrading and livelihoods work takes into the account of those with special needs.
- Environment and disaster risk reduction
 - o Environmental considerations, per USAID Reg. 216, will be at the forefront of all project planning, including the incorporation of environmentally-sustainable construction practices and site mitigation measures to reduce environmental impact and the risk of natural disasters.

Section 2: Eligibility Information

A. Eligible Entities

Applicants who are eligible to apply are: US, host country, international, faith-based and community organizations, and educational institutions who are able to respond through written applications. Applicants can be a consortium or temporary team. All applicants must be legally recognized organizational entities under applicable law and authorized to operate in Haiti (within the role they are applying for – specifically microfinance institutes). For-profit entities are eligible to apply, but fixed fee or profit must not be included in the budget. Government and parastatal entities are ineligible to apply for this award.

To be eligible for award of a Subgrant Agreement, in addition to other conditions of this RFA, organizations must have a politically neutral humanitarian mandate, a commitment to non-discrimination with respect to their employees and to beneficiaries and adherence to equal opportunity employment practices. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.

Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the subrecipient to ensure compliance with these Executive Orders and laws. This provision must be included in all lower-tier subawards and contracts issued under a Subaward Agreement.

B. Other Qualification Requirements

- Each applicant/organization must submit only one (1) application.

Section 3: Application and Submission Information

A. General Instructions

1. Applicants are requested to submit an application directly responsive to the terms, conditions, and clauses of this RFA. Applications not conforming to this solicitation may be categorized as unacceptable, thereby eliminating them from further consideration.
2. Any application received in response to this solicitation will be reviewed strictly as submitted and in accordance with the evaluation criteria specified in Section 4, Application Review Information.
3. The person signing the application must have the authority to commit the Applicant to all the provisions of the application.
4. Global Communities is not obligated to make an award or to pay for any costs incurred by the applicant in preparation of an application in response hereto.
5. Language – All applications must be in English.
6. Applications must be clearly and concisely written and must describe and define the applicant's understanding and compliance with the requirements contained in Section 1 of RFA, Program Description. The application should clearly address each of the evaluation criteria set forth in Section 4 of this RFA. All pages of each volume (cost and technical) must be sequentially numbered and identified with the name of the application and the RFA number.
7. The overall proposal shall consist of two (2) physically separated parts, as follows: Volume I – Technical Proposal; and Volume II – Cost Proposal. Technical Proposals must not make reference to pricing.
8. Global Communities reserves the right to accept or reject any application, and to cancel the solicitation process and reject all applications, at any time prior to award, without thereby incurring any liability to applicants or any obligation to inform applicants of the grounds for Global Communities action.

B. Submission Instructions

1. Applications must be received **no later than 1:00 PM (EST), April 5, 2016**. Applications must remain valid for a minimum of sixty (60) days from submission date.
2. The Applicant may submit its proposal electronically by Internet email with up to 2 attachments (5MB limit) per email compatible with MS WORD, Excel, and Adobe Acrobat in a MS Windows environment to infoproc@globalcommunities.org with **"IBDSEC RFA Application"** in the email subject field. If sending more than on email, append (1 out of X¹) to the aforementioned subject field.
Hard copies, if any, should be submitted in person, in sealed envelopes, titled **IBDSEC RFA Application**, to: Procurement Officer at Global Communities Haiti office, address: 15, Rue Tertullien Guilbaud, Christ-Roi, Port-au-Prince, Haiti (<https://goo.gl/7P3TvU>).

¹ X – is the total number of emails that will be sent.

3. Late applications will not be considered for award.

C. Technical Application Format

The Technical Application must be organized so that it follows the technical evaluation factors listed in Section 4. The Technical Application must not exceed fourteen (14) in length, including graphics and charts but excluding resumes and annexes. The pages that exceed this page limitation will not be evaluated. Any additional annexes not required by this RFA will not be evaluated. Applications shall be submitted in Word format, written in English, single-spaced, using Times New Roman font size 12 with each page numbered consecutively, and have at least one inch margins on the top, bottom and sides.

