



USAID | RWANDA

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Subject: Request for Applications (RFA) Number RFA-696-11-000003,
 Rwanda Dairy Competitiveness Program II (RDCP II)

The United States Agency for International Development (USAID) is seeking applications for an Assistance Agreement for funding to support a program entitled “Rwanda Dairy Competitiveness Program II (RDCP II)”. The main objective of this program is to reduce poverty through expanded marketing of quality milk that generates income and employment, and improves nutrition of rural households. The authority for this RFA is found in the Foreign Assistance Act of 1961, as amended.

The Recipient will be responsible for ensuring achievement of the program objectives as described in the Program Description. Please refer to the Program Description in Section I for a complete statement of goals and expected results

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

Applicants under consideration for an award that have never received funding from USAID will be subject to a pre-award audit to determine fiscal responsibility, ensure adequacy of financial controls and establish an indirect cost rate.

Subject to the availability of funds, USAID intends to provide approximately US\$15,000,000 in total USAID funding to be allocated over a five year period. A cost share minimum of **20% of the USAID-funded amount** is required for this program. USAID reserves the right to fund any or none of the application(s) submitted in response to this RFA.

This RFA consists of this cover letter and the following:

- Section I Funding Opportunity Description
- Section II Award Information
- Section III Eligibility Information
- Section IV Application and Submission Information
- Section V Application Review Information
- Section VI Award and Administration Information
- Section VII Agency Contacts
- Section VIII Other Information
- Annex A Standard Provisions
- Annex B Certifications, Assurances and Other Statements of Applicants

Award(s) will be made to the responsible applicant whose application offers the greatest value to the U.S

Government. 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 cooperative agreement(s) cannot be made until funds have been fully appropriated, allocated and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant. Should circumstances prevent USAID from making an award, all preparation and submission costs are at the applicant's expense.

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

This RFA and any future amendments to it can be downloaded from <http://www.grants.gov>. Select "Find Grant Opportunities" then click on "Browse by Agency", and select the "U.S. Agency for International Development" and search for the RFA. In the event of an inconsistency between the documents comprising this RFA, it shall be resolved at the discretion of the Agreement Officer.

Any clarification questions concerning this RFA should be submitted in writing to Camille Garcia, the Regional Agreement Officer, via e-mail at cgarcia@usaid.gov with a copy Geraldine Kyazze, Sr. Acquisition and Assistance Specialist at gkyazze@usaid.gov by the date and time listed at the top on this cover letter.

Electronic submission of applications is required. The Applicant must submit the application in two separate parts: (a) technical, and (b) cost or business application to Camille Garcia, the Regional Agreement Officer via e-mail at cgarcia@usaid.gov with a copy Geraldine Kyazze, Sr. Acquisition and Assistance Specialist at gkyazze@usaid.gov.

The Applicant must submit an application by the closing date and time listed at the top of this cover letter. Applications must be directly responsive to the terms and conditions of this RFA. Telegraphic or fax applications are not authorized for this RFA and will not be accepted.

To be eligible for award, the applicant must provide all required information in its application, including all the requirements found in any attachments to this RFA.

Sincerely,

//signed//

Camille Garcia
Regional Agreement Officer
USAID/EAST AFRICA

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SECTION I – FUNDING OPPORTUNITY DESCRIPTION

1) PROGRAM DESCRIPTION

RWANDA DAIRY SECTOR COMPETITIVENESS (RDSC) PROJECT II

INTRODUCTION

USAID/Rwanda intends to provide support for a program under the U.S. Government’s Feed the Future (FtF) Initiative. The goal of the FtF, “*to sustainably reduce poverty and hunger*” aligns with the Government of Rwanda’s (GOR) goal under the Strategic Plan for the Transformation of Agriculture II, commonly referred to as PSTA II, which is “*to increase output of all types of agriculture products with emphasis on export products, which have high potential and create large amounts of rural employment; this under sustainable modes of production.*”

The Rwanda Dairy Competitiveness Program II (RDCP II), aims to reduce poverty through expanded marketing of quality milk that generates income and employment, and improves nutrition of rural households. The RDCP II will achieve its poverty-reducing impact by linking existing and new smallholder dairy producers to expanding market demand driven by improved quality, reduced transaction costs and increased investment all along the dairy value chain.

Quantities and quality of raw milk as it reaches processors and consumers largely determines the competitiveness of a dairy industry. The RDCP II will foster upgrading all along the dairy value chain that results in higher quality raw milk reaching processors and consumers at stable or lower cost per liter. The upgrading process will involve investment and improved management practices at key points along the value chain, from smallholder producer to milk cooling centers (MCC) and milk transporters. Progress in improving the competitive position of Rwanda’s dairy industry will be measured by tracking volumes, costs and contaminant loads of milk delivered to processors.

The RDCP II will build on four core outcomes of the first USAID/Rwanda investment, the Rwanda Dairy Competitive Project (RDCP, 2007-2011):

- Capacity was developed to monitor milk quality, including support for the establishment of a private Dairy Quality Assessment Laboratory (DQAL);
- Dairy value chain actors, including Government of Rwanda officials, smallholder producers, cooperative leaders, MCC managers, processors and others became familiar with quality standards and practices necessary to achieve consistent quality at stable or reduced raw milk prices;
- Dairy value chain actors were organized to self-direct value chain development and supported by the Government of Rwanda with an enabling quality regulatory framework; and,
- Dairy smallholders, mostly people living with HIV increased their capacity for increased and consistent milk production and marketing; and profitable dairy-related activities were developed.

The RDCP familiarized value chain actors with the concept of quality milk through pilot demonstrations and training workshops. The Project created a knowledge base of best practices and demonstrated appropriate technology and management systems for increased production and better milk handling. A service business, the DQAL was provided to the industry as a key tool to monitor results of investment progress in upgrading practices all along the dairy value chain. Value chain actors – milk vendors and cheese makers – were assisted to organize themselves to self-direct their own industry development. The Government of Rwanda responded to successes demonstrated in the RDCP, as well as other sector

investments (the East Africa Dairy Development Project, EADD, and the Dairy Cattle Development Support Project, PADEBL) by authorizing the Rwanda National Dairy Board, a public-private partnership, as the governing industry body charged with developing and enforcing standards in support of increased industry competitiveness, and managing domestic and regional market development and expansion.

I. BACKGROUND

A. Policy environment

Poverty rates have declined since the Comprehensive African Agriculture Development Plan (CAADP) was adopted in 2007, in large part, due to improved living standards in urban areas, however poverty remains extreme in some rural areas. Rwanda's economy depends on the agriculture sector for approximately 80 percent of the labor force and accounts for about a third of GDP.¹ Rwanda's agricultural output grew at a rate of almost 10% during the period 1996-2000, but has performed less well since then, with average growth rates of less than 5% from 2001-2006. In 2007 agricultural output hardly grew at all (0.7%), but in 2008 recorded a significant jump with growth rate of over 10% - due to increased Government of Rwanda (GOR) investments in the sector and good climatic conditions.

CAADP rests on four pillars which are: Land and Water Management, Market Access, Food Supply and Hunger, and Agricultural Research. CAADP's agenda is adopted by individual countries through country compacts and Rwanda was the first country to sign a country compact in 2007. The PSTA II accounts for Rwanda's adoption of CAADP and other national policy changes. PSTA II is currently the principal guiding document in Rwanda which implements its commitments to CAADP, coordinates partner activities and guides the development of the agricultural sector in Rwanda.² The Rwandan CAADP Compact is built on Rwanda's Vision 2020, the Economic Development and Poverty Reduction Strategy (EDPRS), the National Aid Policy and the Joint Donor's Statement.

PSTA II updates the previous 2004 PSTA I and covers the period 2009-2012 to coincide with the Economic Development and Poverty Reduction Strategy (EDPRS) timeframe.³ PSTA II reflects recent national strategies that have impacted the agriculture sector such as the broader EDPRS and the Decentralization Policy.

The specific objective of the PSTA II is to:

“Increase output of all types of agriculture products with emphasis on potentially exportable products that create significant rural employment under sustainable modes of production.”

Rwanda aims to transform itself into a middle income country by 2020 with a per capita GDP of US\$ 875.⁴ In order to do so Rwanda must achieve GDP growth rates of 7% to 9% annually, which is only possible by first using agriculture as the major engine of growth, with the industrial and services sectors overtaking agriculture by 2020.⁵

¹Labor force data comes from EICV 2005/06 Final Report. NISR estimated agriculture's share of GDP as 35 percent in 2010. In the last ten years, it has varied between 32 and 39 percent.

² Applicants should take note negotiations for the PSTA III have already started, which provides an opportunity for new policy actions to be integrated into the new medium-term agriculture strategy.

³Republic of Rwanda, (2008), Ministry of Agriculture and Animal Resources Strategic Plan for the Transformation of Agriculture in Rwanda – Phase II (PSTA II) Final Report February 2009

⁴Republic of Rwanda, Ministry of Finance and Economic Planning, RWANDA VISION 2020, Kigali, July 2000

⁵ Agriculture's role in Vision 2020 is to replace subsistence farming with a 'fully monetized, commercial agriculture sector by the year 2020.

In keeping with this vision USAID has therefore aligned FtF investments in the agricultural sector to assist the GOR to attain PSTA II and Rwanda's CAADP Compact goals. To date Rwanda has shown a high level of commitment to its own vision 2020 through excellent and clear policies, good governance and an appropriate regulatory environment.

B. Investment in the dairy sector

The livestock sub-sector is a major agricultural activity in Rwanda, plays a very important socio-economic role, and has considerable positive spill over effects to other sectors, such as nutrition improvements by increasing lipid and vitamin intake, and soil quality improvements through provision of organic fertilizer. Livestock and dairy development is integrated in the Rwanda's CAADP Compact and the Ministry of Agriculture's (MINAGRI) PSTA II. In fact, RDCP II will substantially contribute to the PSTA II's objective to increase agricultural productivity, diversify products, capture value along the commodity market chain, and create better market linkages that contribute to both economic growth and poverty reduction.

Through GOR programs like the *One Cow, One Family Program* and those funded by development partners, livestock numbers have increased significantly in the last few years. Milk production increased in volume by nearly 50 percent between 2007 and 2009⁶. Production since the introduction of the Program has increased five-fold between 2000 and 2008 growing at an annualized rate of about 8% per year (Figure7). However, there remains room for productivity growth. According to a recent report, milk production per cow per day remains relatively low for pure breed cows (Holstein-Friesians) averaging of 5.8 liters, cross breeds producing 4 liters (Holstein and Ankole) and indigenous producing 1.2 liters (Ankole). These averages are significantly below estimated local optimal daily output of: 22.5; 7; and 3 liters, respectively.⁷ Furthermore, quality remains low throughout the value chain, a 2009 MINAGRI report estimated that approximately 35% of domestic daily production is lost through spillage either during milking, transportation or through rejection due to loss of quality through adulteration or deterioration by the time milk is delivered to processing plants.

Based on GOR initiatives to expand livestock holdings and increase dairy production, cows have been distributed across the country, collection centers built, and new standards adopted. National-level policies that are in practice, or in development, such as "one-cup per child," continue to evolve with sector needs. However, there remain a number of yet-to-be addressed policy questions, such as those that would incentivize informal milk sellers to join the formal market, enforce milk quality standards, and address animal health, among others. MINAGRI's staff, already operating at very high level, has not been able to address the litany of policy issues, reforms, and dialogue originating from the private sector and other stakeholders.

⁶Office of the Ombudsman, NISR, and MINAGRI sources, 2010.

⁷SNV, 2010. Report: The Rwanda Dairy Sector Value Chain Analysis

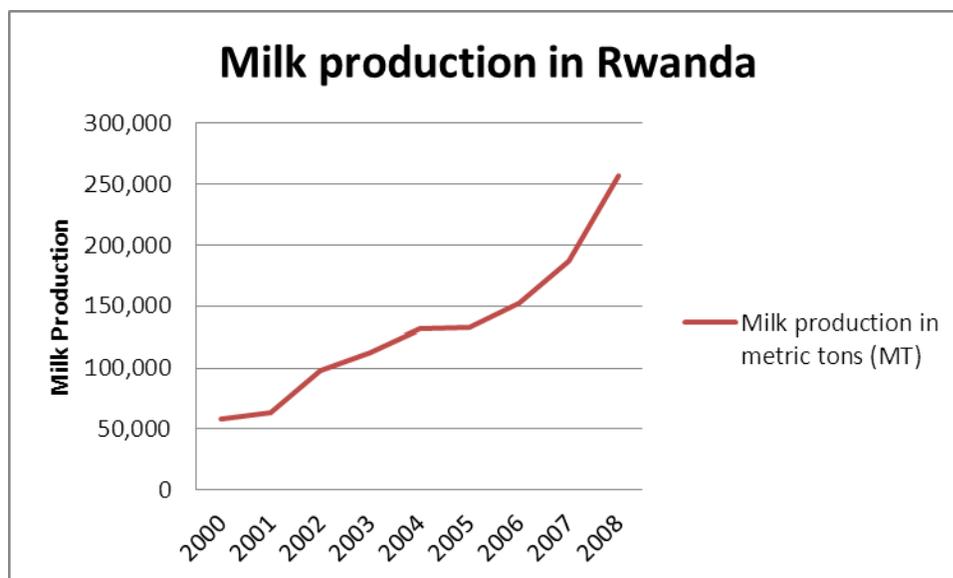


Figure 7: Increases in milk production from 2000 to 2008⁸

This increase in production has been complemented by investment in milk marketing infrastructure, primarily milk cooling centers (MCCs) in order to ensure that expanded production results in higher incomes for producers. Currently, a follow-on project is being developed by the African Development Bank, the Livestock Infrastructure Support Program (LISP). The LISP will expand availability of dairy-related rural infrastructure, especially water supply for livestock farmers and feeder roads to improve market access for dairy farmers. The LISP will build on the PADEBL by supporting upgrading of milk handling practices at MCCs that improve quality of milk delivered into the market.

USAID/Rwanda's contribution to this significant increase in milk production was the Rwanda Dairy Competitiveness Project (RDCP, 2007-2011). The RDCP contributed to dairy sector development and modernization through three main activities:

- Training and demonstration to improve handling of milk in support of enhanced dairy sector competitiveness ;
- Support to the formation and organization of the Rwanda National Dairy Board with representative membership from most of the dairy industry actors; and
- Skills training and support for enterprise development in order to integrate people living with HIV into milk production and marketing and profitable dairy-related activities.

II. USAID STRATEGIC OBJECTIVES

USAID/Rwanda's Economic Growth and Agriculture Strategic Objective (SO) is to "Expand Economic Opportunities in Rural Areas." This SO seeks to expand economic opportunities in selected locations through strategic partnerships and increased incomes from both on-farm and off-farm employment. USAID/Rwanda's focus on economic opportunities in rural areas aligns with U.S. Government FtF (FTF) Initiative objectives, specifically in improving agricultural productivity, linking smallholders to markets and trade, and increasing access to agricultural finance, all of which are reflected as intermediate results in the current Economic Growth results framework.⁹ It is expected that the RDCP II will directly impact

⁸Office of the Ombudsman in Rwanda, 2010

⁹ Annex A for complete Economic Growth Results Framework.

each of the three intermediate results, and establish linkages with other USAID/Rwanda funded programs. The RDCP II will contribute to the achievement of FtF Initiative goals and objectives in Rwanda. Improving the productivity of smallholder dairy herds and expanding the marketing of quality milk will increase household income and generate employment (increasing food access) as well as increasing the supply of milk for pregnant and nursing mothers and infants (improving food availability). The RDCP II will build on the successes of the previous Mission investment in the dairy sector, the RDCP. As with the RDCP, the RDCP II will complement investments in the sector by the a) Bill and Melinda Gates Foundation; b) the East Africa Dairy Development Project, (EADD, implemented by Heifer International; and c) the African Development Bank-financed Dairy Cattle Development Support Project, PADEBL. The RDCP currently targets Rwanda's eastern dairy belt, reaching approximately 4,000 dairy farmers directly.

USAID/Rwanda just completed an evaluation of the RDCP. That evaluation recommended continued investment in the dairy sector as part of the Mission's broader FtF Initiative Multi Year Strategy. The Rwanda Dairy Competitiveness Project II (RDCP II) is guided by principles and recommendations from that evaluation's report.

The RDCP has also been instrumental in building consensus among sector stakeholders for improved policy at the national level, resulting in the recent establishment of the Rwanda National Dairy Board (RNDB). With the support of the RDCP, the RNDB has evolved as the leading advocate for the introduction of milk quality standards. An evaluation of the RDCP, completed in early 2011, recommended continued support to the dairy industry for engaging in policy dialogue with the GOR; expanding work at the producer level, which, in the space of a few years, led to 30 percent more milk produced from the introduction of simple and cost-effective measures; and continued efforts to improve milk quality, particularly through the introduction of basic food safety standards and product traceability.

III. PROBLEM STATEMENT

Rwandan Dairy Value Chain Constraints: The Rwandan dairy industry continues to be plagued by low quality raw milk, a lack of incentive for producers to take risk and upgrade production resources and practices, fragmentation, and inefficiencies all along the value chain. The sector is characterized by smallholders' challenges: high costs of production and marketing; low on-farm productivity; and serious quality issues, all of which ripple through the supply chain making additional domestic product development difficult, competition with regional processors more intense, and regional standards challenging to enforce. Poor management and inefficiencies along the dairy value chain create raw milk supply uncertainty and high costs of production, impacting profitability and returns on investment.

The informal (raw milk market) dairy sector incentive structure focuses on operating a risk-averse business with known suppliers, and most likely regular customers. However, this value chain is plagued by losses of milk due to spoilage and may be creating health risks for consumers.

The RDCP trained managers and technicians in eleven MCCs, owned by cooperatives that serve more 1,100 farmers in the Eastern Province and assisted the establishment of the DQAL that is now capable of providing milk testing services to producers, MCCs and processors.

A pilot effort under the RDCP demonstrated that with smallholders responded to a minimal price incentive of 10 RwF per liter (an approximately 5% differential over the market prices of RwF 200) with milk that was substantially above minimum quality standards (<one million bacteria). The Project also demonstrated to MCC technical staff better milk handling procedures including timing of delivery of milk, segregation of bulked milk by quality and washing and sterilization of milk cans before they return to the farm. Processors and milk vendors in Kigali are demanding higher quality milk, in more efficient volumes. Despite this demand and the expanded learning in the RDCP, investment in the value chain at

milk collection centers and processing facilities has not been met with requisite investments in human, infrastructure and institutional capital, and demand-side creation for higher product standards. Distribution channels exist to transport milk from collection centers to retailers. However, having demonstrated that farmers can improve their milk quality, and MCCs can cool it, the weakest link in the value chain is now milk hauling. Milk cans are not refrigerated and transported during the day, which frequently results in milk being delivered at a much lower quality level than when it was sent.

