Issuance Date: July 8, 2013
RFA Clarification Questions Due: July 15, 2013
Closing Date and Time:  12:00pm (noon), August 8, 2013
Subject:  Request for Applications # RFA-OAA-13-000020
RFA Title:  Development Grants Program (DGP)

The United States Agency for International Development (USAID), through the Development Grants Program (DGP), is inviting applications from Private and Voluntary Organizations based in the United States (U.S. PVOs) and local Non-Governmental Organizations (LNGOs) to foster sustainable grassroots development through the support of local development initiatives and capacity strengthening of these organizations.

The objective of the DGP is to strengthen LNGOs and U.S. PVOs, recognizing that a vibrant and active NGO sector is fundamental to promoting a healthy civil society that is accountable and responsive to citizens' needs. The DGP is managed in the Office of Innovation and Development Alliances, Local Sustainability Division. The Local Sustainability Division of IDEA works to improve the sustainability of civil society organizations by focusing on supporting innovative local development projects and capacity development.

Subject to the availability of funds, USAID intends to provide up to $45 million in funding via grants and cooperative agreements in amounts up to but not exceeding $2 million for a period of up to five years from the date an agreement is signed.  The award ceiling may be lower than the $2 million maximum for specific countries, as noted in the country-specific guidance in Appendix 1.

A substantial portion of the total funding will support activities that strengthen the organizational and technical capacities of LNGOs, U.S. PVOs, and key local development partners (including grantees themselves).  Appendix 1 lists all country-specific award parameters and requirements.  USAID reserves the right to fund any or none of the applications submitted.  Applications received after the deadline will not be considered unless the reason for delayed submission is deemed justified or it is in the interest of the Agency to waive this requirement.  In the event of such a justification or waiver, all late applications will be treated the same.

**Below is the list of countries and sectors for which applications may be submitted under this RFA**.  Please refer to the country-specific guidelines in Appendix 1 for more information on the types of activities and geographic areas

that will be supported and which USAID Mission covers each country.

| COUNTRY | SECTOR/AREA OF FOCUS | MISSION |
|---|---|---|
| **Albania** | Strengthening Governance, Efficiency and Access in Albania's Water and Sanitation Sector | **Albania** |
| **Angola** | Water Supply, Sanitation and Hygiene | **Angola** |
| **Armenia** | Local Capacity Development and Civil Society Strengthening Across Sectors | **Armenia** |
| **Azerbaijan** | Rural Development | **Azerbaijan** |
| **Belarus** | Private Sector Development | **Belarus** |
| | Sustainable Regional Development | |
| **Bosnia and Herzegovina** | Human Rights of Underrepresented Groups | **Bosnia and Herzegovina** |
| | Water Supply and Sanitation Services | |
| | SME Growth and Development | |
| **Botswana** | Environmental degradation and climate change | **Botswana** |
| **Cambodia** | Research & learning, and skills development | **Cambodia** |
| **Kazakhstan, Tajikistan, Uzbekistan, Kyrgyzstan, Turkmenistan** | Water Security in Central Asia and Afghanistan | **Central Asia Regional** |
| **Kazakhstan, Tajikistan, Uzbekistan** | Democracy and Governance | **Central Asia Regional** |
| **Burundi, Djibouti, Kenya, Ethiopia, Sudan, Uganda, Burundi, Rwanda, Tanzania, Zambia, Malawi, Democratic Republic of Congo, Central African Republic** | Provision of Capacity Development Services for Local and Regional Partners of USAID | **East Africa Regional** |
| **Ecuador** | Environment – Natural Resources and Biodiversity | **Ecuador** |
| | Environment – Clean Productive Environment | |
| | Civil Society – Civic Participation | |
| | Good Governance – Local Government and Decentralization | |
| **Guinea** | Water Sanitation and Hygiene (Safe Water Access, Basic Sanitation, and Water Sanitation Policy and Governance) | **Guinea** |
| **Jamaica** | Climate Change | **Jamaica** |
| | Human Rights | |
| | Basic Education | |
| **Kenya** | Strengthening Civil Society's Voice in New County Governments | **Kenya** |
| **Lesotho** | Environmental degradation and climate change | **Lesotho** |
| **Macedonia** | Democracy and Governance | **Macedonia** |
| **Mauritania** | Water Supply, Sanitation and Hygiene | **Mauritania** |
| **Moldova** | Private Sector Competitiveness - Workforce | **Moldova** |