The Technical Application must include:

1. Technical Approach (limit 7 pages). The technical approach must provide a clear and succinct picture of how the proposed program will achieve the goals and objectives outlined in Section 1 of this RFA.
2. Key Personnel (limit 2 pages, excluding resumes).

The Applicant must propose individuals for key personnel positions who are highly qualified and are able to fulfill the responsibilities as described below. The Applicant shall submit a complete and current resume for each proposed key personnel (not exceeding 3 pages each). These resumes must clearly describe the individuals' education, experience, and professional credentials. All changes to Key Personnel will require a written approval of Global Communities.

The following personnel have been identified as key for the purposes of this RFA:

- Project Manager
- Livelihoods Lead
- Microfinance Lead

3. Past Performance of the Organization

The Applicant must submit a list of all grants, subgrants or contracts within the last three (3) years involving similar or related programs. The information for these awards must include the performance location, award number (if available), a brief description of the work performed, and a point of contact list with current telephone numbers and email addresses. This list shall be attached as an annex to the Technical Application, which will not count against the page limit.

Global Communities reserves the right to obtain past performance information from other sources including those not named in applications.

4. Capabilities and Experience of Organization (limit 2 pages).

The Applicant shall demonstrate the following:

- i. The specialized competence the organization possesses with regard to the requirements described in Section 1 of this RFA.

- ii. Organizational systems and procedures are adequate related to: personnel policies and recruitment, travel policies; financial management; project management; contract administration; progress reporting; and other areas in order to successfully comply with requirements and accomplish the expected results

C. Cost Application Format

The applicant must propose costs that it believes are realistic and reasonable for the work in accordance with the applicant's technical application. The applicant shall provide a complete budget by the cost elements described below using Appendix 1 Budget. The cost application must be submitted separately from the technical application.

All cost and financial data should be fully supported with a budget narrative, complete in every detail, and organized in a manner that facilitates review and permits cost analysis. The cost and financial data shall include the following information/data:

1. Direct Employee Salaries – List employee name (when identified), functional position and duration of assignment (in terms of person days). The annual salary of an employee is that individual's basic compensation exclusive of fringe benefits, travel incentives, housing allowances, differentials, and/or other bonuses. Salary and wages should be proposed in accordance with the applicant's personnel policies.
2. Fringe Benefits – Benefits shall be budgeted in accordance to what is mandated by local law and in accordance with the applicant's written established personnel policies. Describe the allocation method and base used. Fringe Benefits shall be expressed as a percentage(s) of salaries.
3. Travel and Transportation – Provide the number of trips, destination, purpose and cost by traveler.
4. Per Diem – Applicants must budget per diem associated with travel and transportation in accordance with their written travel policy. In the absence of written travel policy, applicants may use the U.S. Department of State Standardized Regulations for per diem, which may be accessed electronically at the following internet address:
http://aoprals.state.gov/web920/per_diem.asp
5. Other Direct Costs – Itemize and provide complete details of other direct costs, including unit prices that may be incurred.
6. Equipment and Supplies – Itemize and provide complete details, including unit prices and total costs.
7. Indirect Costs – Describe the allocation method and base used. Provide a copy of the latest Negotiated Indirect Cost Rate Agreement (NICRA) with any U.S. Government agency, if available. The detailed budget breakdown shall be structured and formatted to clearly and easily identify the rate(s) applied, and the resulting dollar amount.

In the absence of a Negotiated Indirect Cost Rate Agreement (NICRA) or an externally certified indirect rate, the applicant may submit as part of its Cost Proposal audited financial statements (Profit/Loss) for the past three years, which may provide the basis for negotiation of an indirect rate with Global Communities. In the absence of audited financial statements, the applicant may only direct charge costs in its budget.

8. **Cost Share** – Cost sharing will be a condition of the award when it is made part of the approved award budget. Cost sharing must be verifiable from the recipient's records, and can be audited. If the recipient does not meet its cost sharing requirement, it can result in questioned costs. For this RFA, a cost-share amount of \$170,000.00 or more is required.
9. Each applicant is required to:
 - i. Be registered in the System for Award Management (sam.gov) 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 subaward with Global Communities.