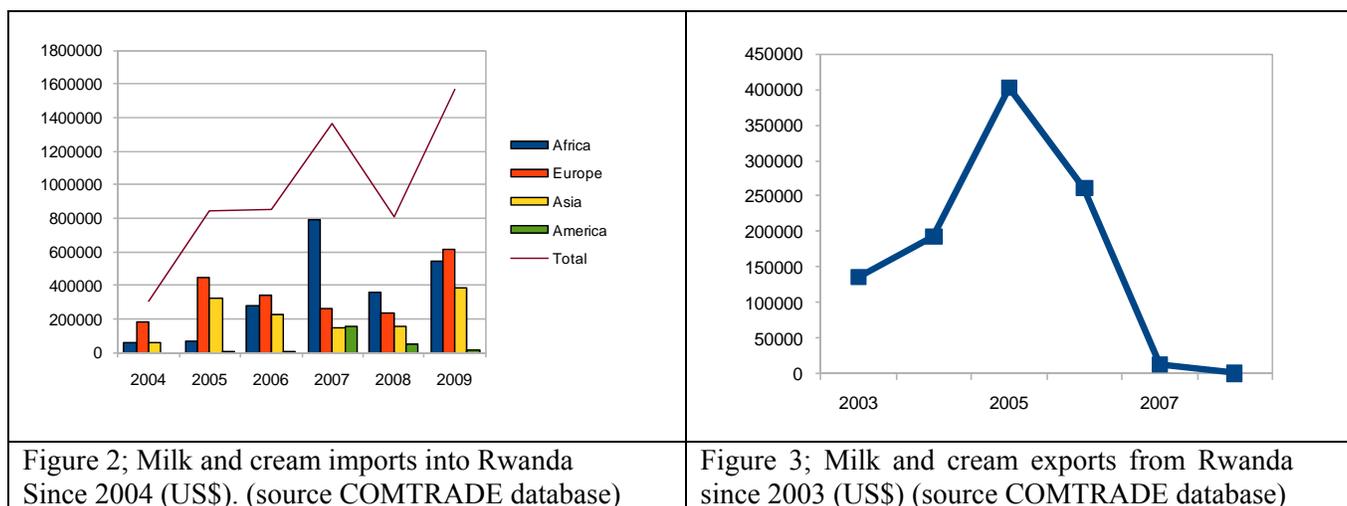
Institutional and Consumer markets for milk are underdeveloped. In general, the local urban market is not educated and aware of milk quality parameters although ready to buy under certain range of prices. A milk audit/survey conducted in 2008 notes that Rwanda consumers do not have the purchasing power to pay for processed high-end milk often UHT, but Rwandans are willing to pay an extra, 50-100 RwF for higher quality raw milk. Nearly 2/3 of respondents to a survey of Kigali indicated that someone in their household received a monthly salary between 30,000 RwF and 100,000 RwF, which should be sufficient to facilitate payment of a small premium for higher quality milk. Over 20% of survey respondents bought boiled or fermented (ikivuguto) milk at 250-499 RwF per liter, and 38% of respondents bought fresh milk at RwF 250-349 per liter. This suggests that Rwandan consumers have varying levels of purchasing power and are willing to pay higher prices for safer milk.

After diffusion by the Rwanda Bureau of Standards in the beginning 2009, RDCP trained managers and technicians in a dozen MCCs in the Eastern Province in milk quality, and supported testing of raw milk samples for bacteria and other contaminants. Recently, the RDCP has been commissioned by the Rwanda National Dairy Board to create a pricing system for raw milk based on quality standards. The next steps will be to assist the roll-out of this new pricing framework and monitoring its impact on milk markets and consumer perceptions the implementation of which will involve raising awareness and educate all the actors of the value chain so it can respond to the price differentiation. Channeling strategic activities and setting up catalyst models could impact the whole value chain from the consumers down to the producers. RDCP also worked on increasing milk productivity by training and supporting farmers living with HIV in cattle management skills, with the goal to enhance economic and nutrition well-being. RDCP findings revealed successful achievements with farmers living with HIV in the Eastern province. However, this focus group is too small to have an impact on national level. On another side, the RDCP failed to show tangible results in term of quality improvement along the dairy value-chain. The evaluation showed that RDCP focused exclusively on few specific value chain actors: only few MCCs in the Eastern province participated in the project milk clean-up activity, and one processor has been approached to create the link with these MCCs to guarantee market for high quality and high end dairy products.

Elements of the Rwandan Dairy Market: The backbone of the formal dairy industry is the existence of approximately 40 MCC's in Nyagatare, Gatsibo and Rwamagana districts linked to both the semi-formal 1300 to 1400 kiosks based milk sellers in Kigali and to the few processors in the country. It is likely that the bulk of milk produced in Rwanda is consumed by farmers and their families or via local informal sales direct from the producers and MCC's. The reason is that 'night milk', that is, the evening milking of smallholder dairy farmers is seldom, if ever, formally sold.

The formal dairy sector (which does not include the MCCs and milk sellers) is smaller and consists of a small number of dairy processors, of which the most important is Inyange Dairies East of Kigali. There are also a number of larger dairy herds (>80 heifers) just east of Kigali. Processors supply chains are typically from a small number of commercial farms, most near Kigali, and MCC's that can regularly meet basic quality tests. A rough estimate of the milk sold in Rwanda from local production is about 100 million liters annually by kiosk sellers, and about 20 million liters annually through the formal processor-retail store markets, which equates to slightly more than 11 liters per person per year. In Kenya, for example, the estimated total annual milk production was 3.5 billion liters in 2007, which equates to slightly less than 88 liters per person per year.

Trade data for milk is only available to the end of 2009. Imports of milk and dairy products are quite low in relation to the size of the domestic market at about 1.6 million liters (in 2008). However, imports have increased five-fold since 2004 and the rate of increase shows no signs of slowing down. In addition, Kenya has emerged as a significant player in the imported milk sector – largely at the expense of Europe (Figure 2). A further factor is the exit of Rwanda from formal dairy exports to other countries in the region in recent years (Figure 3). In addition to the milk production and marketing and traditionally fermented milk (ikivuguto) by the kiosk outlets a small number of processed milk products are produced and marketed in Rwanda.



IV. PROGRAM GOALS AND OBJECTIVES

Drawing from the PSTA II and USAID\Rwanda’s FtF Initiative goals, RDCP II’s objectives will contribute to enhance agriculture sector growth and reduced poverty and hunger through targeted investments in selected dairy value chain activities. Also, RDCP II will contribute to the FtF strategic objective of “*increase of expenditures of smallholders’ households.*”

To balance RDCP II’s and FtF’s growth and poverty goals, the RDCP II must offer a pathway that moves the dairy sector toward a vision of sustainable improvements that:

- Ensures an enabling environment to support the growth and regional competitiveness of the dairy value chain. The RDCP II will deal with broad policy issues as well as more focused actions that impact dairy sector productivity and access to investment;
- Fosters dairy value chain growth and competitiveness that benefit men and women smallholders; and
- Addresses the needs of chronically vulnerable populations by ensuring they are included as Project beneficiaries.

Conceptually, RDCP II is designed to support a regionally competitive industry in Rwanda. Additionally, the project allows for sub-intermediate level results which flow from its investment plan.¹⁰

RDCP II will closely link with other existing and planned FtF and GOR programs, leveraging expertise, technical services, and other resources provided by those programs. For example, the Project will seek

¹⁰ Proposed results framework for RDCP II is found as Figure 4, presented below.

linkages with USAID's integrated water resources program and rural roads project, as well as the GOR's One-cow per poor family, safety net, and Vision Umurenge 2020 programs.

RDCP II will facilitate investment and behavior change all along the dairy value chain. The Project will facilitate improved milk quality and increased quantities of quality milk flowing from smallholder farms by expanding access to best practices, that is, animal husbandry and quality control techniques, and increasing knowledge and skill levels across the dairy value chain. The RNDB will be strengthened as a public-private partnership, leading policy discussions and changes around milk quality and sector competitiveness issues. To assist the GOR to lead these efforts, the Project may embed technical service support in selected GOR agencies. The Project will work with cooperative leaders, MCC managers and technicians, milk haulers, and the DQAL to monitor, report, and verify that milk meets national, and later, Common Market for Eastern and Southern Africa, COMESA quality standards. Previous experience shows that an additional 10 RwF per liter incentivized smallholders to significantly reduce bacteria counts. Economic incentives will encourage project beneficiaries to invest and/or diversify income earning strategies, which could include expanding participation in other areas of the dairy value chain, i.e. cheese making, feed supplements, etc.... The project will facilitate and encourage retailers to pay more for higher quality milk by engaging milk retailers to promote 'marks of quality' and other public awareness campaigns that drive demand and differentiate milk quality at the retail level.

In order to ensure sustainability of project results, the implementer shall facilitate the strengthening of the RNDB as an industry-wide advocate by assisting the integration of new stakeholder members, facilitate development of alternative approaches to dairy value chain constraints and challenges, and empower dairy sector stakeholders to independently lead sector development.

V. GEOGRAPHIC FOCUS

There are two dimensions of intervention which affect the geographical scope of the project.

1) Major dairy production areas, also referred to as 'milk-sheds,' in Rwanda are shown in Figure 5 (red ellipses). The RDCP focused on the production zone in the northern and central parts of Eastern Province, but there are other production areas in parts of Northern and Western Provinces, around Kigali City and the central part of Southern Province. The dairy value chain map for Rwanda, shown in Figure 6 on the following page, shows the range of interventions in terms of the value chain and where other donor activity is concentrated and where there are opportunities for leveraging – particularly in terms of the enabling environment.

Figure 5: Dairy production areas in Rwanda for field level interventions

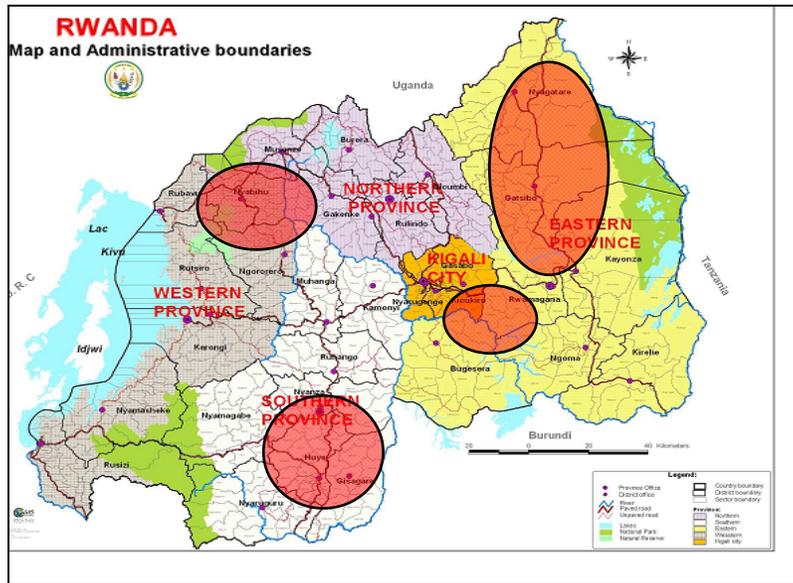
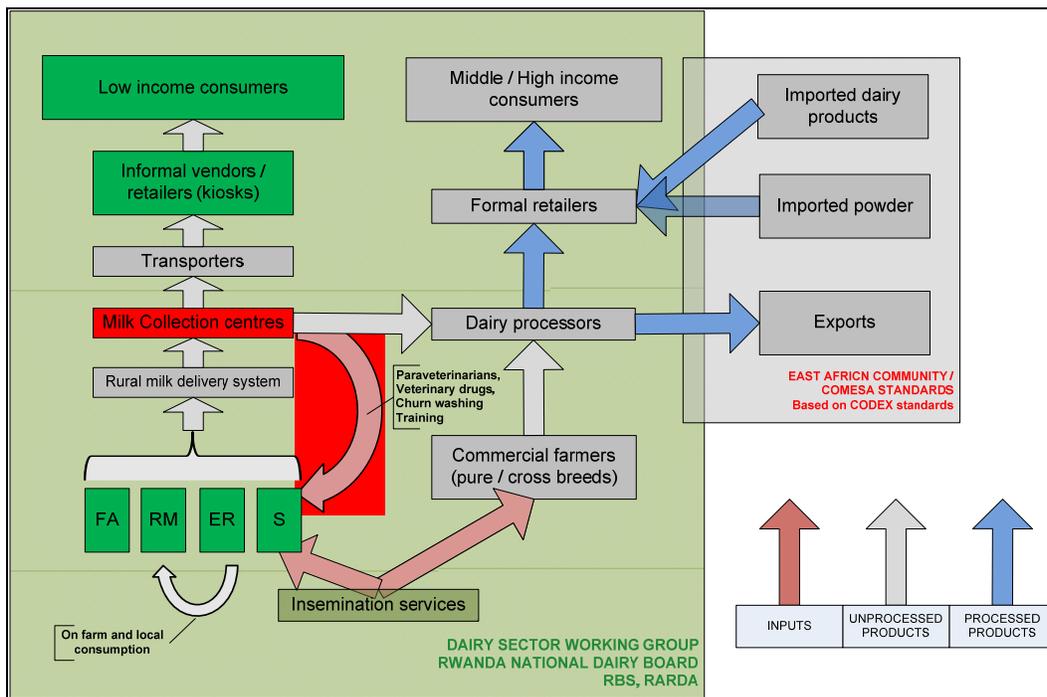


Figure 6; Dairy sector value chain map for Rwanda showing area of existing intense donor activity with opportunities for significant leveraging (red), and interventions areas (green) where USAID Dairy Competitiveness Project I has been focused and had most impact.



2) The geographic coverage of complementary activities, particularly those supported by USAID/Rwanda, must be also considered. Upcoming activities include the planned integrated water resources program, a feeder roads project, and an integrated livelihoods program. There is also an ongoing development credit guarantee with a local financial institution, with the objective of increasing lending to specific value chains, including dairy.

While further research and consultations are necessary to identify entry points, confirm operating costs, and consider a sequenced expansion strategy, this geographic scope provides an adequate and important foundation for program planning.

VI. PROJECT COMPONENTS, ACTIVITIES AND EXPECTED OUTCOMES

USAID/Rwanda seeks to address competitiveness issues by supporting both the supply and demand side investments in the dairy value chain. USAID/Rwanda seeks supply side interventions that work within the dairy value chain to improve services accessibility to rural smallholder dairy farmers in targeted geographical areas, increasing capacity among selected suppliers, trainers, and institutional networks in advancing animal management, addressing quality control bottlenecks, and new product development/marketing methods. On the demand side, RDCP II will facilitate demand for reliable, quality milk from targeted beneficiary cooperatives and MCCs to enable them to profit from higher milk prices, thereby increasing household economic resiliency.

In addition to designing interventions to bring the supply and demand sides together the RDCP II shall stimulate increased economic opportunities amongst the rural poor and provide innovative solutions throughout the value chain, creating opportunities for milk transporters, retail milk sellers, and other dairy value chain operations to take advantage of skills development that will create viable business with eager clients.

Improving quality throughout the Rwandan dairy value chain requires not only expansion of access to information and best practices, but also effective policy advocacy, driven by sector representatives. Thus, RDCP II will work with targeted beneficiaries to deepen advocacy efforts and outreach that will have a lasting positive impact, while ensuring capacity building efforts are consistent with the goal of transitioning implementation to local systems.

A. RDCP II Theory of Change

The RDCP II builds on the successes of the RDCP, proceeding from a **theory of change** that defines Project strategy:

- Smallholder producers are capable of producing quality milk and will respond to quality incentives by implementing improved cow and milk management practices;
- Processors and consumers will value the benefits of improved raw milk quality and send signals to value chain actors with through prices and purchasing power.
- Working together, with informed and empowered sector leaders, the Rwandan dairy sector can compete for market share in domestic and export markets.

The RDCP II development hypothesis is that **improving raw milk quality and efficiency of production and marketing all along the dairy value chain will pay high returns to public and private investment.**

Improved quality of raw milk and the incorporation of quality messaging into consumer education and promotion campaigns will result in increased demand from consumers and processors for raw milk. This growth in demand will foster increased investment in facilities and equipment and adoption of quality-enhancing raw milk management practices all along the dairy value chain. Increased quality will reflect improved efficiency of production and marketing practices, and provide the underpinning for stable or reduce prices of domestic milk and dairy products for consumers and open up the possibility of exports across regional borders. This is the core of a successful strategy to increase the competitiveness of Rwandan dairy sector.

The RDCP II will facilitate strengthening of the capacity of a number of value chain actors, especially

those who serve as “**change agents**” in the upgrading processes that will define sector competitiveness. These include:

- Smallholder producers, many of them are beneficiaries of the One cow per poor family or persons living with HIV/AIDs and a large percentage of them women;
- Providers of dairy-related services and inputs, including milk quality laboratories (DQAL, Rwanda Bureau of Standards), dairy producer cooperative leaders and MCC managers and technicians, artificial insemination and animal health services providers (the Rwanda Animal Resources Development Agency (RARDA) and private services providers, e.g. Eastern Region Animal Genetics Improvement Co-operative (ERAGIC) and vendors of dairy feeds and pharmaceuticals;
- Processing plant owners, including cheese makers;
- Milk vendors (kiosks, coffee shops) selling raw milk and traditional cultured milk (ikivuguto)

Leaders will arise from each of these groups. All of these, and other actors have a vested interest and a role in improved the competitiveness of Rwandan milk and dairy products and will be considered partners in the upgrading of knowledge and practices all along the dairy value chain. Through training, demonstration and linkage horizontally and vertically these change agents will gain new skills and tools to drive upgrading processes. Progress in reaching improved competitiveness will be measured at farms, processing plants and businesses owned and operated by these change agents.

B. RDCP II goal and expected results

The goal of the RDCP II is: *Rwandan dairy products are competitive in regional markets.*

Competitiveness of dairy products is defined by a number of conditions and states including cost and quality of raw milk as it moves from farm through processing plant and to end markets and the ability of processors and exporters to innovate and meet end market demand for cost, packaging, delivery timetables, etc....

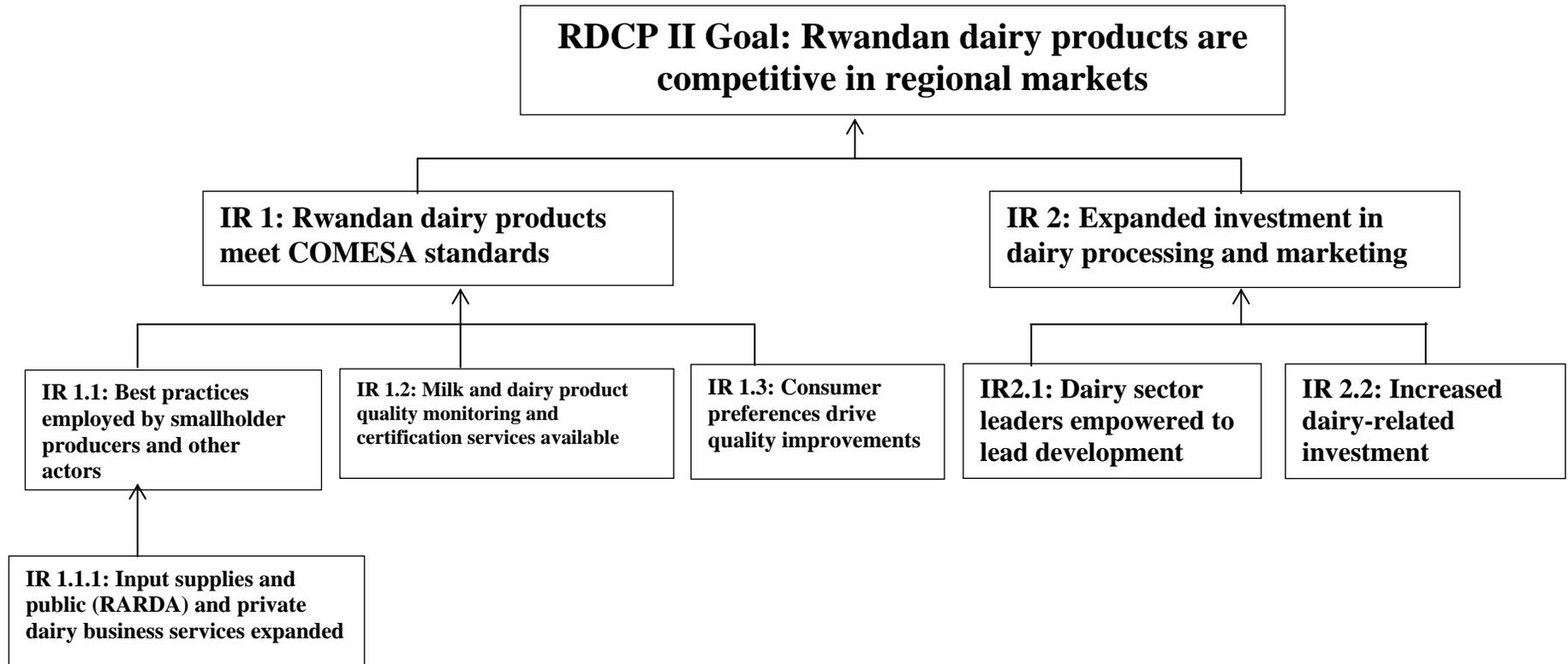
The Results Framework for the RDCP II (figure 4) defines a number of intermediate results that USAID/Rwanda believes are necessary to achieve in order to meet the overall project goal. First, in order to cross regional borders, Rwandan milk and dairy products must eventually meet COMESA standards (IR 1). The ability to do so requires investment and behavior change all along the dairy value chain, and quality monitoring services to assess and certify the success of value chain actors in implementing management practices designed to produce and market milk of highest quality.