| | | |
|---|---|---|
| | Development | |
| | Agriculture - Agricultural Enabling Environment | |
| **Mongolia** | Governance and Economic Growth | **Mongolia** |
| **Nicaragua** | Democracy and Governance | **Nicaragua** |
| | Citizen Security | |
| **Niger** | Democracy & Governance: Support Community Governance and People to People Resilience through Social Innovation and Social Entrepreneurship | **Niger** |
| **Morocco, Tunisia, Algeria, Libya, Egypt, Jordan, West Bank/Gaza, Lebanon, Iraq & Yemen. Other countries in the region may be included, except Iran & Syria** | Inclusive Civic and Political Participation; | **Office of Middle East Programs (OMEP)** |
| | Equitable Access to Economic and Entrepreneurship Opportunities | |
| **Paraguay** | Improved Water Systems for Vulnerable Populations | **Paraguay** |
| **Senegal** | Water and Sanitation | **Senegal** |
| **South Africa** | Environmental degradation and climate change | **South Africa** |
| **Botswana, Lesotho, Swaziland, South Africa** | Environmental degradation and climate change | **Southern-Africa Regional** |
| **Swaziland** | Environmental degradation and climate change | **Swaziland** |
| **Tajikistan** | Microenterprise | **Tajikistan** |
| | Water for Food Security – Water Supply, Sanitation, and Hygiene | |
| | Water for Food Security – Irrigation Water | |
| **Ukraine** | Access to safe water in selected healthcare facilities in Southern Ukraine | **Ukraine** |
| | Access to water in selected communities in Crimea | |
| **Vietnam** | Sustainable Economic Development of Ha Long Bay | **Vietnam** |
| | Climate Change Adaptation and Youth | |
| | Land Tenure and Property Rights Awareness with Emphasis on Gender | |
| | Local Capacity in Support of Women Farmers | |
| | Services for Vulnerable Populations / Disability | |
| **Yemen** | Support success of Yemen's new state, assertion of state identity, and rule of law and good governance, and public financial management at the local and governorate levels | **Yemen** |
| | Improving access to water for a community, improving water sanitation at the community level, technological upgrades and improvements for home, commercial, or agricultural use of water | |
| **Zimbabwe** | Water Supply, Sanitation and Hygiene | **Zimbabwe** |

Please refer to the other sections of this RFA for a complete statement of goals and criteria for selection of successful concept papers and full applications in this **two-stage application process**.

**Applicants under consideration for an award that have never received funding from USAID or have not received an award from any federal agency within the last five years may be subject to a pre-award survey to determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills in order to achieve the objectives of the program, or whether special award conditions will be needed.**

Award will be made to the responsible applicants whose applications offer the greatest value to the U.S. Government. Issuance of this RFA does not constitute an award commitment on the part of the U.S. Government, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of an application.

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

Any questions about this RFA should be submitted in writing no later than the date listed above to the following email address: DGP@usaid.gov. USAID will collect, organize, and respond to these questions by posting an amendment to the RFA on http://www.grants.gov and on the DGP website.

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."

Submission of concept papers is due to all required physical and/or email addresses stated in Appendix 1on August 15, 2013 by 12:00pm (noon) local time. With the exception of U.S.PVO registration with USAID (a complete application for which must have been received by USAID by the concept paper deadline), all other eligibility requirements of this RFA must be met by this date.

Following are the estimated dates of major procurement events:

## Application Timeline

| Events | Date/Period |
|---|---|
| RFA related questions due from Applicants | July 15, 2013 |

| | |
|---|---|
| Responses to RFA questions disseminated | July 22, 2013 |
| RFA closed/concept papers due | August 15, 2013 12:00pm (noon) local time in each country |
| Applicants notified of concept paper status. Selected Applicants asked to submit Full Applications | September 16, 2013 |
| Full Applications due | October 16, 2013 12:00pm (noon) local time in each country |
| Technical / Cost Evaluation of Full Applications and Discussions/Clarifications | October 16 – November 27, 2013 |
| Applicants notified whether they are selected for award negotiation and pre-award survey (if applicable) | Approximately - December 20, 2013 |
| Award negotiation, pre-award surveys, and final awards made to successful applicants | 1-4 months (dependent on successful "Determination of Responsibility." Please see Full Application-Cost Application/Budget Instruction #10) |

The final award of any resultant grant cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant; should circumstances prevent award of an agreement, all preparation and submission costs are at the applicant's expense.