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

10. Under this award, there will be no pre-award construction and no pre-award costs will be reimbursed.

Section 4: Application Review Information

A. General

Applications will be evaluated in accordance with the Review Criteria set forth below. 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. To facilitate the review of applications, applicants are advised to organize the narrative sections of their applications in the same order as the Review Criteria.

An application may be eliminated from consideration before a detailed review is performed if the application is considered obviously deficient as to be totally unacceptable on its face or which prices are inordinately high or unrealistically low. In the event an application is rejected, the applicant will be sent a notice stating the reason(s) that the application was not considered for detailed review.

B. Basis for Award

1. The technical factors presented below will serve as the basis upon which applications will be reviewed. The relative weight accorded to each factor is expressed in points with 100 points possible.
2. Applicants are reminded that Global Communities is not obliged to make an award on the basis of lowest proposed cost or highest technical evaluation score. Although for this RFA technical merits are considered more important than cost relative to deciding who might best perform the work, cost factors and Global Communities prime recipient budget must also be considered. Therefore, after the final evaluation of applications, Global Communities will make the award to the applicant whose proposal offers the best value to Global Communities and USAID, considering both technical and cost factors.

C. Review Criteria

1. Technical Approach (40 points) – The extent that the Offeror’s proposal demonstrates a clear and effective overall technical approach to performing the requirements described in the Program Description.
2. Qualifications of Proposed Personnel (10 points) – Demonstrated expertise, experience, and availability of personnel to meet the requirements of the Program Description.
3. Capabilities and Relevant Experience of the Organization – Demonstrated organizational capabilities and experience as follows:
 - Specialized competence the organization (10 points)
 - Organizational systems and procedures (10 points)
 - Past Performance of the organization (10 points)
4. Loan capital and capacity to offer appropriate micro-finance services to businesses in Canaan (20 points).

- D. **Cost/Price Analysis** – Global Communities will also review the cost applications, but scores will not be assigned. The cost review will focus on three sub-factors: Cost Realism/Reasonableness, Cost Completeness, and Cost Effectiveness. Included in cost effectiveness is cost share.
1. **Cost Realism/Reasonableness:** The cost realism analysis is intended to determine whether the costs estimated accurately reflect the costs that would be incurred during the actual performance of the program, and whether those costs are reasonable. In addition, Global Communities will make a determination of cost reasonableness based on its own cost experience for similar items or services, what is available in the marketplace, and/or other applications.
 2. **Cost Completeness:** A detailed line item budget, budget notes, assumptions, and schedules that clearly explain how the estimated amounts were derived must adequately support the Applicant's cost proposal. Global Communities may request additional supporting information to the extent necessary to determine whether the costs are realistic and reasonable.
 3. **Cost effectiveness** involves maximizing the percentage of the budget allocated to program delivery and proposed in-kind contributions and cost share. Applicants will also receive favorable consideration for identifying other contacts and partnerships for contributions to the cost share. Specific in-kind contributions could include office space, vehicles, staff time, facility rental (conference rooms or training centers) amongst others.
 4. **Ineligible Costs/Activities:** Commodities and services that are ineligible for financing under this RFA include the following:
 - i. Military equipment
 - ii. Surveillance equipment
 - iii. Commodities and services for support of police or other law enforcement activities
 - iv. Abortion equipment and services
 - v. Luxury goods and gambling equipment, or
 - vi. Weather modification equipment
 5. **Ineligible Suppliers.** Any firms or individuals that are not in compliance with the requirements in the Standard Provision "Debarment and Suspension" and the Standard Provision "Preventing Terrorist Financing" may not be used to provide any commodities or services contemplated under this RFA.

Section 5: Award and Administration Information

A. Anticipated Award Schedule

Global Communities intends to provide approximately one award not to exceed \$1.75 million. However, in exceptional circumstances, this amount may be adjusted depending on the award 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. Global Communities reserves the right to fund none of the applications submitted.