Rwandan stakeholders, including public sector agencies and private sector firms and associations all have a role in improving the performance of the dairy value chain. Private investment is needed all along the value chain, from smallholder farm level through transport, MCC, processing and retail. Sector stakeholders have to be empowered with information and laws and regulations to drive and direct the value chain upgrading processes that will result in greater volumes of high quality milk being made available to processors and traders, and eventually to consumers. The RDCP made significant progress in assisting stakeholders to align themselves around quality and competitiveness issues, with the Rwanda National Dairy Board and the MINAGRI’s Dairy Sub-Sector Working Group emerging as the convening body for the sector. RDCP II will continue to strengthen and empower stakeholder groups, build stronger relations between the private sector actors in the dairy sector and GOR agencies responsible for policy, services and protection of the public health. Forums including the RNDB and the MINAGRI’s Dairy Sub-Sector Working Group will be empowered with information generated through RDCP II expert consultancies and contract research. The impact of stakeholder and public sector action will result in higher volumes of high quality milk reaching MCCs, kiosks and processors. As increasing number of

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investors recognize opportunities in the domestic and regional markets for new dairy products, the RDCP II will assist them to link up with sources of financing that will buy down risk.

Figure 4: Results Framework for Rwanda Dairy Competitiveness Project II



Intermediate result (IR) 1.0: Rwandan dairy products meet COMESA standards: The RDCP II envisions an upgrading of cow and milk management practices and investment all along the Rwandan dairy value chain that will result in significant improvement in raw milk quality and greater, more efficient and more consistent volumes of milk. Bacterial contamination, as well as other contaminant threaten public health and reduce the ability of processors to utilize raw milk for manufacture of dairy products. Grading standards that correlate with bacterial contamination (colony-forming units, CFU, per ml of milk) will provide the index to measure progress in improved management of milk and cows. COMESA standards have evolved through a process of policy research and dialogue among member-countries assisted by the USAID Regional Agricultural Trade Enhancement Support (RATES) Project (2003-2008). More recently the RDCP assisted the RNDB, MINAGRI and other stakeholders to agree on Rwanda national standards to be managed and implemented by the Rwandan Bureau of Standards (RBS, table 2).

Table 2. COMESA and Rwandan grading standards for raw milk (in CFU/ml)

	COMESA Standards	RBS Standards
Grade		
Grade I	<200,000	<500,000
Grade II	200,000 – 1,000,000	500,000 – 1,000,000
Grade III	1,000,000 – 2,000,000	1,000,000 – 5,000,000
Grade IV	N/A	>5,000,000

Smallholders who engage in this upgrading process will be rewarded with higher payment for milk that meets quality standards and will experience increased productivity from their cows as levels of mastitis decline. Increasing volumes of quality milk will provide opportunity for the Rwandan Milk Sellers Association (RMSA) and the Cheese Makers Company to implement a quality seal program and to feature the safety and quality of local milk in milk market-building promotional campaigns. Processors will see a) lower costs as more milk reaches reception docks in good condition for processing, b) have confidence in promoting Rwandan dairy products in regional markets and c) be able to move product across borders more easily as raw milk and dairy products pass quality testing. Consumers will increasingly drive upgrading processes as they become better educated and support quality standards with their purchases at restaurants, coffee shops and kiosks that are certified to be purchasing high-quality raw milk, have made investments in appropriate equipment and shown to implement best milk and milk product handling practices.

RDCP II will build both public and private sector capacity to assist value chain actors to improve production practices and meet COMESA milk quality standards. The results will be higher quality products with increased market value. RDCP II envisions that the Rwanda National Dairy Board will set standards, educate value chain actors as to their meaning and assist them to access support to meet standards. The RNDB may develop and promote a sector-wide system of quality standards recognition (Seal of Quality) that recognizes the success of smallholders, transporters, MCCs and processors to meet standards. The Board will work with other public sector agencies to use standards in promoting expanded domestic milk consumption and exports that will protect the public health. Initial goals are to educate and challenge smallholder producers to meet Rwandan grade standards which are lower than COMESA standards. As skill levels and infrastructure investment expand all along the dairy value chain, the goal will be a greater percentage of raw milk moving in Rwandan markets qualify Grade I under both the Rwandan and the COMESA standards.

IR 1.1: Best practices employed by smallholder producers and other actors: The RDCP introduced to smallholders “best practices” for achieving high levels of production of quality milk consistently across the year. MCC managers and technicians were trained and supported to understand the importance of proper milk handling practices. The level of understanding of quality standards and best management practices increased across the value chain, reinforced by emerging policies on quality monitoring and control at the national level. By the end of the prior dairy project, enough learning was achieved that sector leaders and the GOR are poised to implement a national dairy sector competitiveness enhancing program based on quality standards. Success of that national program will depend in part on rewards for upgrading of facilities and practices being translated across the value chain. Through pilot efforts in the prior project, smallholder producers demonstrated ability to improve quality of milk delivered to markets in response to a premium price reward for implementing very simple quality-enhancing practices.

Managers of cooperatives and MCC technicians understand quality standards and are implementing more rigid testing regimes at MCC reception doors. Simple management practices such as can-washing and sanitizing before cans are returned to the farm have been introduced and show promise in management systems to raise milk quality.

Competitiveness of milk markets also depends on consistency of raw milk supply across the year. Dry season depression in milk production in most areas of Rwanda is severe, resulting from a lack of forage supplies. Smallholders, many of them persons living with HIV/AIDs saw the benefits of using molasses and preserving forages as silage for dry-season feeding.

The RDCP II will build on initial successes in prior project with support for increased skills levels and upgrading all along the dairy value chain. A key target group will be milk transporters whose services are required to maintain quality between MCC and processing plant, kiosks or coffee shop. The RDCP II vision is that understanding of the connection between quality standards and cow productivity and consumer knowledge of the importance of quality in milk and milk products consumed will drive demand for inputs and services that support increased quality. Increased quality will allow for greater product innovation at processing level and facilitate expansion of marketing domestically and in regional markets (IR 2). As quality standards become more important, input suppliers and dairy business services providers will see increasing demand for their products and services. The RDCP II will assist private sector input and services suppliers, and public sector agencies – RARDA extension agents, MINAGRI and municipal inspectors – with training and technical assistance (IR 1.1.1) to expand their capacity to meet the service needs of actors all along the dairy value chain.

Expected outcomes:

- Increasing numbers of smallholders will be purchasing and using affordable inputs and services and implementing appropriate management practices to improve milk quality and increasing consistency of production across the year;
- Input suppliers and dairy business services providers, including RARDA, will implement, training and technical assistance programs that focus on improved milk quality and year-round consistency of production;
- Cooperatives and the MCCs will be identified by the quality and consistent quantity of milk they are able to deliver;
- Increasing amount of milk tested at MCC reception gate meets Rwandan and COMESA standards;
- Increasing amount of milk reaching processors and milk vendors meets Rwandan and COMESA standards;

Illustrative activities:

- On-farm and within-MCC pilot demonstrations of milk handling and cow feeding practices to increase quality and consistency of production;

- Training of trainers (TOT) – RARDA extension agents, cooperative technicians and extension staff, new input micro-entrepreneurs, others – in best practices;
- Assistance to establish monitoring of quality at farm level, possibly including appropriate SMS-based reporting of quality from MCC and/or DQAL back to smallholders

Indicators to measure success:

- Number of new dairy-related production and milk handling technologies adopted by smallholders (disaggregated by gender);
- Percentage of smallholder producers demonstrating improved milk quality;
- Liters of milk marketed by MCC, by grade and month
- (Others appropriate indicators proposed by the applicant)

IR 1.1.1: Input supplies and public (RARDA) and private dairy business services expanded:

Expanded demand for raw milk in domestic and regional export markets will drive increased opportunity for smallholder producers. Increased domestic demand is expected to result from consumer education and milk consumption campaigns (IR 1.1.3). Rwandan milk will increasingly be recognized for quality as the national effort managed by stakeholders themselves gains experience (IR 2.1). Probability of success will be enhanced as the RDCP II supports increased milk quality monitoring capacity (IR 1.2). Smallholders and MCCs that are part of this new quality-driven dynamic will be those that are able to meet quality standards, and deliver raw milk to traders and processors on a consistent basis, year-round. For an increasing amount of milk to achieve higher grading standards and for the consistency of milk supplies reaching markets to be improved, smallholders and MCC managers and technicians, milk transporters and traders will require expanded access to inputs and services – training and technical assistance from dairy-related input and business development services providers. Established input suppliers – vendors of feed supplements such as molasses and milling by-products, salt and minerals, forage and fodder seed – will expand their business into new areas. New vendors, including people living with HIV/AIDS (PLWHAs), will enter the business, starting in their local communities. Some businesses may start small, based on one or two products such as hand and can washing soap or molasses. The RDCP II will facilitate expansion of dairy-related businesses as part of efforts to assist smallholders, producer associations and cooperatives, transporters and processors to access financing (IR 2.2).

Concerning livestock extension services evolution, USAID also considers the project assigning technical assistance advisor(s) embedded in MINAGRI and/or key agency to support livestock and milk quality policy development, to foster strong monitoring and evaluation, and to develop an analysis that will inform policy dialogue and GOR investment prioritization.

Expected outcomes:

- Smallholder producers using new inputs and equipment to improve milk quality and consistency of production across the year;
- Increasing sales of feed supplements, milk handling equipment and supplies, approved pharmaceuticals and agro-chemicals, frozen semen and AI services, etc.

Illustrative activities:

- Training of trainers and existing and new input vendors and services suppliers;
- Technical advisor(s) embedded in MINAGRI and/or its key agencies.
 - Advisor(s) shall focus on broad thematic policy development that balances sector growth, quality control training, monitoring and evaluation, among other areas of strategic need for MINAGRI. TA advisors must have MINAGRI counterpart.
 - Technical assistance advisor(s) should assist on a day to day basis with capacity building efforts to MINAGRI and/or its key agency while at the same time help develop analysis,

surveys, and other products agreed in consultation with MINAGRI counterpart to inform policy dialogue and reform, and influence GOR investment prioritization.

- Advisor(s) shall be placed in MINAGRI, or one of its agencies, for the duration of two years.

Indicators of success:

- Number of smallholders (disaggregated by gender) using new appropriate inputs and/or applying new management techniques to improve productivity and milk quality;
- Increased volume/weight/number of inputs used by members of targeted producer cooperatives

IR 1.2: Expanded access to milk and dairy product quality monitoring and certification services:

The RDCP complemented the focus on milk quality with assistance for the establishment of a private laboratory – the Dairy Quality Assessment Laboratory (DQAL) – that was equipped to provide services to MCCs, traders, milk sellers, cheese makers and processors. The DQAL has been recognized by dairy value chain actors and the GOR as an important resource in the effort to improve raw milk quality, underpinning competitiveness of Rwandan milk and dairy products. The DQAL will be a partner in the implementation of the RDCP II in roles and responsibilities to be defined by the implementer. By the end of the Project the DQAL will be self-supporting and profitable, with a well-defined role as a service supplier to dairy firms and producer organizations.

The Rwanda Bureau of Standards (RBS) is a key partner in efforts to expand markets beyond the nation's borders. The RBS has responsibility for certifying that milk and dairy products offered in regional export markets meet COMESA quality standards. As the RBS also plays this role in other commodity value chains, opportunity exists to complement RDCP II resources with those of other donors and multi-lateral development banks interested in supporting expanded marketing of Rwandan agricultural products. The RDCP II will facilitate expanded RBS capacity to assist the dairy sector with training of staff, linkage to laboratory services strengthening programs (e.g. South Africa Lab Certification Service in South Africa) and experienced national laboratories in Africa and other regions and preparation of funding proposals.

Expected outcomes:

- The DQAL efficiently providing increasing number of analyses to dairy value chain actors;
- DQAL and RBS quality assessment findings used by cooperatives, milk sellers, traders and processors to assess progress in improving raw milk quality and improving milk handling practices;
- Increased capacity of RBS to assist processors and traders with quality certification services;
- Milk sellers – coffee shops selling ikivuguto, kiosks – cheese makers, processors and traders employing RBS certification results in marketing campaigns

Illustrative activities:

- Training of DQAL and RBS technicians in new milk assessment protocols;
- Assistance to DQAL and RBS to acquire new equipment;
- Assistance to RNDB to incorporate enhanced milk quality assessment capacity into sector competitiveness programs

Indicators of success:

- Number of new milk quality assessment technologies\protocols adapted\implemented;
- Increased volume of milk\weight of product exported under RBS certification;

IR 1.3: Consumer preferences drive quality improvements: Milk is a preferred foodstuff in the diets of Rwandans but consumption in Rwanda is low relative to other African countries. If patterns are consistent with other countries, economic growth in Rwanda will expand the size of the middle class with

concomitant growth in demand for milk and dairy products. Urbanization, with growth occurring in provincial capitals and small towns as well as Kigali will further drive demand growth. If Rwandan smallholders, their cooperatives, and dairy processors are to capture a high percentage of this expected growth in demand, Rwandan milk must be competitive in price as well as quality with milk from other countries. Most milk, upwards of 95% or more of milk reaching urban areas is now marketed in raw form through kiosks, or as cultured milk drink, ikivuguto. Consumers select vendors based on trust and price. As economic growth puts more cash into the pockets of consumers educated as to the importance of milk quality and as processors innovate products and retailers open more shelf space to milk products, the marketplace will evolve as it has evolved in other countries with rapidly urbanizing populations with consumers seeking utility, value and safety in their dairy purchases. The challenge to dairy sector leaders is to assure that Rwandan milk and dairy products are able to compete with similar products produced by processors in neighboring countries, especially Uganda, but also South Africa.

Experiences in other African countries indicate positive return to investment in milk promotional campaigns for dairy processing firms and producer associations. Successful campaigns often emphasize the quality of domestic milk and dairy products as well as the importance of milk in the diets of infants, children and the elderly. A well-planned and coordinated sector-wide dairy consumption and consumer education campaign is an opportunity to link investment in upgrading practices all along the dairy value chain with the expected growth in demand for milk and dairy products. This sector-wide campaign is also an opportunity for the Rwanda National Dairy Board to unite member-organizations around a strategy that is critical to sector competitiveness, demonstrating effective leadership and value to constituents.

In other countries, sector coordinating bodies such as the RNDB own and promote a “seal of quality” that is awarded to value chain actors that comply with standards that are transparently defined by best practices, ethical behavior and other attributes that the seal conveys to consumers and buyers in other countries. The seal of quality is associated with positive attributes of utility, safety and quality in the minds of consumers through nationwide promotion and education campaigns carried out in appropriate media and involving strategies such as appearance of national entertainment and sports celebrities. The classic example is the “Got Milk” campaign of the California Dairy Board where popular celebrities appear in posters and in TV commercials with milk mustaches. These campaigns have demonstrated clear connection between consumer promotion and increased sales of milk and dairy products. Promotional campaigns that associate quality and safety with regional dairy products, for example, Tilamook Valley cheese produced in one small region of Oregon, bring benefits to a smaller group of producers and processors who own the label and who adhere to practices and guarantee the safety and quality associated with the label. These campaigns are managed and implemented by producer-owned organizations and are financed wholly by “check-off” funds, a fee assessed to each liter of milk marketed under the seal or label.

The RDCP II will facilitate investigation of similar strategies in Rwanda, appropriately designed and scaled to the local cultural and socio-economic context, to be implemented under the leadership of the RNDB. The DQAL and the RBS will have a leadership role in the implementation of the operation of any seal of quality program. Consistent with expected outcomes in IR 1.1.2, the RDCP II will facilitate that these two technical services organizations have the training and resources to be valued partners in the effort.

As well as promoting increased consumption, the campaign will be a component of efforts to capture for smallholder producers and their cooperatives all or part of the increased return to processors and traders the return they realize from increased consumer purchases, linking this reward to investment in facilities and behavior change that results in improved raw milk quality and more consistent milk supplies across the year.

Expected outcomes

- The RNDB demonstrating to member-organizations increasing capacity to lead and generate positive returns for value chain actors;
- Value chain actors investing in facilities and equipment and adopting best practices in order to meet standards defined by the national seal of quality or other quality assurance campaigns; and
- Increased sales of milk and dairy products in urban markets tied to consumer knowledge of the value of milk in diets and their preference for safe dairy products;

Illustrative activities

- Technical assistance to, and co-financing for the RNDB to finance, design, pilot and roll out a national consumer promotion and education campaign.
- Study trips to other African countries where consumer promotion and education campaigns are underway in the dairy sector.
- Small grants to Rwandan dairy business development firms, existing and emerging, to assist the RNDB with a national consumer education and promotion campaign.

Indicators of success

- Number of smallholders who qualify under seal of quality standards;
- Number of dairy value chain organizations and firms enlisted in national seal of quality program;
- Liters and percentage of milk marketed under national seal of quality;
- Percentage of consumers aware of importance of milk in their diet and that of their family;
- Percentage of consumers indicating that quality standards influence their milk buying decisions.

IR 2.0: Expanded investment in dairy processing and marketing: Rising incomes in Rwanda, deepening regional trade relations and increasing emphasis on food safety and nutrition will all contribute to varying degrees to an interest in milk production and marketing in Rwanda. Processors and cheese makers are recognizing the opportunity that economic growth exceeding 8% will mean for end-market demand. Investment in food retail will create shelf space for dairy products that could be filled by imports if Rwandan products are not competitive in meeting consumer expectations for price, quality and safety. Expected investment in supermarkets in Kigali and other towns represent an opportunity for smallholder producers and their cooperatives, but could result in an influx of imports if domestic products aren't competitive.

As dairy production end-markets develop, smallholders and other value chain actors adopt new management practices and input supply and supporting business services expand, the final building block is private investment, including investment at farm level as well as in transport, cooling, processing, distribution and retailing. The RDCP II will facilitate private investment through a number of means, from supporting sector stakeholders to take leadership in creating an enabling environment for investment, building on initial support efforts in the RDCP, to more refined policy analyses that will fuel reform and targeted public sector investment, to support to private investors with business planning and accessing financing support.

IR2.1: Dairy sector leaders empowered to lead development: The RDCP created the foundation for dairy sector leaders to understand opportunities for and challenges to sector competitiveness and to organize to address both. The Project assisted the formation of the Rwandan National Dairy Board (RNDB) and participated in a leadership role in the MINAGRI's Dairy Sector Working Group (DSWG). Sector interest groups were assisted to organize and to better represent their interests as the dairy sector policy and regulatory regime was reformed and strengthened. The Rwandan Milk Sellers Association (RMSA) and the Rwandan Cheese Makers Company arose with strong, interested leadership and willingness to participate in sector-wide policy dialogue and planning, under the umbrella of the RNDB. A new attitude emerged towards sector-level cooperation, such as the need to understand the importance

of raw milk quality in the competitiveness of Rwandan milk and dairy products and to institute a regulatory framework to monitor and enforce quality but also provide incentives to producers and others along the value chain as a reward to infrastructure and equipment investment and to adoption of quality-enhancing management practices.