This RFA and any future amendments can be downloaded from http://www.grants.gov.If there are problems in downloading the RFA from the Internet, please contact the Grants.gov help desk at 1-800-518-4726 or support@grants.govfor technical assistance. It is the responsibility of the recipient of the application document to ensure that it has been received from Grants.gov in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion processes.

Sincerely,

   /s/

Suhaib Khan
Agreement Officer
USAID/Washington

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

Section I – Funding Opportunity Description
Section II – Award Information
Section III – Eligibility Information
Section IV – Application and Submission Information
Section V – Award Review Information
Section VI – Award Administration Information
Section VII – Agency Contacts
Section VIII – Other Information
Section IX – Annexes and Appendices

## ACRONYMS

| | |
|---|---|
| ADS | Automated Directives System |
| AO | Agreement Officer – the USAID staff person responsible for managing the procurement process, negotiating awards and ensuring that USAID funds are appropriately utilized. |
| AOR | Agreement Officer's Representative – the USAID staff person responsible for oversight of award implementation. For the DGP, the AOR will reside in the country or region where the grant is implemented. |
| CA | Cooperative Agreement |
| CFR | Code of Federal Regulations |
| CV | Curriculum Vitae |
| DGP | Development Grants Program |
| EEO | Equal Employment Opportunity |
| FAR | Foreign Assistance Regulations |
| FAQ | Frequently Asked Question |
| FOG | Fixed Obligation Grant |
| FY | (US Government) Fiscal Year (October 1 – September 30) |
| IDEA | USAID Office of Innovation and Development Alliances |
| IIE | Initial Environmental Examination |
| IPR | Implementation and Procurement Reform |
| LNGO | Local Non-Governmental Organizations |
| LS | Local Sustainability Division within IDEA |
| NGO | Non-Governmental Organizations (refers to both LNGOs and U.S. PVOs) |
| NICRA | Negotiated Indirect Cost Rate Agreement |
| OAA | Office of Acquisition and Assistance |
| OMB | Office of Management and Budget |
| RFA | Request for Applications |
| RFCP | Request for Concept Papers |
| TBD | To Be Determined |
| TDY | Temporary Duty Assignment |
| U.S. PVO | Private Voluntary Organizations |
| USAID | United States Agency for International Development |
| USAID/W | United States Agency for International Development/Washington |
| USG | United States Government |
| WSSH | Water Supply, Sanitation and Hygiene |

Note: For the purposes of this RFA, the term "Grantee" is synonymous with "Recipient" and the term "NGO", refers to both "local NGOs" and "U.S. PVOs" unless otherwise noted.

**SECTION I - FUNDING OPPORTUNITY DESCRIPTION**

This section includes a general description of the proposed program, a statement identifying the authorizing legislation, and a discussion of how awards will be administered.

**1. PROGRAM PURPOSE AND OBJECTIVES**

The United States Agency for International Development (USAID) established the Development Grants Program (DGP) as a small grants program to increase the number and quality of LNGO and U.S. PVO implementing partners who can meet the needs of the communities they serve and contribute to the Agency's goals and objectives. The DGP is closely aligned with Agency initiatives to strengthen and sustain civil society by improving capacities of LNGOs and U.S. PVOs to address today's development challenges and priorities.

The objectives of the DGP as presented in this RFA are:

1       Broadened participation in USAID programs of LNGOs (especially well-networked, key local intermediary organizations) and U.S. PVOs with experience and expertise relevant to priority USAID and partner country development objectives;

2       Expanded numbers of LNGOs and U.S. PVOs with planning, management, and service delivery systems adequate to implement USAID-funded activities, and adequate organizational capacity to sustain development activities beyond USAID and DGP support;

3       Measurable contributions by LNGOs and U.S. PVOs to the achievement of the development objectives for participating USAID Missions' country programs, in particular as they pertain to Agency priorities and initiatives; and

4       To encourage learning on effective approaches to capacity development and service delivery among civil society organizations, in order to inform and improve efforts at the grantee, Mission, Agency, and donor levels.