B. Start Date and Period of Performance

The anticipated start date of the program is **April** 2016 until May 18, 201**7** from the date of Award.

C. Type of Award

Global Communities anticipates the award of Integrated Business Development Services and Employment Creation (IBDSEC) to the successful applicant(s)

D. Authorized Geographic Code

The Authorized Geographic Code for the procurement of goods and services is 937.

E. Cost Sharing

A cost sharing amount of at least \$170,000 is required. Cost share can be achieved through loan capital, volunteerism and contributions from local communities, the private sector, the awardee(s) and other sources. All cost sharing must be verifiable from organization's records.

Criteria for cost sharing for U.S. organizations can be found as follows:

- 2 CFR 200.306 Cost sharing or matching.
- Standard Provision "Cost Sharing (Matching) (February 2012)"

Criteria for cost sharing for non-U.S. organizations can be found as follows:

- Standard Provision "Cost Share (June 2012)"

F. Reporting

- i. **Monthly Updates:** Brief "monthly updates" will be submitted electronically, in English, to Global Communities, beginning the first full month after the award by the 15th of the next month. These reports will be brief, bulleted lists with accompanying photos and will present progress, challenges, milestones and other relevant information related to ongoing and completed activities. The Update will include a listing of all sub-agreements, including a description of the related program description for the sub awardee, in force for the reporting period. Finally, reports will also describe progress made during the reporting period and

assess overall progress to date versus agreed upon indicators including the agreement-level outputs achieved, using the agreement-level performance indicators established in the annual implementation plan for that quarter. In conjunction with the monthly reports, the Recipient shall provide a monthly update on M&E indicators.

- ii. **Monitoring and Evaluation Plan (M&E Plan):** The M&E plan will be submitted for approval within sixty (60) calendar days after signing the subaward. The M&E Plan will describe how the project's performance will be monitored. The M&E Plan must include an appropriate set of indicators to accurately measure project outputs and outcomes. The M&E Plan may draw upon relevant USAID standard indicators (<http://www.state.gov/f/indicators/>) and use custom indicators, as required. For each indicator, the M&E Plan must clearly identify data sources, frequency of data collection, collection methods, the party responsible for data collection, baseline information, and annual targets. In addition, the M&E Plan must include a narrative detailing: the planned staffing structure and resource allocation for M&E; how data collection, analysis and reporting of performance data will be managed under the project; how data quality assessments will be undertaken; how gender analysis will be incorporated into the M&E methodology; and how data will be shared and used to inform programming. NOTE: The resource allocation must appear as a separate line item in the proposed budget and correspond with the level of effort outlined in the Activity M&E Plan.
In addition to following general USAID guidelines on project monitoring and evaluation, the subrecipient must consult through Global Communities the ARC Monitoring, Evaluation and Lessons Learned Unit when developing the final M&E Plan for approval to ensure that all proposed monitoring and evaluation activities are aligned with ARC guidelines and standard protocols.
- iii. The initial Implementation Plan is due no later than 90 days after the award date. The Implementation Plan must be updated on an annual basis, with Plans due to the AOR no later than 30 days prior to the end of the implementation year. Implementation plans may be submitted electronically. Upon acceptance of the work plan by the AOR, any substantial revisions to the Plan will require the written approval of the AOR. The Implementation Plan will include a description of the activities to be completed during the year and the expected results, provide quantitative targets for all indicators outlined in the monitoring and evaluation plan, a list of commodities to be procured, key benchmarks to be met throughout the fiscal year, and a timeline for the implementation of activities, as well as expected delivery dates for key requirements under IR 1.1 and IR 2.1 (i.e. the Pilot Neighborhood Strategy Report and Upgrading Plan; the Canaan-wide Strategy Report and Development Plan; and the Canaan Livelihoods Assessment). The Implementation Plan must include a detailed budget with a pipeline analysis of costs incurred and projections of costs for the life of the award for achieving project outputs.
- iv. **Quarterly Progress Reports -** The subrecipient will prepare and submit a quarterly progress report within fifteen (15) days after the end of each quarter (USG fiscal quarter, i.e. January 15, April 15, July 15), with the exception of the quarter ending [September 30] of each year, when an Annual Report will be required on October 15th. The quarterly progress reports will include:
 - An analytical description of overall program progress toward results that reflects and synthesizes achievements. This will not be a description of activities but rather a broader analysis that examines the progress in the context of program objectives and expected results.