In collaboration with the RNDB and the MINAGRI (through the Rwanda Animal Resources Development Agency, [RARDA]), the RDCP assisted the development of milk inspection “checklists” that are being used by Ministry inspectors to assess the adherence of milk vending businesses to basic sanitation regulations. This is the fundamental first step to development of a quality seal of quality, or a similar public education, confidence-building system that will assure consumers of the safety of the milk or dairy products they purchase.

The RDCP II will assist the further development of sector leadership organizations, those initiated under RDCP as well as possible new organizations that form out of natural affinity grouping, such as Milk Transporters or Dairy Exporters. Assistance may include grants for initial organizational costs, invitational travel to regional meetings or to neighboring countries to view how counterparts are organized, and cost-sharing of participation in dairy trade fairs and food shows. RDCP II may also fund research by local institutions such as the University of Rwanda on subjects of interest to dairy sector leadership organizations, providing information necessary for policy reform advocacy important to sector development.

Expected outcomes:

- New dairy sector affinity organizations formed to address the unique needs of value chain actors for reformed policy, public sector investment and training and technical assistance;
- Rwandan dairy products bearing seal of quality, competing for shelf space in domestic markets and in regional markets;
- Public-private partnerships designed to enhance the competitiveness of Rwandan milk and dairy products;
- Public institutions, private firms and individual experts providing research services to dairy sector leadership organizations;
- Policies of benefit to the dairy sector researched, advocated for and passed or reformed.

Illustrative activities:

- Support to local institutions and organizations for policy research and advocacy led by Rwandan dairy sector leadership organizations;
- Support to the RNDB for design and pilot testing of an appropriate seal of quality, backed up by continued development of RARDA capacity to monitor and inspect conformance with health protection standards;
- Support to the formation of new dairy sector affinity groups;
- Support for study trips by sector leaders, participation in regional dairy industry meetings and product trade fairs, etc.

Indicators of success:

- Number of dairy-related firms and organizations newly aligned within and provided a voice by dairy sector affinity organizations;
- New dairy sector policies and policy reforms associated with increased competitiveness advocated for and/or passed;
- Number of smallholder producers, producer cooperatives, transporters, traders, milk and dairy product processors, vendors and retail outlets awarded the RNDB seal of quality for conformance with RBS milk and dairy product handling standards

IR 2.2: Increased dairy-related investment: The Rwandan dairy sector is at a “take-off” point, benefiting from a number of positive factors. Investment by donors – USAID and the Bill and Melinda Gates Foundation (East African Dairy Development Project) – and by the African Development Bank (PADEBL) has created a foundation of investment, skills and learning that has fostered new investment in infrastructure, created new skill levels among dairy sector actors, promoted public-private partnerships and set the stage for the rapid improvement in sector competitiveness. Economic growth, the rise of an urban middle class and regional trade agreements are expanding markets for quality dairy products across national borders. A renewed focus on nutrition is certain to raise understanding of the importance of milk in the diets of women and infants, creating a whole new population of milk consumers.

Milk consumption in Rwanda is very low relative to more mature economies in Kenya and South Africa. Increasing per capita consumption to the levels of Kenya will create a huge domestic demand for raw milk. Rwandan producers and other value chain actors will benefit in that process from “learning” captured from the experience of dairy development in other countries, and from the open borders movement within COMESA. Embryonic policy reform and institutional development supported by the RDCP, extensive infrastructure investment supported by PADEBL and emerging dairy business models, “dairy business hubs” being piloted and improved by the EADD Project all combine to create the basis for a competitive dairy sector.

Further private sector investment, from farm to retail is required to build out from this core of donor- and bank-funded sector development. The stage is set for Rwandan dairy sector investors to realize positive, even high returns on their risk capital at all levels of the dairy value chain. This new phase of sector development will focus on quality and efficiency of raw milk supply and on innovation all along the dairy value chain. A whole new population of consumers, in Rwanda and in neighboring countries will understand the importance of dairy products in their diet and have the disposable income to purchase quality milk and dairy products. They will be part of a process of picking “winners and losers” in the dairy market – a market that is regionalized, with competitors from Kenya, South Africa, Uganda and perhaps other countries. Rwandan producers, dairy-related businesses and processors can be among the “winners”, but they should increase the competitiveness through improved management, new quality focused standards and higher level of investment.

New resources available to promote quality, efficiency and innovation include new investment by USAID in water and sanitation for health: the Rwanda Integrated Water Security Program RIWSP. Potable water at farm level and at MCCs is critical to assuring that cows can produce high levels of quality milk and that milk will be handled in a sanitary environment free of contaminants. USAID investment in WASH provides a basis for producers to upgrade their cow and milk handling equipment and for MCCs to invest in infrastructure such as can washing stations and second bulk cooling tanks to separate out milk by grade, and in processes, equipment and supplies (e.g. detergents) central to safe handling of raw milk.

In this emerging phase of sector development, smallholders, transporters and MCC managers will be able to point to growing demand from processors and new knowledge about markets to raise the confidence level of banks and other financial institutions. They will be assisted by the RDCP II to access financing with training in business plan development and preparation of application to financing funds. RDCP II experts will work with smallholders and their cooperatives to design appropriate investment plans. Investment by smallholders and their cooperatives will be leveraged with processors and traders interested in meeting demand for quality raw milk, a demand awakened by efforts of the RNDB and MINAGRI to increase competitiveness and demand for Rwandan milk through consumer education and trade promotion.

Expected outcomes:

- Smallholder producers with financing from rural banks and/or micro-enterprise development funds to upgrade herds, infrastructure and management practices;

- MCCs with financial resources to upgrade milk management infrastructure and management practices;
- New and expanded milk processing capacity and new dairy products marketed from Rwandan milk;
- Rwandan milk and dairy products with shelf-space in domestic and export markets.

Illustrative activities:

- Workshops for producer cooperatives designed to define investment opportunities and assist smallholders to prepare bankable business plans;
- Assistance to dairy product processing and marketing entrepreneurs with market assessments, technical upgrading, business planning and financing access;
- Grants to Rwandan research institutions and private business development firms and consultants to assist value chain actors with market studies and business planning

Indicators of success:

- Number of smallholders with upgraded production facilities resulting from successful financing applications;
- Dollars Amount of new financing obtained at different points in the value chain;
- Liters of additional daily milk cooling and processing resulting from financing assisted by the RDCP II

VII. CROSS CUTTING ACTIVITIES

1. Learning and sharing knowledge

With two donors supporting research, training and technical assistance and a multi-lateral development bank providing investment funding, the Rwandan dairy sector is uniquely positioned for rapid development with enhanced market competitiveness creating a flow of sustained benefits to thousands of poor rural families, many of them headed or incorporating people living with HIV/AIDs. This concentrated body of investment is targeted to installing milk production and marketing infrastructure, building capacity of dairy sector institutions and organizations, developing new business models and fostering increased competitiveness in local and regional markets. One important result is a significant level of “learning” within different projects, providing direct benefits to many families, businesses and consumers. The RDCP II will add value to this learning through sharing of data and results, publications, workshops and meetings. The RNDB and the MINAGRI’s Dairy Sector Working Group will be assisted to take leadership of learning and knowledge sharing. The applicant is expected to provide USAID with a strategy for bringing together participants and stakeholders in the three main dairy sector investment projects and for adding value to the information generated by the three projects and other investments to the benefit of the entire sector.

2. Nutrition and access to clean water

RDCP II, as a consequence of increased availability of milk at all stages in the value chain, aims to improve the nutritional status of rural households through increased income and improved productivity of milk production. In Rwanda, statistics indicate that households intake of milk is significantly below the recommended daily intake. Yet, various studies acknowledge that intake of nutrient-rich, animal source foods (ASF) offers a good source of protein and contains a large number of key micronutrients key to combating malnutrition and a range of other nutritional deficiencies. Moreover, these ASFs can supplement a staple food crop diet and measurably enhance the nutritional quality of diets, especially for nutritionally vulnerable groups such as young children with close to 50% of those under the age of five

suffer from chronic malnutrition, pregnant and lactating women, and people living with HIV/AIDS.¹¹ In many parts of rural Rwanda, nutrition and gender are inter-linked and RDCP II will address women's and men's roles - along selected value chains in making ASF foods available for vulnerable groups.

RDCP II should seek to leverage with clean water programs such as the proposed USAID's RIWSP, and UNICEF's Water and Sanitation for Health (WASH) project designed to improve hygiene and sanitation for 800,000 people in 4 districts in support of reaching Rwanda's Millennium Development Goal (MDG) targets. (2009 – 2013). Other clean water projects include interventions by the World Bank, European Union (EU) and Japan International Cooperation Agency (JICA). Such leveraging can improve dairy quality and productivity at the MCCs and farms level by introducing 'on-demand' water systems to rural dairies. The USAID Integrated Water Program is planned to have interventions focused on water access to rural population at least in the two milk-sheds regions targeted in this Dairy project.

3. Gender

Livestock plays a significant role in maintaining the livelihoods of many rural households in Rwanda and this component of rural livelihoods is increasing in importance under current government and donor investment. There is a significant involvement of women in the Rwandan dairy sector that is influenced, among other things by socio-cultural and socio-economic factors.

The implementer must integrate gender issues into value chain analysis and development using the five step approach.¹² During implementation, RDCP II will seek to address gender constraints to increase market opportunities, reduce transaction costs, and improve productivity for female and male smallholder dairy farmers, including gender sensitive interventions. While RDCP II will target all agricultural populations in Rwanda's dairy sector it will be aware of opportunities to impact women in positive ways, and be mindful of potential inadvertent negative consequences.

Gender analysis in reviewing proposals, designing baseline and impact assessments, and in its project evaluations to track indicators, and minimize unintended consequences, which at times increase burdens on women. RDCP II will, in particular, target enterprises that reach down to smallholder farmers including women. At all levels of the value chain and across all project components; RDCP II will address gender disparity and promote gender equity by developing specific strategies to target women and men through project outreach and facilitated interventions in the form of communication, training, extension, input delivery, service market development, finance, and marketing. Identification of beneficiaries including women could involve community participation; community based local authorities at the lower level (sector to cells), etc.... Selection of targeted beneficiaries will be done with an emphasis on women headed households who can afford to own at least one cow. It is intended that at least 50% of targeted beneficiaries should be women.

RDCP II will work with other USAID FtF projects to conduct gender and nutrition monitoring, and standardize gender sensitive interventions. RDCP II will utilize tools such as the Improving Productivity and Marketing Success Toolkit for gender analysis in dairy production.¹³ Key opportunities to reducing gender disparities through RDCP II may be found by:

- Enhancing rural women's equal access to and control over productive resources and services;

¹¹According to 2007 DHS

¹²http://www.usaid.gov/our_work/cross-cutting_programs/wid/pubs/GATE_Gender_Ag_Value_Chain_Handbook_11-09.pdf

¹³ Improving Productivity and Marketing Success (IPMS) is implemented by International Livestock Research Institute (ILRI). See Toolkit for Gender Analysis of Crop and Livestock Production, Technologies and Service Provision. ILRI, 2007

- Enhancing rural women's access to and control over economic resources and services (income generated out of milk products sale, employment, training);
- Reducing men and women's workload through labor saving technologies;
- Promoting women's participation at all levels,
- For interventions in the annual work plan, analyze any specific gender issues to consider and outline appropriate actions that will be undertaken during implementation that are important to improving economic opportunities; and
- Report gender-disaggregated data as required by the FtF Initiative.

4. Information and Communications Technology

USAID FtF support for PSTA-II / Agriculture Sector Investment Plan ASIP Programs & Sub-Programs in the area of Information and Communications Technology (ICT) comes in the form of activities in Sub-Program 4.3 Agricultural statistics and ICT Famine Early Warning System and ICT for Agriculture. RDCP II should take advantage of these initiatives in the project design and subsequent project implementation to consider ways ICT-enabled tools and services might increase project impact. These could include radio and SMS applications and Integrated Voice Response (IVR) technology to improve extension services, share market price information, or improve logistics management. They can also be used by groups of smallholder producers to organize their responses to market demand, e.g., a large buyer's requirement for quality, quantity and on-time delivery. In any use of ICT within the project, it should be used in ways that:

- Enhance results by reducing risks; improves coordination among value chain actors; increases information dissemination, or saves money and time;¹⁴
- Build on experience and best practices of prior projects and beyond;
- Adapt, where possible, existing solutions;
- Ensure sustainability and scalability well beyond direct project participants without on-going donor support;
- Increase women and other vulnerable groups access to ICTs; and
- Include cross-border solutions where appropriate.

VIII. KEY PERSONNEL REQUIREMENTS

Chief of Party (COP)

Education Requirements: The minimum qualifications for the COP candidate will include a Master's degree in livestock, agriculture, economics, or related field of study.

Experience Requirements:

- Ten (10) years or more of progressively responsible work experience in managing and implementing livestock or agricultural development programs with demonstrated strong management and coordinating skills. He or She should have at least eight years of experience implementing dairy programs.
- Ten (10) years of progressively responsible supervisory work experience including direct supervision of professional and support staff; and assembling teams working on multi-faceted international development programs. Four (4) years or more of progressively responsible coordinating and leading of public private partnership (PPP) to facilitate increase appropriate private sector investment in the value chain.

¹⁴For more on ICT and value chain development, see:
http://apps.develebridge.net/amap/index.php/Information_and_Communications_Technology

- Substantial management experience, private sector development, gender mainstreaming and working in a multi-cultural environment. Knowledge of USAID project management is highly desirable.

Specialized Knowledge/Skills: Excellent verbal and written communication in English is required, with second language skills in French. Incumbent should have demonstrated advanced ICT skills especially as they pertain to applications for livestock/agriculture and value chain development.

Anticipated Program Role: This individual shall act as the key liaison between USAID/Rwanda and all other counterparts, implementing partners and Government of Rwanda officials involved with the program. The position requires significant coordination skills, broad general and technical knowledge, experience in developing countries and skills to ensure coherence and consistency in spite of urgent deadlines.

This individual's primary responsibility is aimed at providing overall leadership management and general technical direction of the entire program, ensuring an integrated vision among different components and actors, and a focus on achieving the results defined in the agreement. This individual will be expected to identify issues and risks related to program implementation in a timely manner, and suggest appropriate program adjustments.

Deputy Chief of Party (D/COP)

Education Requirements: The minimum qualifications for the D/COP candidate will include a Bachelor's degree in international development, livestock, agriculture, economics, or related field of study.

Experience Requirements:

- Five (5) years or more of progressively responsible work experience in managing and implementing multi-faceted international livestock development programs preferably in the Horn of Africa.
- Five (5) years or more of progressive engagement with host governments on livestock related enabling environment issues, institutional and policy reforms, and private sector development.
- Substantial management experience and knowledge of project management work experience including direct supervision of professional and support staff; and working in a multi-cultural environment.

The candidate must have oral and written fluency in Kinyarwanda as well as in depth knowledge of the local operating environment in Rwanda.

Anticipated Program Role: This individual is expected to lead the enabling environment activities, acting as a liaison with the Rwanda National Dairy Board, selected MINAGRI agencies, and other donors. The individual is expected to engage and dialogue with investors and other stakeholders in identifying points of entry into the dairy value chain. The position requires significant experience and knowledge on policy and institutional coordination skills as well as technical knowledge and monitoring and evaluation experience in Rwanda's agriculture sector.

Senior Technical Advisor (STA)

Education Requirements: The minimum qualifications for the STA candidate will include a Master's

degree in livestock, agriculture, economics, statistics or related field of study.

Experience Requirements:

- Ten years (10) years or more of progressively responsible work experience in developing and facilitating government policy dialogue through policy and strategy development, strategy implementation and budgeting in the sector of multi-faceted international livestock development programs, preferably in the Africa;
- Ability to work with complex quantitative data sets and experience with Geographic Information Systems (GIS);
- Experience in research on development issues in Africa. Familiarity with quantitative research techniques would be an added advantage;
- Knowledge of and experience in building capacity of and working with the public sector providers of information in Rwanda;
- Ability to combine both strategic thinking and intelligent hard work;
- Experience in management with demonstrable track record of superior leadership and management at top level in the dairy and in general the agriculture sector;
- Familiarity with in issues such as CAADP, agriculture sector strategies and policies, and policy dialogue;
- Experience of working with wide range of key agriculture sector stakeholders including government entities and the donor community, as well as civil society (farmers organizations and cooperatives, NGOs, CBOs, etc.) and the private sector;

Specialized Knowledge/Skills: Excellent verbal and written communication in English is required with second language skills in French.

IX. PROJECT MANAGEMENT

1. Outreach

The Recipient will target a spectrum of the Dairy industry actors' needs that intervene along the whole value chain to improve its competitive position in the region considering the first need to strengthen domestic market for quality milk products by increasing quantity and quality milk demand. This implies working to sustain professionalism and modernization of the Rwanda National Dairy Board which is the country wide organization representing and gathering overall all actors in the dairy sector: farmers, milk sellers, transporters and processors.

2. Monitoring and Evaluation

Monitoring and evaluation programs should be utilized in order to assess the impact of the program interventions and whether or not objectives are being achieved and if they should be adjusted. The Recipient will input all required information into the Geographical Information System (GIS) maintained by USAID's M&E Management Systems (MEMS) Project on a quarterly basis.

The PMP should provide the following:

- The recipient's data collection procedures (e.g. how often data is collected, who collects the data, who analyzes the data collected, controls in place to safeguard data);
- Data quality information for all relevant indicators (USAID proposed/Recipient proposed indicators). Data quality includes: a precise definition of the indicator, unit of measure, and

disaggregation information to include women, youth, members of vulnerable populations and people with disabilities;

- Life of activity targets for each relevant indicator for each fiscal year of this program (see data table); and
- The Recipient's procedures for ensuring the data quality of sub-recipients' reported data.

The Recipient will implement and manage a process of assessing and reporting that supports reaching the program outcomes while strengthening impact. The program monitoring and evaluation plan will be designed to disaggregate by sex, allowing for the full capture of program impact on women. The program will also track income increase, expenditures increase in the households and dairy consumption through its sale to distill discernible impacts from increased income levels.