IDEA/LS strongly encourages the use of *local* providers of capacity support in order to strengthen the local market for these services in the interest of long-term sustainability. This means – wherever possible – procuring services from local accounting, organizational development, or other technical specialists, rather than international providers. Local providers are often well-positioned to provide socially, culturally, and linguistically appropriate services at reasonable cost, while simultaneously being less likely to leave after donor-funded initiatives have ended.

IDEA/LS also encourages cost sharing with non-USG partners and the creation of local alliances, particularly variations of public, private, and civil society partnerships. These cost sharing mechanisms are formed to address shared

development objectives, combine resources, risks, and rewards.  For more information about USAID and alliance building, please see: http://idea.usaid.gov/organization/gp.

## A.    BACKGROUND

LNGOs and U.S. PVOs work in a wide variety of sectors. Their expertise, experience, flexibility, responsiveness to local priorities, and innovative approaches enable them to make important contributions to communities, civil society, and USAID's development objectives. USAID's past support and partnership with U.S. PVOs and LNGOs has produced many substantial development achievements and has resulted in organizations with strengthened capacity to achieve critical development outcomes.

In recognition of the important contribution of a vibrant and diverse civil society to international development and to promote direct grant relationships between USAID and U.S. PVOs and LNGOs, Congress first created the DGP through the enactment of Section 674 of the Consolidated Appropriations Act of 2008 (P.L. 110-161). Appropriations acts in subsequent years have maintained the program annually.  Beyond funding and strengthening new or relatively new USAID NGO partners, the DGP aims to strengthen the infrastructure and culture of USAID to enable the Agency to make more direct awards to civil society organizations, to learn from this process, and to inform USAID policies and programs based on this experience.

## B.    AGENCY PRIORITIES AND INITIATIVES

The DGP supports the foreign assistance priorities of USAID and the U.S. Government and provides the opportunity for nascent U.S. PVOs and LNGOs to receive direct development assistance from USAID and make important contributions to development and humanitarian objectives. The DGP is closely aligned with the USAID Forward Implementation and Procurement Reform (IPR) policy, recently renamed "Local Solutions."

IPR/Local Solutions efforts aim to strengthen the capability of USAID staff to be development entrepreneurs, by creating partnerships with local partners to establish the conditions in which aid is no longer necessary in the countries where USAID works.  One of the six objectives of IPR/Local Solutions is to strengthen USAID's direct relationships with local civil society and private sector partners and improve their capacity and sustainability.  The DGP strengthens civil society by providing direct grants to new and nascent local partners; improving their capacity to both manage complex development programs and better meet the needs of their constituents; and, improving capacities of other small and associate local NGOs. By empowering grantees to identify organizational strengths and weaknesses and then working with them to procure local or regional institutional and capacity development support, the DGP aims to strengthen the market for capacity development services by local indigenous

providers.

## C.     USAID MANAGEMENT OF THE DGP

The DGP is a collaboration between USAID overseas Missions and USAID's Washington D.C.-based Local Sustainability (LS) Division in the Office of Innovation and Development Alliances (IDEA).  USAID Missions will negotiate awards and administer all grants and Cooperative Agreements awarded under this DGP RFA.  Each participating USAID Mission will review applications submitted for the DGP and will take the lead on selection, negotiation, issuance, and administration of its awards. Following award, the Recipient will be assigned an Agreement Officer's Representative (AOR) in the Mission who will have USAID technical management responsibility for the award and will be the point of contact for the recipient. The Agreement Officer (AO) and the AOR will be responsible for receiving reports and processing any modifications to awards. The Mission will ensure that the Recipient will have ongoing supervision, support, and monitoring by Mission staff, and regular capacity assessments and responsive training and technical assistance through local providers to strengthen organizational capacities.

IDEA/LS provides overall guidance and technical support in response to requests from Missions and ensures transfer of funds to Missions as appropriated by Congress and allocated by USAID.  IDEA/LS collects and shares successful practices, policies, experiences with funding mechanisms, and other important program implementation information across Missions, within USAID, and with development partners. IDEA/LS may contact Missions and/or grantees to monitor, evaluate, and learn about DGP funded programs and their impact.