- A summary of activities conducted. This section must highlight conducted activities, and include a description of progress toward results in relevant trends and clippings of press articles that mention the project.
- Data on all indicators established in the monitoring and evaluation plan for this subaward. Data will be disaggregated by gender and other historically disenfranchised populations, where relevant. See monitoring and evaluation plan for further guidance on reporting on indicators.
- A comparison of accomplishments to the goals and objectives established for the period.
- Problems encountered, reasons why established goals were not met, if appropriate, and how challenges or problems will be overcome during the next reporting period.
- A comparison of actual expenditures with budget estimates, including analysis and explanation of cost overruns or high unit costs, and any other pertinent information, as relevant.
- Priorities for programming during the next reporting period including a quarterly list of public events to be organized by the project during the coming three months, including approximate date, location, and audience. Note: The project will coordinate with Global Communities about all planned events with press participation, press activities, press releases, as well as inclusion of donors' promotional materials for the participants, participation of donors' representatives.
- Reports must also contain, as an attachment, a summary list of sub-awards and loans (if any) issued during the quarter.
- Reports will also contain, as an attachment, an indicator data table outlining quarterly indicator achievements.

A quarterly report template with instructions will be shared with the subrecipient.

v. **Quarterly Financial Reports** - The subrecipient will prepare and submit a quarterly financial reports within thirty (30) days after the end of each quarter, to include:

- Total estimated cost of the subaward
- Total amount obligated
- Total amount liquidated
- Total amount expended but not yet liquidated
- Remaining unexpended funds

The subrecipient shall prepare and submit to Global Communities other financial reports as may be required under the subaward.

vi. **Annual Report** - The subrecipient will submit an annual report for the concluding year, which shall be submitted within fifteen (15) calendar days following the close of the fiscal year (September 30). Specific information on the July – September quarter will be included as part of the annual report.

vii. **Close-out Plan** – Three months prior to the completion date of the subaward, the subrecipient shall submit a Close-out Plan to Global Communities. The close-out plan shall include, at a minimum, a Property Disposition plan; a plan for phase out of in-country operations; a delivery schedule for all reports or other deliverables required under the subaward; and a timeline for completing all required actions in the Plan.

- viii. Final Report - The subrecipient shall submit a final performance report within sixty (60) days after period of performance end date. The end-of-Activity report will summarize the major achievements. The final report must also consolidate activities and analyses of all partners into one document and their activities and progress towards results. The final performance report must contain the below information, as relevant.
- An executive summary of the accomplishments and results achieved;
 - An in-depth analysis of progress and results that synthesizes achievements that contributed towards program objectives. This section will clearly describe activities, major accomplishments and results achieved, including results for all of the activities under the subaward;
 - Final data, compared to baseline data, for all indicators included in the monitoring and evaluation plan. This section will include disaggregated data by gender, historically disenfranchised groups and other relevant groups identified.
 - A summary of problems/obstacles encountered during the implementation, and how those obstacles were addressed and overcome if appropriate;
 - Lessons learned, best practices, and other findings, along with recommendations for future programming in this sector.
 - A comparison of actual expenditures with budget estimates, including analysis and explanation of cost overruns or high unit costs, and any other pertinent information, as relevant.

K. Branding and Marking

The cost application must incorporate the estimated cost for Branding and Marking. Additional guidance is available in ADS 320 found at <http://www.usaid.gov/sites/default/files/documents/1868/320.pdf> Further branding details will be shared with the subrecipient.