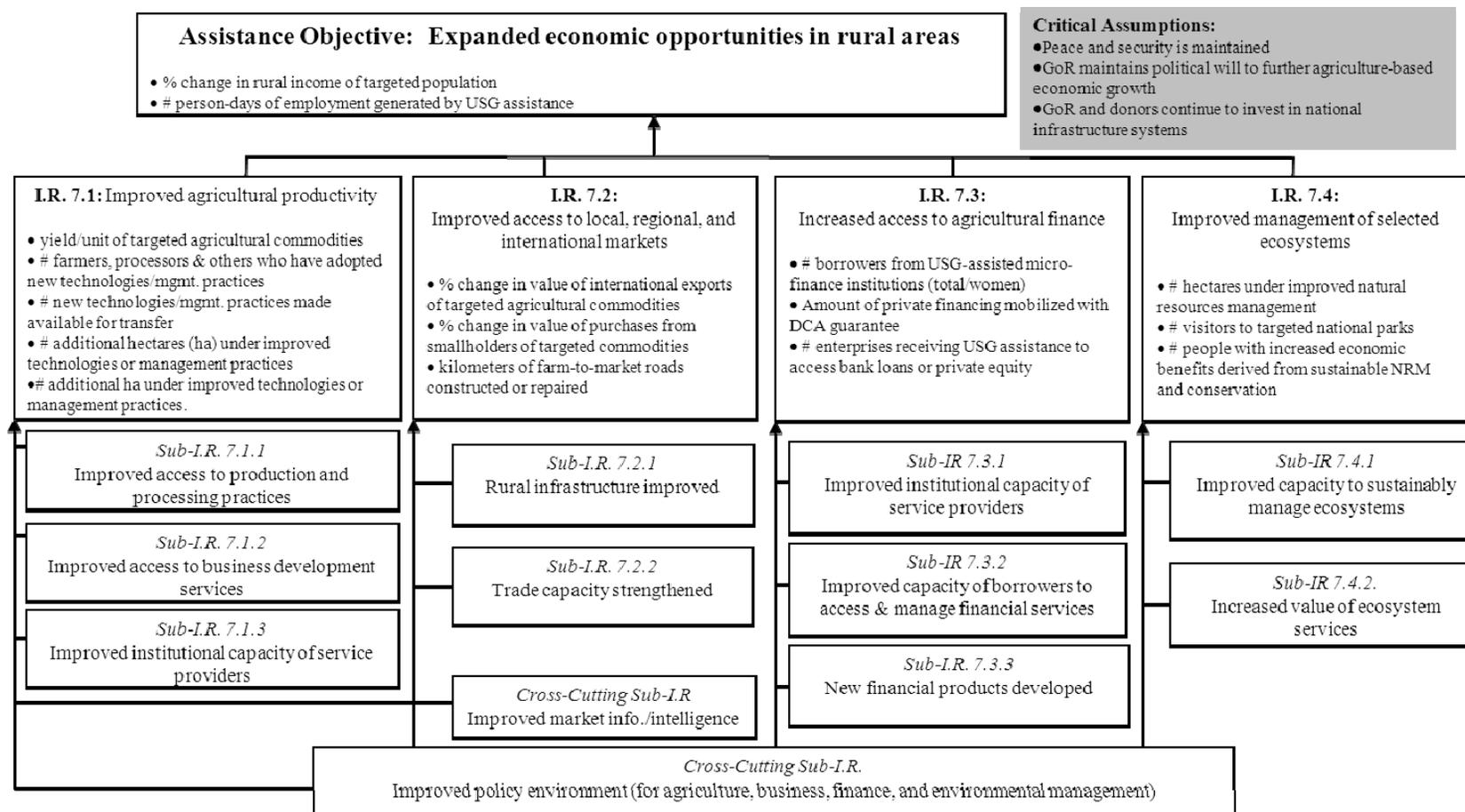
- During the project startup phase it will be important to define the standard evaluation objectives and questions based on a review of the program's objectives, design and logistics. Interviews should be conducted with key contacts from relevant stakeholders and organizations. Baseline assessments should be conducted to help ensure that all relevant and required data are complete and that all indicators can be presented in a uniform format. Focus group discussions with the relevant dairy actors as well as the potential program beneficiaries should be conducted in each region where the program will focus its implementation. Two field evaluation/impact studies shall be conducted, one mid evaluation after two years of project implementation and a final impact evaluation at the end of the project. The results will allow for learning-based adjustments to be made in the program and/or for the purpose of adjusting future programming. The timing of the studies shall be decided in accordance with USAID/Rwanda, while taking into account the policy environment. It will be important to ensure that evaluation results, if possible and appropriate, are made available in time for important policy-related decisions. [USAID/Rwanda will commission an independent evaluation of the project, both mid-term and final.](#)

ANNEX TO PROGRAM DESCRIPTION

Annex A

Economic Growth Results Framework

Revised SO7 Results Framework



(2) This solicitation and any resulting awards are made under the authority of the Foreign Assistance Act of 1961, as amended. Any resulting awards will be subject to 22 CFR 226.

(3) Any resulting awards made in response to this RFA may be made to any organization that is not otherwise restricted by statute or regulation.

(4) Award Administration:

Resulting awards to U.S. Non-government Organizations will be administered in accordance with Chapter 303 of USAID's Automated Directives System (ADS 303), 22 CFR 226, applicable OMB Circulars (i.e., A-21 for Universities or A-122 for Non-Profit Organizations, and A-133), and Standard Provisions for Non-Governmental Organizations.

ADS 303 is available at: <http://www.usaid.gov/policy/ads/300/303maa.pdf>. 22 CFR 226 is available at: http://www.access.gpo.gov/nara/cfr/waisidx_06/22cfr226_06.html. Applicable OMB Circulars are available at: <http://www.whitehouse.gov/OMB/circulars/index.html>. Standard Provisions for U.S. Non-Governmental Organizations are available at: <http://www.usaid.gov/policy/ads/300/303maa.pdf>.

Resulting awards to Non-U.S. Non-Governmental Organizations will be administered in accordance with ADS-303, applicable OMB Circulars (i.e., A-21 for universities or A-122 for non-profit organizations) or 48 CFR 31.2 (for for-profit organizations), and Standard Provisions for Non-U.S. Non-Governmental Organizations. Standard Provisions for Non-U.S. Non-Governmental Organizations are available at: <http://www.usaid.gov/policy/ads/300/303mab.pdf>.

Resulting awards to Public International Organizations (PIOs, or IOs) will be administered in accordance with Chapter 308 of USAID's ADS including the Standard Provisions set forth in ADS-308.5.15. ADS-308 is available at: <http://www.usaid.gov/policy/ads/300/308mab.pdf>.

Potential for-profit applicants should note that USAID policy prohibits the payment of fee/profit to the prime recipient under grants and cooperative agreements. However, if a prime recipient has a subcontract with a for-profit organization for the acquisition of goods or services (i.e., if a buyer-seller relationship is created), fee/profit for the subcontractor is authorized.

[END OF SECTION I]

SECTION II – AWARD INFORMATION

- 1) Subject to the availability of funds, USAID intends to provide approximately \$15,000,000 in total funding for this program and expects to make one award as a result of this RFA. However, USAID reserves the right to fund any or none of the applications submitted.

Funding for accepted applications shall be provided on an incremental basis subject to the availability of funds and successful performance. USAID reserves the right to change the funding amounts, cycle, and terms of the grant agreements as a result of availability of funding and US Government requirements. Should such changes occur, grantees will be appropriately notified.

- 2) The anticipated period of the award is for five years beginning in approximately November 2011 through November 2016.
- 3) USAID anticipates that the award will be a Cooperative Agreement. In accordance with ADS 303.3.11, Cooperative Agreements permit the “substantial involvement” of USAID in certain aspects of the supported program. Specifically, USAID substantial involvement will include:

a. Approval of the Recipient's Implementation Plans

b. Approval of Specified Key Personnel

c. Agency and Recipient Collaboration or Joint Participation

- (1) Collaborative involvement in selection of advisory committee members.
- (2) Concurrence on the substantive provisions of sub-awards.
- (3) Approval of the recipient's monitoring and evaluation plans.

[END OF SECTION II]

SECTION III – ELIGIBILITY INFORMATION

- 1) USAID policy encourages competition in the award of Grants and Cooperative Agreements. In response to this RFA, any U.S. or non-U.S. organization, non-profit, or for-profit entity is eligible to apply.
- 2) USAID encourages applications from potential new partners.
- 3) The minimum required cost sharing element under this RFA is **20%** of total estimated USAID funding and is required in order for applicants to receive consideration. Type of costs acceptable for cost share are consistent with 22 CFR 226, including overhead and/or indirect costs.
- 4) There are no additional minimum qualifications other than those described herein.

[END OF SECTION III]

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

(1) This RFA contains everything a potential applicant needs to apply. The points of contact for this Request for Applications are:

Geraldine Kyazze
Sr. Acquisition and Assistance Specialist
USAID/Rwanda
2567 Avenue de la Gendarmerie
Kacyiru
gkyazze@usaid.gov
+250-252-596-400

Camille Garcia
Agreement Officer
USAID/East Africa
United Nations Avenue, Gigiri
P.O. Box 629 Village Market 00621
Nairobi, Kenya
cgarcia@usaid.gov

(2) Applicants must submit budget applications using the SF-424 series which includes the:

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

(3) Applicants must submit all the required certifications described in ADS 303.3.8 (<http://www.usaid.gov/policy/ads/300/303sad.pdf>), and reproduced here below. These documents are also found in Annex B to this RFA.

a. A signed copy of **Certifications and Assurances**, 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. **Restrictions on Lobbying (22 CFR 227)**;
3. **Prohibition on Assistance to Drug Traffickers (ADS 206)**; and,
4. **Certification Regarding Terrorist Funding (AAPD 04-14)**.

b. Other certifications and statements found in **Certifications, Assurances, and Other Statements of the Recipient**:

1. **The Survey on Ensuring Equal Opportunity for Applicants**;
2. A Data Universal Numbering System (DUNS) number (See **Use of a Universal Identifier by Grant Applicants** for background information.);
3. A signed copy of **Key Individual Certification Narcotics Offenses and Drug Trafficking, (ADS 206.3.10)** when applicable;
4. A signed copy of **Participant Certification Narcotics Offenses and Drug Trafficking (ADS 206.3.10)** when applicable; and
5. A signed copy of Certification of Compliance with the Standard Provisions entitled **Condoms and Prohibition on the Promotion or Advocacy of the Legalization or Practice of Prostitution or Sex Trafficking (AAPD 05-04)** when applicable.

(4) **Required Format for Applications:**

To facilitate the competitive review of the applications, applications should conform to the format prescribed below. Applications shall be submitted by e-mail in two separate parts: (a) technical, and (b) cost or business application as described in the cover letter of this RFA.

Applicants are expected to review, understand, and comply with all aspects of this RFA. Failure to do so will be at the applicant's risk.

Each applicant shall furnish the information required by this RFA. The applicant shall sign the application and certifications and print or type its name on the Cover Page of the technical and cost applications.

Applications which include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes should:

(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 pages___."; 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."

TECHNICAL APPLICATION FORMAT

Technical applications should be specific, complete and presented concisely. A lengthy application does not in and of itself constitute a well thought out proposal. Applications shall demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program.

The application is limited to 25 pages for the technical application and 20 pages for annexes. **PAGES EXCEEDING THESE PAGE LIMITS WILL NOT BE EVALUATED.** The application shall be typed on standard 8 1/2" x 11" or A4 sized paper with each page numbered consecutively. The technical application shall follow the following format:

a. Cover Page (*not included in page limit*) must include

- RFA Number
- Name of organization(s) submitting application
- Name and title of contact person or position with the organization
- E-Mail Address
- Telephone and fax numbers
- Postal and physical addresses

Applicants should also state clearly whether the identified contact person has the authority to negotiate on behalf of the applicant, or, if not, the contact information for the appropriate person with the authority to negotiate.

b. Executive Summary (*2 pages maximum*)

c. Technical Approach (15-20 pages maximum)

The Technical Approach shall demonstrate the applicant's understanding and expertise with respect to achieving the objectives and intermediate results of the program.

- Background Knowledge – Demonstrate an understanding of the issues and constraints and opportunities present in Rwanda's dairy sector.
- Overall Strategy – The application should describe the technical approach to be used to achieve the goals, types and scale of activities. Outline the expected results and how they will be measured – including mechanisms of measurement. It should also describe how ownership, leadership and program management will be build and transition to more cost-effective and rational local responses that will be more sustainable, post USAID funding. **An exit strategy is required for this activity.** The application will also describe how the technical approach will be used in identifying and addressing relevant gender issues, women empowerment and constructive men's engagement not only with regard to access to services but also in terms of addressing the imbalance in leadership and decision making.
- Learning and Knowledge Sharing Plan – The application should show understanding of the goals, objectives, strategies and expected outcomes of the major investment projects in the Rwandan dairy sector. The application shall also identify the partner organization(s), proposed local sub-awardees or local partnership structures, and evolving roles and responsibilities of each local organization over the life of the program.
- Monitoring and Evaluation – describe how data will be collected and monitored including type, frequency for data collection and how efforts under this program will contribute to longer-term impact monitoring. The Application should provide a proposed Performance Management Plan (PMP) as part of a response to this Request For Applications. The illustrative performance monitoring plan shall include meaningful indicators and should include ambitious but achievable performance targets and benchmarks. Identify the data collection method, type, and source of information to be collated. Describe how USAID reporting requirements will be met. The illustrative PMP, a critical tool for planning, managing, and documenting performance against set indicators, shall be included as an annex to all applications. The PMP will be reviewed as part of the selection process, and finalized not later than 30 days after award.

d. Management and Staffing (5 pages maximum)

- Management Implementation – describe technical management and capacity-building experience and capabilities of all key local partners; articulate clearly how the different partners will work together (roles and responsibilities) and gender considerations to achieve objectives and goals; organizational chart with roles and responsibilities; lines of authority and management structure; financial management, reporting and cost containment strategies; plans for rapid startup including first year workplan that identifies the major activities to be undertaken for each objective; a detailed timeline for implementation of activities is not required. The applicant shall provide a brief narrative describing how all proposed personnel (key personnel and non-key personnel) offer an appropriate balance of skills sufficient to achieve objectives of the program.
- Key Personnel – the applicant shall propose at least three key personnel as described in Section I. The applicant shall include a matrix summarizing the following information about key personnel:
 - Name, proposed position title and level of effort, and date the proposed individual is available to begin work
 - Description of experience and qualifications including a general understanding of relevant gender issues and how to address them;
 - Description of major duties and responsibilities, technical expertise, and estimated

amount of time each will be devoted to the project.

Additionally in an annex, the applicant shall provide all the following information for each Key Personnel: resume (each resume is not to exceed three pages), a minimum of three references for each Key Personnel (provide name and contact information of each reference), and signed letter of commitment which include the date the proposed Key Personnel is available to begin work.

e. Institutional Capacity (3 pages maximum)

The applicant shall provide information on Institutional Capability, as follows:

- Demonstrate how the applicant (and proposed partners or sub-Awardees) possesses the array of skills needed to effectively and efficiently implement the program.
- Demonstrate the ability of the applicant (and proposed partners or sub-Awardees) to work with multiple partner organizations.
- Demonstrate the ability of the applicant (and proposed partners or sub-Awardees) to work with multiple Government of Rwanda ministries and policy makers.
- Demonstrate the ability of the applicant to conduct gender responsive capacity strengthening activities that result in transition of accountability to local organizations.
- Brief description of organizational history/expertise;
- Pertinent work experience and representative accomplishments in developing and implementing programs of the type required under the proposed RFA;
- Evidence of a successful record of implementing projects overseas, and in Rwanda, if applicable;
- Relevant experience with proposed approaches;
- Institutional strength as represented by the breadth and depth of experienced personnel in projects in relevant disciplines/areas;
- Sub-recipient capabilities and expertise;
- Proposed field management structure and financial controls; and

f. Past Performance (to be provided in the annex)

The applicant must provide a list of all its contracts, grants, or cooperative agreements involving similar or related programs during the past three years. The reference 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 address of responsible representative from the organization for which the work was performed; the period of contract/grant performance, annual amount received for each of the activity as well as beginning and end dates; and key project accomplishments / results achieved to date.

g. Annexes (20 pages maximum)

Annexes shall include, but not limited to: past performance reports, key personnel resumes, draft first-year workplan, illustrative PMP, relevant letters of support, maps, graphs, charts, etc.

COST APPLICATION FORMAT

Budget Preparation and Submission Instructions

The Cost/Business application must be completely separate from the Applicant's technical application. Certain documents are required to be submitted by an applicant in order for the Agreement Officer to make a determination of responsibility. The following sections describe the documentation that applicants for an assistance award must submit to USAID prior to award. While there is no page limit for

this portion, applicants are encouraged to be as concise as possible, but still provide the necessary level of detail.

A Cost Application consists of:

- The **SF-424**, Application for Federal Assistance; **SF-424A**, Budget Information – Non-Construction Program; and **SF-424B**, Assurances – Non-Construction Programs.
- a summary budget;
- a detailed/itemized budget;
- a budget narrative explaining costs to be incurred; and
- other administrative documentation as required.

The budget shall include:

- The breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;
- The breakdown of all costs according to each partner organization or subcontractor/sub-grantee involved in the program;
- The costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
- The breakdown of the financial and in-kind contributions of all organizations involved in implementing this Cooperative Agreement;
- Potential contributions of non-USAID or private commercial donors to this Cooperative Agreement;
- A procurement plan for commodities.

Detailed/itemized budgets shall be submitted in Excel format, shall be unlocked and shall show formulas used to derive calculations.

Cost Sharing or Matching: The minimum cost share for this RFA is **20%** of the total USAID funds. Applications with a cost share less than this are non-responsive and will not be considered for award.

NOTE: The award will not provide for the reimbursement of pre-award costs.

Also include in the cost application:

- a) Information that confirms and ensures that the proposed cost sharing will materialize.
- b) Details of sub-award arrangements to the extent they are known at the time of application development. In case there are multiple organizations and partners, please explain as clearly as possible the management structure and how the parties are going to interact.

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

- c) A copy of the self-certification for compliance with USAID policies and procedures for personnel, procurement, and travel.
- d) A copy of the latest Negotiated Indirect Cost Rate Agreement if your organization has such an agreement with the US Government, if applicable.

Applicants who do not currently have a Negotiated Indirect Cost Rate Agreement (NICRA) from their cognizant agency shall also submit the following information:

1. Copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID;
2. Projected budget, cash flow and organizational charts; and
3. A copy of the organization's accounting manual.

e) Applicants should submit additional evidence of responsibility they deem necessary for the Agreement Officer to make a determination of responsibility. The information submitted should substantiate that the Applicant:

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

f) Required certifications and representations (as described in Section IV of this RFA).

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

Unnecessarily Elaborate Applications

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

Explanation to Prospective Applicants

Any prospective applicant desiring an explanation or interpretation of this RFA must request it in writing no later than July 28, 2011 to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment of this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Unsuccessful Applications

Unsuccessful applications will not be returned to the Applicant.

(5) Applications must be received no later than the date and time indicated on the cover letter of this RFA, to the location stated in the cover letter of this RFA. Applications which are received late or are incomplete run the risk of not being considered in the review process. Such late or incomplete applications will be considered at USAID's sole discretion depending on the status of USAID's application review process as of the time of receipt and/or the quality of other applications received. Receipt time is when the Application is received by the USAID/Rwanda internet server. Paper copies of the applications are not required.

(6) USAID does not anticipate any additional funding restrictions other than those described in applicable regulations.

(7) Reimbursement of pre-award costs will not be allowed unless prior written approval is provided by the Agreement Officer.

(8) Electronic submission is required. Software for e-mail attachments: Microsoft Word (for narrative text) or Excel (for tables) or PDF files (for all files except budgets) may be submitted. Please convert your documents to one of these software programs before sending them to USAID. Zipped files cannot be accepted due to firewall restrictions. Applicants are responsible for confirming that their complete applications were received electronically by USAID.

Telegraphic or fax applications will not be considered.

In the event of technical difficulties in accessing the documents that comprise this RFA, please contact the individuals listed in Section IV, (1) above.

Applicants should retain for their records one copy of the application and all enclosures which accompany their application.

The Government may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate applications, and (e) waive informalities and minor irregularities in applications received.

SECTION V – APPLICATION REVIEW INFORMATION

(1) Evaluation Criteria

The criteria presented below have been tailored to the requirements of this particular RFA. Applicants should note that these criteria serve to: (a) identify the significant matters which applicants should address in the application and (b) set the standard against which the application will be evaluated. To facilitate the review of the application, the applicant should organize the narrative sections of their application in the same order as the selection criteria set forth below.

The technical applications will be evaluated in accordance with the Technical Evaluation Criteria set forth below. Costs will be evaluated for general reasonableness and allowability. Award will be made to the responsible applicant(s) whose application(s) offer the greatest value, when technical and cost factors are considered as determined by the responsible Agreement Officer.

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

A. TECHNICAL EVALUATION CRITERIA

Technical applications will be scored by a technical evaluation committee on a 100 point scale, based on the criteria described below. An outline of technical evaluation criteria are presented as follow:

- a. Technical approach (50 points)
- b. Management and Staffing (20 points)
- c. Institutional capacity (15 points)
- d. Past performance (15 points)

TOTAL = 100 points

a. Technical Approach (50 Points)

Background Knowledge (5 points):

Demonstrated understanding of the issues, constraints and opportunities present in Rwanda's dairy sector with particular attention to demonstrating how smallholder dairy production can be made viable.

Overall Strategy (25 points):

1. Extent to which the proposed approach is innovative, seeking business solutions to constraints to competitiveness in the dairy sector that are replicable and scalable across the sector.
2. Extent to which the proposed strategy is result-oriented and clearly demonstrates where and how activities fit across the interdependent linkages of production, handling, transport, processing and marketing, etc.

3. Extent to which new or improved technologies aimed at increasing and improving product quality as well as increased market access will be introduced, adopted and achieved across the dairy sector in Rwanda.
4. Extent to which the proposed approach includes innovative and sustainable interventions in the targeted geographical areas.
5. Demonstrated ability to identify and initiate project related public-private partnerships.

Learning and knowledge sharing plan (10 points):

Demonstrated understanding of investment projects in the Rwandan dairy sector; and appropriateness of the proposed strategy for bringing implementers, beneficiaries and stakeholders together to share knowledge and to learn from one another.

Monitoring and Evaluation Plan (10 points):

Clarity, appropriateness and soundness of the proposed Monitoring and Evaluation Plan

b. Management and Staffing (20 points)

Management and Implementation (10 points):

1. Extent to which the proposed management and implementation structure is feasible, includes a sound management and organizational structure, provides adaptive project management mechanisms, and demonstrates coordination with existing land-related programs and all relevant stakeholders.
2. Extent to which local capacity building strategies are incorporated into all aspects of program implementation.

Personnel (10 points):

1. Extent to which the proposed team possesses the appropriate breadth and depth of expertise and experience to manage and implement the proposed approach.
2. Qualifications and experience of proposed key personnel candidates.

c. Institutional Capacity (15 points)

Demonstrated capacity and experience of the organization(s) in managing activities similar to those proposed.

d. Past Performance (15 points)

Demonstrated successful track record in implementing and monitoring similar or relevant programs based on the following evaluation criteria: How well an applicant performed; the relevancy of the work performed under the program; instances of good performance; instances of poor performance; significant achievements; significant problems; and any indications of excellent or exceptional performance in the most critical areas.

B. COST CRITERIA

Cost has not been assigned a score but will be reviewed for cost reasonableness, allocability, allowability, cost effectiveness and realism, adequacy of budget detail and financial feasibility, and maximize direct activity costs and minimize administrative costs. While cost may be a determining factor in the final award(s) decision, especially between closely ranked applicants, the technical merit of applications is substantially more important under this RFA.

(2) The minimum required cost sharing element under this RFA is **20%** of total estimated USAID funding and is required in order for applicants to receive consideration. Cost sharing will be evaluated as an element of cost effectiveness.

(3) Applications will be reviewed by a Technical Evaluation Committee. The award decision will be made by the Agreement Officer.

[END OF SECTION V]

SECTION VI – AWARD AND ADMINISTRATION INFORMATION

(1) USAID reserves the right to make awards without discussions. Successful applicants can expect to receive a notice of award signed by the Agreement Office which serves as the authorizing document. Unsuccessful applicants will be notified by letter sent electronically from the Agreement Officer. Notification will be sent electronically to the person indicated on the cover page of the application. Debriefings will be considered if requested in writing within 10 days of notification from the Agreement Officer.

(2) USAID does not anticipate any deviations from the Standard Provisions described in Section I herein.

(3) Reporting Requirements - The resulting award will require the following reporting requirements:

1. Performance Management Plan (PMP)

The Recipient will submit a draft Performance Management Plan (PMP) (i.e., a tool to plan and manage the process of monitoring, evaluating, and reporting progress towards achieving project objectives) as part of the proposal. A revised draft PMP, which takes into account USAID's input, will be submitted to the AOTR within 30 days after the effective date of the agreement. The PMP will cover the entire period of the agreement and shall include, but not necessarily be limited to, the following: (1) the results to be achieved by the project; (2) the indicators to be used to measure achievement of the results; (3) the method of data collection to be used to obtain the indicator data and the frequency at which each shall be collected (monthly, quarterly, semi-annually); and (4) targets for each indicator year. USAID will review the revised draft PMP and provide comments/suggestions within 10 days of receipt. The Recipient will then submit a final PMP to the USAID AOTR for approval not later than 5 days from receipt of USAID's comments/suggestions.

2. Annual Work Plan

The Recipient will prepare for the AOTR's review and approval annual work plans, setting forth in reasonable detail the Recipient's plans for pursuing activities set forth in the agreement. The work plan should also delineate project work by district, where appropriate, and specify the cost of each activity. The draft work plan covering the first year of the project shall be provided to USAID as part of the proposal. A revised first year work plan, which takes into account USAID's input, shall be submitted to the AOTR for his/her approval no later than 30 days after the effective date of the agreement. Draft work plans for subsequent years shall be submitted to the AOTR at least 45 days prior to the start of each corresponding project year. As may be necessary due to circumstances beyond the Recipient's control, and subject to the AOTR's approval, the annual work plan may be amended and benchmarks added, deleted, or revised from time to time.

The annual work plan will include a schedule of activities and tasks planned to be conducted, and the inputs planned to be provided by the Recipient, including a description of planned activities and tasks and an estimated budget – organized by component and, as appropriate, by sub-component. The work plan should also break out activities by district. The annual work plan must be linked to the performance indicators set forth in the PMP.

The Recipient will incorporate any required revisions into a final annual work plan no later than 15 days after receipt of such comments. The USAID AOTR will provide a written approval of the final work plan to the Recipient. Should revised activities, performance indicators or performance targets become necessary, the Recipient shall submit a revised work plan to USAID for approval.

3. Quarterly Performance Reports

The Recipient will submit brief quarterly performance reports to the AOTR within 30 days of the end of each financial quarter reflecting results and activities of the preceding quarter. The report will describe the plan for the reporting period (as set forth in the annual work plan) and report on progress to date for PMP indicators for that quarter. The report shall include a description of the specific accomplishments of the Recipient’s activities, both ongoing and completed, by component, and geographically by district; a brief written report that describes the purpose of the consultancies (STTA) done during the period, progress made, any observations to be shared; and issues/problems encountered. The quarterly reports shall highlight any issues or problems that are affecting the delivery or timing of services provided by the Recipient. These reports should summarize project progress against tasks and benchmarks and identify implementation issues that may inhibit or enhance Recipient performance. The reports should also discuss interaction with counterparts, and any necessary alterations to the work plan and initial timetable.

In each quarterly report, the Recipient should include success stories, which provide information that demonstrates the impact that the activity/program has had during the reporting period through materials such as stories, quotes and photos. These *success stories* shall also be submitted separately via the Agency’s Telling Our Story website (<http://www.usaid.gov/stories/>). Note: the Mission’s Communications Officer can assist in editing stories prior to their posting on the website.

As agreed upon by the AOTR, quarterly reporting shall begin after the end of the first financial quarter after the effective date of the agreement. The quarterly report is due to the AOTR on or before the last day of the month following the end of each quarter. The AOTR may make exceptions to this schedule depending on when exactly the agreement is signed; for example, if the project begins in November, the time remaining in Q1 may be incorporated into the quarterly report for Q2.

Quarterly Reports Schedule for Submission:

USG Fiscal Year Q1: October 1 to December 31	Quarterly Report due January 31
USG Fiscal Year Q2: January 1 to March 31	Quarterly Report due April 30
USG Fiscal Year Q3: April 1 to June 30	Quarterly Report due July 31
USG Fiscal Year Q4: July 1 to September 30	Quarterly Report due October 31

4. Annual Report

For the project annual report, the Recipient will submit a draft report, capturing results against the project PMP in a format agreed to by the AOTR. The AOTR will provide comments within 15 days, and the Recipient will then submit a final draft to the AOTR for approval within 15 days of receipt of the AOTR’s comments. The report shall include an annual inventory list of all assets/equipment purchased or otherwise acquired for the performance of the agreement to date, the condition of each item, and other specifications. The period for this report should commence on the effective date of the award (as opposed to the calendar year). The Recipient will provide timely responses to requests pertaining to the annual Operational Plan (OP) and subsequent semi-annual reports.

5. Quarterly Financial Reporting

The Recipient will submit electronic copies of Financial Reports (quarterly SF 425 and final SF 425) in keeping with 22 CFR 226. The SF 425 must be submitted via electronic format to the U.S. Department of Health and Human Services (<http://www.dpm.psc.gov>). In addition, the

original and two copies of all final financial reports shall be submitted to M/FM and the AOTR.

6. Partner Reporting System (PRS)

On a quarterly, semi-annual, and annual basis, the Recipient will enter results for each indicator on the approved PMP and upload quarterly reports onto the Mission's online Partner Reporting System (PRS). On an annual basis, the Recipient shall also enter targets, approved by the AOTR, for the next two fiscal years. The PRS is maintained by Social & Scientific Systems (SSS) as part of the Mission's Monitoring and Evaluation Management Service (MEMS) project. Data from the PRS are used by the Mission to inform U.S. policy, programming, and program performance reviews, including but not limited to the Mission's Performance Plan and Report (PPR), Operational Plan (OP), PEPFAR Annual Performance Report (APR) and Country Operational Plan (COP), and PMI Annual Report and Malaria Operational Plan (MOP).

7. Annual Microenterprise Results Reporting (MRR)

The Recipient shall submit program data related to microfinance, business development services, and policy advocacy and research activities implemented with USAID funding to the MRR online reporting system (<http://www.mrreporting.org>), which tracks USAID's progress towards Congressionally-mandated funding targets, as well as monitors the results of USAID assistance to the microenterprise sector. The database is used as a management tool to support Agency decision-making, while informing the U.S. Congress and the public on how resources have been used to support the microenterprise sector.

MRR indicators are the following:

Enterprise Development

- Number of microenterprises assisted (disaggregated by sex of owner/operator, youth status of owner/operator, rural/urban location, and operating with/without subsidy)
- Number of employees of microenterprises assisted (disaggregated by sex)
- Value of gross sales/revenue or net income of microenterprises assisted
- Value of financing secured by microenterprises
- Poverty status of microenterprises assisted using poverty loan proxy (\$404 or less)

8. TraiNet (annual) Report

TraiNet (annual) reporting: Per ADS 253, the Recipient is required to report on all USAID-funded trainings either in country, third country or the U.S. The Recipient must submit the relevant standard form to the AOTR for each USAID-funded training event, workshop, or study tour for inclusion in the Agency's web-based TraiNet database, which holds data regarding foreign nationals who receive instruction funded by USAID. The forms can be obtained from the AOTR or the Mission Program Office.

9. Closeout Plan

Six months prior to the completion date of the agreement, the Recipient will submit a demobilization plan for the AOTR approval. The demobilization plan shall include a) draft property disposition plan, b) plan for the phase-out of in-country operations, c) delivery schedule for all reports or other deliverables required under the agreement, and d) timetable for completing all required actions in the demobilization plan, including the submission date of the final property disposition plan to the Agreements Officer

10. Final Report

The final performance report is a detailed report which summarizes the accomplishments and impact in relation to the expected results, in accordance with the approved PMP. It should contain a three-page executive summary, an index of all reports and information products produced under

this agreement, and should discuss the following:

- The project impact as compared to baseline conditions and data;
- A description of all institutions and organizations worked with in connection with project components and an evaluation of their strengths and weaknesses;
- Problems encountered, objectives not fully achieved and why, and lessons learned.
- Incorporation of any additional/available evaluative data compared to project results and any explanatory background.
- Indicate the contextual opportunities remaining that could easily be harnessed to sustain the results of the program

The completion report may suggest ways to resolve identified constraints and provide recommendations for interventions that might complement the work completed under the agreement. The AOTR will provide written comments, and the Agreements Officer may likewise add written comments, which the Recipient shall address in revising the draft and submitting a final completion report. The final completion report should also be accompanied by a CD with select project photos and captions and a CD with all project deliverables.

The report shall be submitted no later than 90 days past the end-date of this agreement as follows:

- The original and one copy to M/FM, the Agreement Officer , and the AOTR and
- One copy, in electronic to the following: (a) Via E-mail: docsubmit@dec.cdie.org; (b) Via U.S. Postal Service: Development Experience Clearinghouse, 8403 Colesville Road, Suite 210 Silver Spring, MD 20910, USA; or (c) Online: <http://www.dec.org/index.cfm?fuseaction=docSubmit.home>.

SECTION VII – AGENCY CONTACTS

See cover letter for appropriate contacts within USAID. Please note: Only the Agreement Officer is authorized to make commitment on behalf of USAID.

[END SECTION VII]

SECTION VIII – OTHER INFORMATION

(1) USAID reserves the right to fund any or none of the applications submitted.

(2) Other Relevant Information:

a) BRANDING STRATEGY AND MARKING PLAN:

After selection but before award, the apparently successful applicants must submit an acceptable branding strategy and marking plan that demonstrates how they propose to name and promote this USAID-funded project, and how they plan to acknowledge the U.S. government contribution.

b) ENVIRONMENTAL COMPLIANCE:

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

In addition, 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.

No activity funded under this program 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.")

USAID/ Rwanda anticipates that activities under this program are covered by an Initial Environmental Examination (IEE) covering Rwanda's activities under the FtF Initiative and USAID/Rwanda determined that a Negative Determination with Conditions applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this award. The recipient shall prepare an environmental mitigation and monitoring plan (EMMP) plan describing how the recipient will, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP shall include monitoring the implementation of the conditions and their effectiveness.

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

If the recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

In all sub-agreements under this award the Recipient should include in the SOW the requirement to include an Environmental Review Form (ERF) or Environmental Review (ER) checklist using impact assessment tools to screen grant proposals to ensure the funded proposals will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. Use of the ERF or ER checklist is called for when the nature of the grant proposals to be funded is not well enough known to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded any adverse impacts are expected to be easily mitigated. Implementation of sub-grant activities cannot go forward until the ERF or ER checklist is completed and approved by USAID. The Recipient shall be responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented.

USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities will require environmental management expertise. The Applicant should therefore include as part of the proposal their approach to achieving environmental compliance and management. Specifically:

- The Applicant's approach to development of the EMMP for the program.
- The Applicant's approach to developing and implementing an IEE or EA or environmental review process for sub-awards.
- The Applicant's approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.
- The Applicant's illustrative budget for implementing the environmental compliance activities.

c) DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER

Applicants are required to have a Dun and Bradstreet Data Universal Numbering System (DUNS) number to apply for a cooperative agreement from the US Federal government. The DUNS number is a nine-digit identification number, which uniquely identifies business entities. If a local/indigenous organization does not hold a DUNS registration number at the time of application, a non-indigenous partner with a DUNS number can be the primary contact recipient. An indigenous/local organization that does not have a DUNS number can contact the mission for the appropriate form.

[END SECTION VIII]

ANNEX A – STANDARD PROVISIONS

The following Standard Provisions are provided below in full text:

- Branding Strategy – Assistance (December 2005)
- Marking Plan – Assistance (December 2005)
- Marking Under USAID-Funded Assistance Instruments (December 2005)
- Executive Order on Terrorist Financing (March 2002)
- USAID Disability Policy - Assistance (December 2004)
- Data Universal Numbering System (DUNS) Number
- Central Contractor Registration and Universal Identifier (October 2010)
- Reporting Subawards And Executive Compensation (October 2010)

BRANDING STRATEGY - ASSISTANCE (December 2005)

(a) Definitions

Branding Strategy means a strategy that is submitted at the specific request of a USAID Agreement Officer by an Apparently Successful Applicant after evaluation of an application for USAID funding, describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens. It identifies all donors and explains how they will be acknowledged.

Apparently Successful Applicant(s) means the applicant(s) for USAID funding recommended for an award after evaluation, but who has not yet been awarded a grant, cooperative agreement or other assistance award by the Agreement Officer. The Agreement Officer will request that the Apparently Successful Applicants submit a Branding Strategy and Marking Plan. Apparently Successful Applicant status confers no right and constitutes no USAID commitment to an award.

USAID Identity (Identity) means the official marking for the Agency, comprised of the USAID logo and new brand mark, which clearly communicates that our assistance is from the American people. The USAID Identity is available on the USAID website and is provided without royalty, license, or other fee to recipients of USAID-funded grants or cooperative agreements or other assistance awards or subawards.

(b) Submission. The Apparently Successful Applicant, upon request of the Agreement Officer, will submit and negotiate a Branding Strategy. The Branding Strategy will be included in and made a part of the resulting grant or cooperative agreement. The Branding Strategy will be negotiated within the time that the Agreement Officer specifies. Failure to submit and negotiate a Branding Strategy will make the applicant ineligible for award of a grant or cooperative agreement. The Apparently Successful Applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events and materials, and the like.

(c) Submission Requirements

At a minimum, the Apparently Successful Applicant's Branding Strategy will address the following:

(1) Positioning

What is the intended name of this program, project, or activity?

Guidelines: USAID prefers to have the USAID Identity included as part of the program or project name,

such as a "title sponsor," if possible and appropriate. It is acceptable to "co-brand" the title with USAID's and the Apparently Successful Applicant's identities. For example: "The USAID and [Apparently Successful Applicant] Health Center."

If it would be inappropriate or is not possible to "brand" the project this way, such as when rehabilitating a structure that already exists or if there are multiple donors, please explain and indicate how you intend to showcase USAID's involvement in publicizing the program or project. *For example: School #123, rehabilitated by USAID and [Apparently Successful Applicant]/ [other donors].*

Note: the Agency prefers "made possible by (or with) the generous support of the American People" next to the USAID Identity in acknowledging our contribution, instead of the phrase "funded by." USAID prefers local language translations.

Will a program logo be developed and used consistently to identify this program? If yes, please attach a copy of the proposed program logo. Note: USAID prefers to fund projects that do NOT have a separate logo or identity that competes with the USAID Identity.

(2) Program Communications and Publicity

Who are the primary and secondary audiences for this project or program?

Guidelines: Please include direct beneficiaries and any special target segments or influencers. *For Example: Primary audience: schoolgirls age 8-12, Secondary audience: teachers and parents—specifically mothers*

What communications or program materials will be used to explain or market the program to beneficiaries?

Guidelines: These include training materials, posters, pamphlets, Public Service Announcements, billboards, websites, and so forth.

What is the main program message(s)?

Guidelines: *For example: "Be tested for HIV-AIDS" or "Have your child inoculated."* Please indicate if you also plan to incorporate USAID's primary message – this aid is "from the American people" – into the narrative of program materials. This is optional; however, marking with the USAID Identity is required.

Will the recipient announce and promote publicly this program or project to host country citizens? If yes, what press and promotional activities are planned?

Guidelines: These may include media releases, press conferences, public events, and so forth. Note: incorporating the message, "USAID from the American People", and the USAID Identity is required.

Please provide any additional ideas about how to increase awareness that the American people support this project or program.

Guidelines: One of our goals is to ensure that both beneficiaries and host-country citizens know that the aid the Agency is providing is "from the American people." Please provide any initial ideas on how to further this goal.

(3) Acknowledgements

Will there be any direct involvement from a host-country government ministry? If yes, please indicate which one or ones. Will the recipient acknowledge the ministry as an additional co-sponsor?

Note: it is perfectly acceptable and often encouraged for USAID to "co-brand" programs with government ministries.