Section 6: Standard Provisions

A. Standard Provisions for U.S. Nongovernmental Organizations

The full text of each Standard Provision may be accessed electronically at the following internet address:

<http://www.usaid.gov/policy/ads/300/303maa.pdf>

A.1 MANDATORY STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS

-
- M1. APPLICABILITY OF 22 CFR PART 226 (MAY 2005)
 - M2. INELIGIBLE COUNTRIES (MAY 1986)
 - M3. NONDISCRIMINATION (JUNE 2012)
 - M4. AMENDMENT OF AWARD (JUNE 2012)
 - M5. NOTICES (JUNE 2012)
 - M6. SUBAGREEMENTS (JUNE 2012)
 - M7. OMB APPROVAL UNDER THE PAPERWORK REDUCTION ACT (DECEMBER 2003)
 - M8. USAID ELIGIBILITY RULES FOR GOODS AND SERVICES (JUNE 2012)
 - M9. DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS (JUNE 2012)
 - M10. DRUG-FREE WORKPLACE (JUNE 2012)
 - M11. EQUAL PARTICIPATION BY FAITH-BASED ORGANIZATIONS (JUNE 2012)
 - M12. PREVENTING TERRORIST FINANCING – IMPLEMENTATION OF D.O. 13224 (AUGUST 2013)
 - M13. MARKING AND PUBLIC COMMUNICATIONS UNDER USAID-FUNDED ASSISTANCE (AUGUST 2013)
 - M14. REGULATIONS GOVERNING EMPLOYEES (AUGUST 1992)
 - M15. CONVERSION OF UNITED STATES DOLLARS TO LOCAL CURRENCY (NOVEMBER 1985)
 - M16. USE OF POUCH FACILITIES (AUGUST 1992)
 - M17. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (AUGUST 2013)
 - M18. OCEAN SHIPMENT OF GOODS (JUNE 2012)
 - M19. VOLUNTARY POPULATION PLANNING ACTIVITIES – MANDATORY REQUIREMENTS (MAY 2006)
 - M20. TRAFFICKING IN PERSONS (JUNE 2012)
 - M21. SUBMISSIONS TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE AND PUBLICATIONS (JUNE 2012)
 - M22. LIMITING CONSTRUCTION ACTIVITIES (AUGUST 2013)

A.2	REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS	APPLICABLE TO THIS SUBGRANT
RAA1.	NEGOTIATED INDIRECT COST RATES - PREDETERMINED (APRIL 1998)	Y
RAA2.	NEGOTIATED INDIRECT COST RATES - PROVISIONAL (NONPROFIT) (APRIL 1998)	Y
RAA3.	NEGOTIATED INDIRECT COST RATE - PROVISIONAL (PROFIT) (APRIL 1998)	Y
RAA4.	EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)	Y
RAA5.	VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)	Y
RAA6.	PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)	Y
RAA7.	CARE OF LABORATORY ANIMALS (MARCH 2004)	Y
RAA8.	TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)	Y
RAA9.	COST SHARING (MATCHING) (FEBRUARY 2012)	Y
RAA10.	PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)	Y
RAA11.	INVESTMENT PROMOTION (NOVEMBER 2003)	N

RAA12.	REPORTING HOST GOVERNMENT TAXES (JUNE 2012)	Y
RAA13.	FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)	Y
RAA14.	CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)	Y
RAA15.	CONDOMS (JUNE 2005)	N
RAA16.	PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (APRIL 2010)	Y
RAA17.	USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)	Y
RAA18.	STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)	Y
RAA19.	STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)	Y
RAA20.	ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)	Y
RAA21.	PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)	Y
RAA22.	CENTRAL CONTRACTOR REGISTRATION AND UNIVERSAL IDENTIFIER (OCTOBER 2010)	Y
RAA23.	REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (OCTOBER 2010)	Y
RAA24.	PATENT REPORTING PROCEDURES (JULY 2012)	Y
RAA25.	ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)	Y