Please indicate if there are any other groups whose logo or identity the recipient will use on program materials and related communications

Guidelines: Please indicate if they are also a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

(d) **Award Criteria.** The Agreement Officer will review the Branding Strategy for adequacy, ensuring that it contains the required information on naming and positioning the USAID-funded program, project, or activity, and promoting and communicating it to cooperating country beneficiaries and citizens. The Agreement Officer also will evaluate this information to ensure that it is consistent with the stated objectives of the award; with the Apparently Successful Applicant's cost data submissions; with the Apparently Successful Applicant's project, activity, or program performance plan; and with the regulatory requirements set out in 22 CFR 226.91. The Agreement Officer may obtain advice and recommendations from technical experts while performing the evaluation.

[END OF PROVISION]

MARKING PLAN – ASSISTANCE (December 2005)

(a) Definitions

Marking Plan means a plan that the Apparently Successful Applicant submits at the specific request of a USAID Agreement Officer after evaluation of an application for USAID funding, detailing the public communications, commodities, and program materials and other items that will visibly bear the USAID Identity. Recipients may request approval of Presumptive Exceptions to marking requirements in the Marking Plan.

Apparently Successful Applicant(s) means the applicant(s) for USAID funding recommended for an award after evaluation, but who has not yet been awarded a grant, cooperative agreement or other assistance award by the Agreement Officer. The Agreement Officer will request that Apparently Successful Applicants submit a Branding Strategy and Marking Plan. Apparently Successful Applicant status confers no right and constitutes no USAID commitment to an award, which the Agreement Officer must still obligate.

USAID Identity (Identity) means the official marking for the Agency, comprised of the USAID logo and new brand mark, which clearly communicates that our assistance is from the American people. The USAID Identity is available on the USAID website and USAID provides it without royalty, license, or other fee to recipients of USAID funded grants, cooperative agreements, or other assistance awards or subawards.

A **Presumptive Exception** exempts the applicant from the general marking requirements for a *particular* USAID-funded public communication, commodity, program material or other deliverable, or a *category* of USAID-funded public communications, commodities, program materials or other deliverables that would otherwise be required to visibly bear the USAID Identity. The Presumptive Exceptions are:

Presumptive Exception (i). USAID marking requirements may not apply if they would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials, such as election monitoring or ballots, and voter information literature; political party support or public policy advocacy or reform; independent media, such as television and radio broadcasts, newspaper articles and editorials; and public service

announcements or public opinion polls and surveys (22 C.F.R. 226.91(h)(1)).

Presumptive Exception (ii). USAID marking requirements may not apply if they would diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent (22 C.F.R. 226.91(h)(2)).

Presumptive Exception (iii). USAID marking requirements may not apply if they would undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as “by” or “from” a cooperating country ministry or government official (22 C.F.R. 226.91(h)(3)).

Presumptive Exception (iv). USAID marking requirements may not apply if they would impair the functionality of an item, such as sterilized equipment or spare parts (22 C.F.R. 226.91(h)(4)).

Presumptive Exception (v). USAID marking requirements may not apply if they would incur substantial costs or be impractical, such as items too small or otherwise unsuited for individual marking, such as food in bulk (22 C.F.R. 226.91(h)(5)).

Presumptive Exception (vi). USAID marking requirements may not apply if they would offend local cultural or social norms, or be considered inappropriate on such items as condoms, toilets, bed pans, or similar commodities (22 C.F.R. 226.91(h)(6)).

Presumptive Exception (vii). USAID marking requirements may not apply if they would conflict with international law (22 C.F.R. 226.91(h)(7)).

(b) **Submission.** The Apparently Successful Applicant, upon the request of the Agreement Officer, will submit and negotiate a Marking Plan that addresses the details of the public communications, commodities, program materials that will visibly bear the USAID Identity. The marking plan will be customized for the particular program, project, or activity under the resultant grant or cooperative agreement. The plan will be included in and made a part of the resulting grant or cooperative agreement. USAID and the Apparently Successful Applicant will negotiate the Marking Plan within the time specified by the Agreement Officer. Failure to submit and negotiate a Marking Plan will make the applicant ineligible for award of a grant or cooperative agreement. The applicant must include an estimate of all costs associated with branding and marking USAID programs, such as plaques, labels, banners, press events, promotional materials, and so forth in the budget portion of its application. These costs are subject to revision and negotiation with the Agreement Officer upon submission of the Marking Plan and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

(c) **Submission Requirements.** The Marking Plan will include the following:

(1) A description of the public communications, commodities, and program materials that the recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the USAID Identity. These include:

(i) program, project, or activity sites funded by USAID, including visible infrastructure projects or other programs, projects, or activities that are physical in nature;

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

(iii) events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences, and other public activities; and

(iv) all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies and other materials funded by USAID, and their export packaging.

(2) A table specifying:

(i) The program deliverables that the recipient will mark with the USAID Identity,

(ii) The type of marking and what materials the applicant will be used to mark the program deliverables with the USAID Identity, and

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

(3) A table specifying:

(i) What program deliverables will not be marked with the USAID Identity, and

(ii) The rationale for not marking these program deliverables.

(d) Presumptive Exceptions.

(1) The Apparently Successful Applicant may request a Presumptive Exception as part of the overall Marking Plan submission. To request a Presumptive Exception, the Apparently Successful Applicant must identify which Presumptive Exception applies, and state why, in light of the Apparently Successful Applicant's technical proposal and in the context of the program description or program statement in the USAID Request For Application or Annual Program Statement, marking requirements should not be required.

(2) Specific guidelines for addressing each Presumptive Exception are:

(i) For Presumptive Exception (i), identify the USAID Strategic Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why the program, project, activity, commodity, or communication is 'intrinsically neutral.' Identify, by category or deliverable item, examples of program materials funded under the award for which you are seeking exception 1.

(ii) For Presumptive Exception (ii), state what data, studies, or other deliverables will be produced under the USAID funded award, and explain why the data, studies, or deliverables must be seen as credible.

(iii) For Presumptive Exception (iii), identify the item or media product produced under the USAID funded award, and explain why each item or product, or category of item and product, is better positioned as an item or product produced by the cooperating country government.

(iv) For Presumptive Exception (iv), identify the item or commodity to be marked, or categories of items or commodities, and explain how marking would impair the item's or commodity's functionality.

(v) For Presumptive Exception (v), explain why marking would not be cost-beneficial or practical.

(vi) For Presumptive Exception (vi), identify the relevant cultural or social norm, and explain why

marking would violate that norm or otherwise be inappropriate.

(vii) For Presumptive Exception (vii), identify the applicable international law violated by marking.

(3) The Agreement Officer will review the request for adequacy and reasonableness.

In consultation with the Agreement Officer's Technical Representative and other agency personnel as necessary, the Agreement Officer will approve or disapprove the requested Presumptive Exception. Approved exceptions will be made part of the approved Marking Plan, and will apply for the term of the award, unless provided otherwise.

(e) **Award Criteria:** The Agreement Officer will review the Marking Plan for adequacy and reasonableness, ensuring that it contains sufficient detail and information concerning public communications, commodities, and program materials that will visibly bear the USAID Identity. The Agreement Officer will evaluate the plan to ensure that it is consistent with the stated objectives of the award; with the applicant's cost data submissions; with the applicant's actual project, activity, or program performance plan; and with the regulatory requirements of 22 C.F.R. 226.91. The Agreement Officer will approve or disapprove any requested Presumptive Exceptions (see paragraph (d)) on the basis of adequacy and reasonableness. The Agreement Officer may obtain advice and recommendations from technical experts while performing the evaluation.

[END OF PROVISION]

MARKING UNDER USAID-FUNDED ASSISTANCE INSTRUMENTS (December 2005)

(a) Definitions

Commodities mean any material, article, supply, goods or equipment, excluding recipient offices, vehicles, and non-deliverable items for recipient's internal use, in administration of the USAID funded grant, cooperative agreement, or other agreement or subagreement.

Principal Officer means the most senior officer in a USAID Operating Unit in the field, e.g., USAID Mission Director or USAID Representative. For global programs managed from Washington but executed across many countries, such as disaster relief and assistance to internally displaced persons, humanitarian emergencies or immediate post conflict and political crisis response, the cognizant Principal Officer may be an Office Director, for example, the Directors of USAID/W/Office of Foreign Disaster Assistance and Office of Transition Initiatives. For non-presence countries, the cognizant Principal Officer is the Senior USAID officer in a regional USAID Operating Unit responsible for the non-presence country, or in the absence of such a responsible operating unit, the Principal U.S Diplomatic Officer in the non-presence country exercising delegated authority from USAID.

Programs mean an organized set of activities and allocation of resources directed toward a common purpose, objective, or goal undertaken or proposed by an organization to carry out the responsibilities assigned to it.

Projects include all the marginal costs of inputs (including the proposed investment) technically required to produce a discrete marketable output or a desired result (for example, services from a fully functional water/sewage treatment facility).

Public communications are documents and messages intended for distribution to audiences external to the recipient's organization. They include, but are not limited to, correspondence, publications, studies, reports, audio visual productions, and other informational products; applications, forms, press and promotional materials used in connection with USAID funded programs, projects or activities, including

signage and plaques; Web sites/Internet activities; and events such as training courses, conferences, seminars, press conferences and so forth.

Subrecipient means any person or government (including cooperating country government) department, agency, establishment, or for profit or nonprofit organization that receives a USAID subaward, as defined in 22 C.F.R. 226.2.

Technical Assistance means the provision of funds, goods, services, or other foreign assistance, such as loan guarantees or food for work, to developing countries and other USAID recipients, and through such recipients to subrecipients, in direct support of a development objective – as opposed to the internal management of the foreign assistance program.

USAID Identity (Identity) means the official marking for the United States Agency for International Development (USAID), comprised of the USAID logo or seal and new brand mark, with the tagline that clearly communicates that our assistance is “from the American people.” The USAID Identity is available on the USAID website at www.usaid.gov/branding and USAID provides it without royalty, license, or other fee to recipients of USAID-funded grants, or cooperative agreements, or other assistance awards

(b) Marking of Program Deliverables

(1) All recipients must mark appropriately all overseas programs, projects, activities, public communications, and commodities partially or fully funded by a USAID grant or cooperative agreement or other assistance award or subaward with the USAID Identity, of a size and prominence equivalent to or greater than the recipient’s, other donor’s, or any other third party’s identity or logo.

(2) The Recipient will mark all program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) with the USAID Identity. The Recipient should erect temporary signs or plaques early in the construction or implementation phase. When construction or implementation is complete, the Recipient must install a permanent, durable sign, plaque or other marking.

(3) The Recipient will mark technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities and other promotional, informational, media, or communications products funded by USAID with the USAID Identity.

(4) The Recipient will appropriately mark events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities, with the USAID Identity. Unless directly prohibited and as appropriate to the surroundings, recipients should display additional materials, such as signs and banners, with the USAID Identity. In circumstances in which the USAID Identity cannot be displayed visually, the recipient is encouraged otherwise to acknowledge USAID and the American people’s support.

(5) The Recipient will mark all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies, and other materials funded by USAID, and their export packaging with the USAID Identity.

(6) The Agreement Officer may require the USAID Identity to be larger and more prominent if it is the majority donor, or to require that a cooperating country government’s identity be larger and more prominent if circumstances warrant, and as appropriate depending on the audience, program goals, and materials produced.

(7) The Agreement Officer may require marking with the USAID Identity in the event that the recipient does not choose to mark with its own identity or logo.

(8) The Agreement Officer may require a pre-production review of USAID-funded public communications and program materials for compliance with the approved Marking Plan.

(9) Subrecipients. To ensure that the marking requirements “flow down” to subrecipients of subawards, recipients of USAID funded grants and cooperative agreements or other assistance awards will include the USAID-approved marking provision in any USAID funded subaward, as follows:

“As a condition of receipt of this subaward, marking with the USAID Identity of a size and prominence equivalent to or greater than the recipient’s, subrecipient’s, other donor’s or third party’s is required. In the event the recipient chooses not to require marking with its own identity or logo by the subrecipient, USAID may, at its discretion, require marking by the subrecipient with the USAID Identity.”

(10) Any ‘public communications’, as defined in 22 C.F.R. 226.2, funded by USAID, in which the content has not been approved by USAID, must contain the following disclaimer:

“This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert recipient name] and do not necessarily reflect the views of USAID or the United States Government.”

(11) The recipient will provide the Agreement Officer’s Technical Representative (AOTR) or other USAID personnel designated in the grant or cooperative agreement with two copies of all program and communications materials produced under the award. In addition, the recipient will submit one electronic or one hard copy of all final documents to USAID’s Development Experience Clearinghouse.

(c) Implementation of marking requirements.

(1) When the grant or cooperative agreement contains an approved Marking Plan, the recipient will implement the requirements of this provision following the approved Marking Plan.

(2) When the grant or cooperative agreement does not contain an approved Marking Plan, the recipient will propose and submit a plan for implementing the requirements of this provision within 45 days after the effective date of this provision. The plan will include:

(i) A description of the program deliverables specified in paragraph (b) of this provision that the recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the USAID Identity.

(ii) the type of marking and what materials the applicant uses to mark the program deliverables with the USAID Identity,

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

(3) The recipient may request program deliverables not be marked with the USAID Identity by identifying the program deliverables and providing a rationale for not marking these program deliverables. Program deliverables may be exempted from USAID marking requirements when:

(i) USAID marking requirements would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials;

(ii) USAID marking requirements would diminish the credibility of audits, reports, analyses, studies, or

policy recommendations whose data or findings must be seen as independent;

(iii) USAID marking requirements would undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as “by” or “from” a cooperating country ministry or government official;

(iv) USAID marking requirements would impair the functionality of an item;

(v) USAID marking requirements would incur substantial costs or be impractical;

(vi) USAID marking requirements would offend local cultural or social norms, or be considered inappropriate;

(vii) USAID marking requirements would conflict with international law.

(4) The proposed plan for implementing the requirements of this provision, including any proposed exemptions, will be negotiated within the time specified by the Agreement Officer after receipt of the proposed plan. Failure to negotiate an approved plan with the time specified by the Agreement Officer may be considered as noncompliance with the requirements is provision.

(d) Waivers.

(1) The recipient may request a waiver of the Marking Plan or of the marking requirements of this provision, in whole or in part, for each program, project, activity, public communication or commodity, or, in exceptional circumstances, for a region or country, when USAID required marking would pose compelling political, safety, or security concerns, or when marking would have an adverse impact in the cooperating country. The recipient will submit the request through the Agreement Officer’s Technical Representative. The Principal Officer is responsible for approvals or disapprovals of waiver requests.

(2) The request will describe the compelling political, safety, security concerns, or adverse impact that require a waiver, detail the circumstances and rationale for the waiver, detail the specific requirements to be waived, the specific portion of the Marking Plan to be waived, or specific marking to be waived, and include a description of how program materials will be marked (if at all) if the USAID Identity is removed. The request should also provide a rationale for any use of recipient’s own identity/logo or that of a third party on materials that will be subject to the waiver.

(3) Approved waivers are not limited in duration but are subject to Principal Officer review at any time, due to changed circumstances.

(4) Approved waivers “flow down” to recipients of subawards unless specified otherwise. The waiver may also include the removal of USAID markings already affixed, if circumstances warrant.

(5) Determinations regarding waiver requests are subject to appeal to the Principal Officer’s cognizant Assistant Administrator. The recipient may appeal by submitting a written request to reconsider the Principal Officer’s waiver determination to the cognizant Assistant Administrator.

(e) Non-retroactivity. The requirements of this provision do apply to any materials, events, or commodities produced prior to January 2, 2006. The requirements of this provision do not apply to program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) where the construction and implementation of these are complete prior to January 2, 2006 and the period of the grant does not extend past January 2,

2006.

[END OF PROVISION]

IMPLEMENTATION OF E.O. 13224 -- EXECUTIVE ORDER ON TERRORIST FINANCING (MARCH 2002)

The Recipient is 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 recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all contracts/subawards issued under this agreement.

[END OF PROVISION]

USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)

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

http://pdf.dec.org/pdf_docs/PDABQ631.pdf

b. 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]

CENTRAL CONTRACTOR REGISTRATION AND UNIVERSAL IDENTIFIER (OCTOBER 2010)

- 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) 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 subaward may be provided through any legal agreement, including an agreement that you consider a contract.
- (5) Subrecipient means an entity that:
 - (i) Receives a subaward from you under this award; and
 - (ii) Is accountable to you for the use of the Federal funds provided by the subaward.

[END OF PROVISION]

REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (OCTOBER 2010)

a. Reporting of first-tier subawards.

- (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 subaward 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 subaward 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/excomp.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 Subrecipient Executives.

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

- (i) in the subrecipient's preceding fiscal year, the subrecipient 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 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 (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:

- (ii) To the recipient.
- (iii) 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. 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 nonequity 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.

[END OF PROVISION]

ANNEX B - CERTIFICATIONS, ASSURANCES AND OTHER STATEMENTS OF APPLICANTS

CERTIFICATIONS, ASSURANCES AND OTHER STATEMENTS OF APPLICANTS

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 shall, 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 shall 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.

(c) This assurance is 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 this Assurance, and that the United States shall have the right to seek judicial enforcement of this Assurance. This Assurance is binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this Assurance on behalf of the recipient.

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 shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall 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 shall 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 shall 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 shall 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 shall 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 shall 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 list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website :

<http://www.treas.gov/offices/eotffc/ofac/sdn/t11sdn.pdf>, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Recipient.

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

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

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

3. For purposes of this Certification-

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

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 shall 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 shall 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.

RFA/APS 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 assister, 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: CERTIFICATION OF COMPLIANCE WITH THE STANDARD PROVISIONS ENTITLED “CONDOMS” AND “PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING.”

Applicability: This certification requirement only applies to the prime recipient. Before a U.S. or non-U.S. non-governmental organization receives FY04-FY08 HIV/AIDS funds under a grant or cooperative agreement, such recipient must provide to the Agreement Officer a certification substantially as follows:

“[Recipient's name] certifies compliance as applicable with the standard provisions entitled “Condoms” and “Prohibition on the Promotion or Advocacy of the Legalization or Practice of Prostitution or Sex Trafficking” included in the referenced agreement.”

RFA/APS No. _____

Application No. _____

Date of Application _____

Name of Applicant/Subgrantee _____

Typed Name and Title _____

Signature _____

PART V: SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS

Applicability: All RFAs must include the attached Survey on Ensuring Equal Opportunity for Applicants as an attachment to the RFA package. Applicants under unsolicited applications are also to be provided the survey. (While inclusion of the survey by Agreement Officers in RFA packages is required, the applicant's completion of the survey is voluntary, and must not be a requirement of the RFA. The absence of a completed survey in an application may not be a basis upon which the application is determined incomplete or non-responsive. Applicants who volunteer to complete and submit the survey under a competitive or non-competitive action are instructed within the text of the survey to submit it as part of the application process.)

PART VI - 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) 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 obtain the location and phone number of the local Dun and Bradstreet Information Services office from the Internet Home Page at <http://www.dbisna.com/dbis/customer/custlist.htm>. If an offeror is unable to locate a local service center, it may send an e-mail to Dun and Bradstreet at globalinfo@dbisma.com.

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, please 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, Origin, and Componentry of Goods. If the recipient plans to purchase any goods/commodities which are not of U.S. source and/or U.S. origin, and/or does not contain at least 50% componentry, which are not at least 50% U.S. source and origin, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, and probable source and/or origin, to include the probable source and/or origin of the components if less than 50% U.S. components will be contained in the commodity. "Source" means the country from which a commodity is shipped to the cooperating country or the cooperating country itself if the commodity is located therein at the time of purchase. However, where a commodity is shipped from a free port or bonded warehouse in the form in which received therein, "source" means the country from which the

commodity was shipped to the free port or bonded warehouse. Any commodity whose source is a non-Free World country is ineligible for USAID financing. The "origin" of a commodity is the country or area in which a commodity is mined, grown, or produced. A commodity is produced when, through manufacturing, processing, or substantial and major assembling of components, a commercially recognized new commodity result, which is substantially different in basic characteristics or in purpose or utility from its components. Merely packaging various items together for a particular procurement or relabeling items do not constitute production of a commodity. Any commodity whose origin is a non-Free World country is ineligible for USAID financing. "Components" are the goods, which go directly into the production of a produced commodity. Any component from a non-Free World country makes the commodity ineligible for USAID financing.

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

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

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

(f) Supplier Nationality. If the recipient plans to purchase any goods or services from suppliers of goods and services whose nationality is not in the U.S., please 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. Any supplier whose nationality is a non-Free World country is ineligible for USAID financing.

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

(g) Proposed Disposition. If the recipient plans to purchase any nonexpendable equipment with a unit acquisition cost of \$5,000 or more, please indicate below (using a continuation page, as necessary) the proposed disposition of each such item. Generally, the recipient may either retain the property for other uses and make compensation to USAID (computed by applying the percentage of federal participation in the cost of the original program to the current fair market value of the property), or sell the property and reimburse USAID an amount computed by applying to the sales proceeds the percentage of federal participation in the cost of the original program (except that the recipient may deduct from the federal share \$500 or 10% of the proceeds, whichever is greater, for selling and handling expenses), or donate the property to a host country institution, or otherwise dispose of the property as instructed by USAID.

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

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.

Survey on Ensuring Equal Opportunity for Applicants

OMB No. 1890-0014 Exp. 1/31/2006

Purpose: The Federal government is committed to ensuring that all qualified applicants, small or large, non-religious or faith-based, have an equal opportunity to compete for Federal funding. In order for us to better understand the population of applicants for Federal funds, we are asking nonprofit private organizations (not including private universities) to fill out this survey.

Upon receipt, the survey will be separated from the application. Information on the survey will not be considered in any way in making funding decisions and will not be included in the Federal grants database. While your help in this data collection process is greatly appreciated, completion of this survey is voluntary.

Instructions for Submitting the Survey: If you are applying using a hard copy application, please place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. If you are applying electronically, please submit this survey along with your application.

Applicant's (Organization) Name: _____

Applicant's DUNS Number: _____

Grant Name: _____ **CFDA Number:** _____

1. Does the applicant have 501(c)(3) status?

Yes No

2. How many full-time equivalent employees does the applicant have? (Check only one box).

3 or Fewer 15-50
 4-5 51-100
 6-12 over 100

3. What is the size of the applicant's annual budget? (Check only one box.)

Less than \$150,000
 \$150,000 - \$299,999
 \$300,000 - \$499,999
 \$500,000 - \$999,999
 \$1,000,000 - \$4,999,999
 \$5,000,000 or more

4. Is the applicant a faith-based/religious organization?

Yes No

5. Is the applicant a non-religious community based organization?

Yes No

6. Is the applicant an intermediary that will manage the grant on behalf of other organizations?

Yes No

7. Has the applicant ever received a government grant or contract (Federal, State, or local)?

Yes No

8. Is the applicant a local affiliate of a national organization?

Yes No

Survey Instructions on Ensuring Equal Opportunity for Applicants

Provide the applicant's (organization) name and DUNS number and the grant name and CFDA number.

1. 501(c)(3) status is a legal designation provided on application to the Internal Revenue Service by eligible organizations. Some grant programs may require nonprofit applicants to have 501(c)(3) status. Other grant programs do not.
2. For example, two part-time employees who each work half-time equal one full-time equivalent employee. If the applicant is a local affiliate of a national organization, the responses to survey questions 2 and 3 should reflect the staff and budget size of the local affiliate.
3. Annual budget means the amount of money our organization spends each year on all of its activities.
4. Self-identify.
5. An organization is considered a community-based organization if its headquarters/service location shares the same zip code as the clients you serve.
6. An "intermediary" is an organization that enables a group of small organizations to receive and manage government funds by administering the grant on their behalf.
7. Self-explanatory.
8. Self-explanatory.

Paperwork Burden Statement

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this information collection is 1890-0014. The time required to complete this information collection is estimated to average five (5) minutes per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection. **If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to:** U.S. Department of Education, Washington, D.C. 20202-4651.

If you have comments or concerns regarding the status of your individual submission of this form, write directly to: Joyce I. Mays, Application Control Center, U.S. Department of Education, 7th and D Streets, SW, ROB-3, Room 3671, Washington, D.C. 20202-4725.

**APPLICATION FOR
FEDERAL ASSISTANCE**

Version 7/03

1. TYPE OF SUBMISSION: Application <input type="checkbox"/> Construction <input type="checkbox"/> Non-Construction		2. DATE SUBMITTED	Applicant Identifier
Pre-application <input type="checkbox"/> Construction <input type="checkbox"/> Non-Construction		3. DATE RECEIVED BY STATE	State Application Identifier
		4. DATE RECEIVED BY FEDERAL AGENCY	Federal Identifier

5. APPLICANT INFORMATION

Legal Name:		Organizational Unit:	
		Department:	
Organizational DUNS:		Division:	
Address:		Name and telephone number of persons to be contacted on matters involving this application (give area code)	
Street:		Prefix:	First Name:
City:		Middle Name	
County:		Last Name	
State:	Zip Code	Suffix:	
Country:		Email:	

6. EMPLOYER IDENTIFICATION NUMBER (EIN): □ □ □ □ □ □ □ □ □ □	Phone Number (give area code)	Fax Number (give area code)
--	-------------------------------	-----------------------------

8. TYPE OF APPLICATION: <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> If revision, enter appropriate letter(s) in box(es) (See back of form for description of letters.) Other (specify) <input type="checkbox"/> <input type="checkbox"/>	7. TYPE OF APPLICANT: (See back of form for Application Types) Other (specify)
--	--

10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: TITLE (Name of Program): □ □ □ □ □	9. NAME OF FEDERAL AGENCY:
---	-----------------------------------

12. AREAS AFFECTED BY PROJECT (Cities, Counties, States, etc.):	11. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:
--	--

13. PROPOSED PROJECT	14. CONGRESSIONAL DISTRICTS OF:
Start Date: Ending Date:	a. Applicant b. Project

15. ESTIMATED FUNDING:	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?
a. Federal \$.00	a. Yes. <input type="checkbox"/> THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON DATE:
b. Applicant \$.00	b. No. <input type="checkbox"/> PROGRAM IS NOT COVERED BY E.O. 12372
c. State \$.00	<input type="checkbox"/> OR PROGRAM HAS NOT BEEN SELECTED BY STATE FOR REVIEW
d. Local \$.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?
e. Other \$.00	<input type="checkbox"/> Yes If "Yes" attach an explanation. <input type="checkbox"/> No
f. Program Income \$.00	
g. TOTAL \$.00	

18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT. THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.

a. Authorized Representative		
Prefix	First Name	Middle Name
Last Name		Suffix
b. Title		c. Telephone Number (give area code)
d. Signature of Authorized Representative		e. Date Signed

Previous Edition Usable
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Standard Form 424 (Rev.9-2003)
Prescribed by OMB Circular A-102

INSTRUCTIONS FOR THE SF424

Public reporting burden for this collection of information is estimated to average 45 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0043), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET, SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

This is a standard form used by applicants as a required facesheet for preapplications and applications submitted for Federal assistance. It will be used by Federal agencies to obtain application certification that States which have established a review and comment procedure in response to Executive Order 12372 and have selected the program to be included in their process, have been given an opportunity to review the applicant's submission.

Item:	Entry:	Item:	Entry:																
1.	Select Type of Submission.	11.	Enter a brief descriptive title of the project. If more than one program is involved, you should append an explanation on a separate sheet. If appropriate (e.g., construction or real property projects), attach a map showing project location. For preapplications, use a separate sheet to provide a summary description of this project																
2.	Date application submitted to Federal agency (or State if applicable) and applicant's control number (if applicable).	12.	List only the largest political entities affected (e.g., State, counties, cities).																
3.	State use only (if applicable).	13.	Enter the proposed start date and end date of the project.																
4.	Enter Date Received by Federal Agency Federal identifier number: If this application is a continuation or revision to an existing award, enter the present Federal Identifier number. If for a new project, leave blank.	14.	List the applicant's Congressional District and any District(s) affected by the program or project																
5.	Enter legal name of applicant, name of primary organizational unit (including division, if applicable), which will undertake the assistance activity, enter the organization's DUNS number (received from Dun and Bradstreet), enter the complete address of the applicant (including country), and name, telephone number, e-mail and fax of the person to contact on matters related to this application.	15.	Amount requested or to be contributed during the first funding/budget period by each contributor. Value of in kind contributions should be included on appropriate lines as applicable. If the action will result in a dollar change to an existing award, indicate only the amount of the change. For decreases, enclose the amounts in parentheses. If both basic and supplemental amounts are included, show breakdown on an attached sheet. For multiple program funding, use totals and show breakdown using same categories as item 15.																
6.	Enter Employer Identification Number (EIN) as assigned by the Internal Revenue Service.	16.	Applicants should contact the State Single Point of Contact (SPOC) for Federal Executive Order 12372 to determine whether the application is subject to the State intergovernmental review process.																
7.	Select the appropriate letter in the space provided. <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">A. State</td> <td style="width: 50%;">I. State Controlled</td> </tr> <tr> <td>B. County</td> <td>Institution of Higher Learning</td> </tr> <tr> <td>C. Municipal</td> <td>J. Private University</td> </tr> <tr> <td>D. Township</td> <td>K. Indian Tribe</td> </tr> <tr> <td>E. Interstate</td> <td>L. Individual</td> </tr> <tr> <td>F. Intermunicipal</td> <td>M. Profit Organization</td> </tr> <tr> <td>G. Special District</td> <td>N. Other (Specify)</td> </tr> <tr> <td>H. Independent School District</td> <td>O. Net for Profit Organization</td> </tr> </table>	A. State	I. State Controlled	B. County	Institution of Higher Learning	C. Municipal	J. Private University	D. Township	K. Indian Tribe	E. Interstate	L. Individual	F. Intermunicipal	M. Profit Organization	G. Special District	N. Other (Specify)	H. Independent School District	O. Net for Profit Organization	17.	This question applies to the applicant organization, not the person who signs as the authorized representative. Categories of debt include delinquent audit disallowances, loans and taxes.
A. State	I. State Controlled																		
B. County	Institution of Higher Learning																		
C. Municipal	J. Private University																		
D. Township	K. Indian Tribe																		
E. Interstate	L. Individual																		
F. Intermunicipal	M. Profit Organization																		
G. Special District	N. Other (Specify)																		
H. Independent School District	O. Net for Profit Organization																		
8.	Select the type from the following list: - "New" means a new assistance award. - "Continuation" means an extension for an additional funding/budget period for a project with a projected completion date. - "Revision" means any change in the Federal Government's financial obligation or contingent liability from an existing obligation. If a revision enter the appropriate letter: A. Increase Award B. Decrease Award C. Increase Duration D. Decrease Duration	18.	To be signed by the authorized representative of the applicant A copy of the governing body's authorization for you to sign this application as official representative must be on file in the applicant's office. (Certain Federal agencies may require that this authorization be submitted as part of the application.)																
9.	Name of Federal agency from which assistance is being requested with this application.																		
10.	Use the Catalog of Federal Domestic Assistance number and title of the program under which assistance is requested.																		

BUDGET INFORMATION - Non-Construction Programs

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	
1.	-					
2.	-					
3.	-					
4.	-					
5. Totals						
		Grant Program Function or Activity				
6. Object Class Categories		(1)	(2)	(3)	(4)	
a. Personnel						
b. Fringe Benefits						
c. Travel						
d. Equipment						
e. Supplies						
f. Contractual						
g. Construction						
h. Other						
i. Total Direct Charges (Sum of 6a-6h)						
j. Indirect Charges						
k. TOTALS (Sum of 6i and 6j)						
7. Program Income						

BUDGET INFORMATION - Non-Construction Programs (cont'd)

(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	
8.				
9.				
10.				
11.				
12. TOTAL (Sum of lines 8-11)				
	Total Amt 1st Year	1st Quarter	2nd Quarter	3rd Quarter
13. Federal				
14. Non-Federal				
15. TOTAL (Sum of lines 13 and 14)				
(a) Grant Program	FUTURE FUNDING PERIODS (Years)			
	(b) First	(c) Second	(d) Third	
16.				
17.				
18.				
19.				
20. TOTAL (Sum of lines 16-19)				
21. Direct Charges:		22. Indirect Charges:		
23. Remarks:				

INSTRUCTION FOR THE SF424A

Public reporting burden for this collection of information is estimated to average 180 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0044), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET, SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

General Instructions

This form is designed so that application can be made for funds from one or more grant programs. In preparing the budget, adhere to any existing Federal grantor agency guidelines which prescribe how and whether budgeted amounts should be separately shown for different functions or activities within the program. For some programs, grantor agencies may require a breakdown by function or activity. Sections A, B, C, and D should include budget estimates for the whole project except when applying for assistance which requires Federal authorization in annual or other funding period increments. In the latter case, Sections A, B, C, and D should provide the budget for the first budget period (usually a year) and Section E should present the need for Federal assistance in the subsequent budget periods. All applications should contain a breakdown by the object class categories shown in Lines a - k of Section B.

Section A, Budget Summary Lines 1-4 Columns (a) and (b)

For applications pertaining to a single Federal grant program (Federal activity breakdown, enter on Line 1 under Column (a) the catalog program title and the catalog number in Column (b).

For applications pertaining to a single program requiring budget amounts by multiple functions or activities, enter the name of each activity or function on each line in Column (a), and enter the catalog number in Column (b). For applications pertaining to multiple programs where none of the programs require a breakdown by function or activity, enter the catalog program title on each line in Column (a) and the respective catalog number on each line in Column (b).

For applications pertaining to multiple programs where one or more programs require a breakdown by function or activity, prepare a separate sheet for each program requiring the breakdown. Additional sheets should be used when one form does not provide adequate space for all breakdown of data required. However, when more than one sheet is used, the first page should always provide the summary totals by programs.

Lines 1-4 Columns (c) through (g)

For new applications, leave Columns (c) and (d) blank. For each line entry in Columns (a) and (b), enter in Columns (e), (f), and (g) the appropriate amounts of funds needed to support the project for the first funding period (usually a year).

For continuing grant program applications, submit these forms before the end of each funding period as required by the grantor agency. Enter in Columns (c) and (d) the estimated amounts of funds which will remain unobligated at the end of the grant funding period only if the Federal grantor agency instructions provide for this. Otherwise, leave these columns blank. Enter in Columns (e) and (f) the amounts of funds needed for the upcoming period. The amount(s) in Column (g) should be the sum of amounts in Columns (c) and (f).

For supplemental grants and changes to existing grants, do not use Columns (c) and (d). Enter in Column (e) the amount of the increase or decrease of Federal funds and enter in Column (f) the amount of the increase or decrease of non-Federal funds. In Column (g) enter the new total budgeted amount (Federal and non-Federal) which includes the total previous authorized budgeted amounts plus or minus, as appropriate, the amounts shown in Columns (c) and (f). The amount(s) in Column (g) should not equal the sum of amounts in Columns (c) and (f).

Line 5 - Show the totals for all columns used

Section B Budget Categories

In the column headings (1) through (4), enter the titles of the same programs, functions, and activities shown on Lines 1-4. Column (a), Section A. When additional sheets are prepared for Section A, provide similar column headings on each sheet. For each program, function or activity, fill in the total requirements for funds (both Federal and non-Federal) by object class categories.

Lines 6a - i Show the totals of Lines 6a to 6h in each column.

Line 6j Show the amount of indirect cost.

Line 6k - Enter the total of amounts on Lines 6i and 6j. For all applications for new grants and continuation grants the total amount

in Column (5), Line 6k, should be the same as the total amount shown in Section A, Column (g), Line 5. For supplemental grants and changes to grants, the total amount of the increase or decrease as shown in Column (1) - (4), Line 6k should be the same as the sum of the amounts in Section A, Columns (e) and (f) on Line 5.

Line 7 - Enter the estimated amount of income, if any, expected to be generated from this project. Do not add or subtract this amount from the total project amount. Show under the program narrative statement the nature and source of income. The estimated amount of program income may be considered by the Federal grantor agency in determining the total amount of the grant.

Section C. Non-Federal Resources

Lines 8-11 Enter amounts of non-Federal resources that will be used on the grant. If in-kind contributions are included, provide a brief explanation on a separate sheet.

Column (a) - Enter the program titles identical to Column (a), Section A. A breakdown by function or activity is not necessary.

Column (b) - Enter the amount of the State's cash and in-kind contribution if the applicant is not a State or State agency.

Column (c) - Enter the amount of the State's cash and in-kind contribution if the applicant is not a State or State agency. Applicants which are a State or State agencies should leave this column blank.

Column (d) - Enter the amount of cash and in-kind contributions to be made from all other sources

Column (e) Enter total of columns (b), (c) and (d).

Line 12 - Enter the total for each of Columns (b)-(e). The amount in Column (c) should be equal to the amount on Line 5, Column (f), Section A.

Section D. Forecasted Cash Needs

Line 13 - Enter the amount of cash needed by quarter from the grantor agency during the first year.

Line 14 - Enter the amount of cash from all other sources needed by quarter during the first year.

Line 15 - Enter the totals of amounts on Lines 13 and 14.

Section E. Budget Estimates of Federal Funds Needed for Balance of the Project.

Lines 16-19 - Enter in Column (a) the same grant program titles shown in Column (a), Section A. A breakdown by function or activity is not necessary. For new applications and continuation grant applications, enter in the proper columns amounts of Federal funds which will be needed to complete the program or project over the succeeding funding periods (usually in years). This section need not be completed for revisions (amendments, changes, or supplements) to funds for the current year of existing grants.

If more than four lines are needed to list the program titles, submit additional schedules as necessary

Line 20 - Enter the total for each of the Columns (b)-(e). When schedules are prepared for this Section, annotate accordingly and show the overall totals on this line.

Section F. Other Budget Information

Line 21 - Use this space to explain amounts for individual direct object-class cost categories that may appear to be out of the ordinary or to explain the details as required by the Federal grantor agency.

Line 22 - Enter the type of indirect rate (provisional, predetermined, final or fixed) that will be in effect during the funding period, the estimated amount of the base to which the rate is applied, and the total indirect expense.

Line 23 - Provide any other explanations or comments deemed necessary.

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET, SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of United States, and if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. ½4728-4763) relating to prescribed standards for merit systems for programs funded under one of the nineteen statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited by (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. ½1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. ½794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. ½6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention. Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) ½523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290 dd-3 and 290 cc-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. ½3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. ½1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
9. Will comply as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. ½276a to 276z - 276a-7), the Copeland Act (40 U.S.C. ½276c and 18 U.S.C. ½874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. ½327-333), regarding labor standards for federally assisted construction subagreements.
10. Will comply if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.

ASSURANCES - NON-CONSTRUCTION PROGRAMS (cont'd)

11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (E.O.) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. 1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. 17401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended, (P.L. 93-523); and (h) protection of endangered species under the Endangered Species Act of 1973, as amended, (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. 1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. 470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. 469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. 2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. 4801 et seq.) which prohibits the use of lead based paint in construction or rehabilitation of residence structures.
17. Will ensure to be performed the required financial and compliance audits in accordance with the Single Audit Act of 1984 or OMB Circular No. A-133, Audits of Institutions or Higher Learning and other Non-profit Institutions.
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations and policies governing this program.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	TITLE
APPLICANT ORGANIZATION	DATE SUBMITTED