B. Standard Provisions for Non-U.S. Nongovernmental Organizations

The full text of each Standard Provision may be accessed electronically at the following internet address:

<http://www.usaid.gov/ads/policy/300/303mab>

B.1 MANDATORY STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

-
- M1. ALLOWABLE COSTS (JUNE 2012)
 - M2. ACCOUNTING, AUDIT, AND RECORDS (JUNE 2012)
 - M3. AMENDMENT OF AWARD AND REVISION OF BUDGET (AUGUST 2013)
 - M4. NOTICES (JUNE 2012)
 - M5. PROCUREMENT POLICIES (JUNE 2012)
 - M6. USAID ELIGIBILITY RULES FOR PROCUREMENT OF COMMODITIES AND SERVICES (JUNE 2012)
 - M7. TITLE TO AND USE OF PROPERTY (JUNE 2012)
 - M8. SUBMISSIONS TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE AND DATA RIGHTS (JUNE 2012)
 - M9. MARKING AND PUBLIC COMMUNICATIONS UNDER USAID-FUNDED ASSISTANCE (AUGUST 2013)
 - M10. AWARD TERMINATION AND SUSPENSION (JUNE 2012)
 - M11. RECIPIENT AND EMPLOYEE CONDUCT (AUGUST 2013)
 - M12. DEBARMENT AND SUSPENSION (JUNE 2012)
 - M13. DISPUTES AND APPEALS (JUNE 2012)
 - M14. PREVENTING TERRORIST FINANCING (AUGUST 2013)
 - M15. TRAFFICKING IN PERSONS (JUNE 2012)
 - M16. VOLUNTARY POPULATION PLANNING ACTIVITIES – MANDATORY REQUIREMENTS (MAY 2006)
 - M17. EQUAL PARTICIPATION BY FAITH-BASED ORGANIZATIONS (JUNE 2012)
 - M18. NONDISCRIMINATION (JUNE 2012)
 - M19. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
 - M20. LIMITING CONSTRUCTION ACTIVITIES (AUGUST 2013)

B.2	REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS	APPLICABLE TO THIS SUBGRANT
RAA1.	ADVANCE PAYMENT AND REFUNDS (JUNE 2012)	Y
RAA2.	REIMBURSEMENT PAYMENT AND REFUNDS (JUNE 2012)	Y
RAA3.	INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (JUNE 2012)	Y
RAA4.	INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)	Y
RAA5.	CENTRAL CONTRACTOR REGISTRATION AND UNIVERSAL IDENTIFIER (OCTOBER 2010)	Y
RAA6.	REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (OCTOBER 2010)	Y
RAA7.	SUBAWARDS (JUNE 2012)	Y
RAA8.	TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (AUGUST 2013)	Y
RAA9.	OCEAN SHIPMENT OF GOODS (JUNE 2012)	Y
RAA10.	REPORTING HOST GOVERNMENT TAXES (JUNE 2012)	Y
RAA11.	PATENT RIGHTS (JUNE 2012)	Y
RAA12.	EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)	Y
RAA13.	INVESTMENT PROMOTION (NOVEMBER 2003)	N
RAA14.	COST SHARE (JUNE 2012)	Y
RAA15.	PROGRAM INCOME (JUNE 2012)	Y
RAA16.	FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)	Y
RAA17.	STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)	Y
RAA18.	PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)	Y
RAA19.	STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)	Y
RAA20.	ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)	Y
RAA21.	PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)	Y
RAA22.	VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)	Y
RAA23.	CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)	Y
RAA24.	CONDOMS (JUNE 2005)	N
RAA25.	PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (APRIL 2010)	Y

Section 7: List of Attachments

Please request attachments below by sending an email to InfoProc@globalcommunities.org using **“IBDSEC RFA Attachments”** in the subject field. All attachments must be submitted with the Application.

- Appendix A – Pre-Award Assessment for Financial Responsibility
- Appendix B – Budget Template
- Appendix C – Budget Narrative Template
- Appendix D – Evidence of Responsibility
- Appendix E – Questions and Answers