## D.     CAPACITY DEVELOPMENT OF GRANTEES

A central objective of the DGP is to enable grantees to develop their organizational and technical capabilities to become stronger, more flexible, and more sustainable development partners that can rapidly respond to the evolving needs of those they serve. As part of the funding for their proposed projects, organizations that receive DGP awards will have the opportunity to receive capacity development support, predominantly from local training and technical assistance providers, to enhance their organizational and/or technical capabilities. The DGP also aims to enable key local intermediary organizations to strengthen organizational and technical capacities of small, nascent local NGOs to implement effective and sustainable community-based development programming.  The nature of capacity development support will be demand-driven and determined by USAID Mission staff members' assessments of and ongoing discussions with DGP grantees.

For the full application phase of this RFA, applicants are required to provide a capacity development plan. Under a DGP award, a Mission may empower the grantee to purchase the training and support that they require within the DGP

grant. Alternatively, Missions may choose to assist grantees through other mechanisms, making separately procured capacity development programming available to grantees and others. In all cases, applicants are required to submit a brief plan for how they will assess and develop their own capacity.

Appendix 2 provides additional guidance on Capacity Development, including resources and tools that Applicants can use in their preparation of the capacity development component of their concept papers and (if invited) their full applications.

## E.     SECTORS AND GEOGRAPHIC FOCUS

This RFA encourages applicants to propose effective, innovative approaches that contribute to the achievement of development objectives in sectors identified in the country-specific guidance in Appendix 1. Applicants should only submit concept papers for programs in countries listed in Appendix 1. Concept papers should only request support for activities that comply with the country-specific guidance provided in Appendix 1.

The sectors in which the DGP may fund projects in each country are listed in the country-specific guidance.

## 2.     AUTHORIZING LEGISLATION

The authority for the RFA is found in Sections 103, 105, 106, and 251 through 255, and the provisions of chapter 4 of part II of the Foreign Assistance Act of 1961, as amended, and Section 7062(b) of State, Foreign Operations and Related Programs Appropriations Act, 2012 (Division I of P.L. 112-74, "the FY12 Appropriations Act") as carried forward in the Full-Year Continuing Appropriations Act, 2013 (P.L. 113-6, Division F).

## 3.     AWARD ADMINISTRATION

The anticipated award will be subject to OMB Circulars, Standard Provisions for Nongovernmental Organizations (NGOs), and 22 CFR 226. Please refer to USAID Automated Directives System Chapter 303 for a complete list of regulations, OMB Circulars, agency level policy directives and standard provisions for NGOs.

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

## SECTION II – AWARD INFORMATION

## 1. FUNDING

USAID anticipates that this RFA will provide up to $45 million for successful applicants, subject to availability of funds. All awards will be made on a competitive basis by participating USAID Missions via grants and cooperative agreements in amounts up to but not exceeding $2 million.  If a participating Mission has chosen to set the award ceiling lower than the $2 million maximum, this is noted in their country-specific guidance in Appendix 1. USAID expects to make between 10 and 25 awards under this RFA.

## 2. PERIOD OF PERFORMANCE

Awards funded under this RFA will support projects that will begin in FY2013 and continue for up to five (5) years, unless otherwise specified by the relevant Mission in the country-specific guidance of Appendix 1.

## 3.  AWARD TYPE

USAID may decide to provide awards through either:

1) A Cooperative Agreement (CA) designed to enable USAID to partner with organizations having limited or no experience working directly with USAID;
2) A Grant;
2) A Simplified Grant; or
3) A Fixed Obligation Grant (FOG) which quantifies project milestones and ties disbursements of funds to achievement of those milestones.

A Cooperative Agreement provides for USAID to have substantial involvement during the award to assist the grantee in achieving the supported objectives of the agreement.  An explanation of this "substantial involvement" can be found at http://www.usaid.gov/policy/ads/300/303.pdf.

## SECTION III – ELIGIBILITY INFORMATION

## A.    ELIGIBLE APPLICANTS

To be eligible for an award, the applicant must submit an application in accordance with **Section IV** of this RFA.  Incomplete applications will not be considered. The following eligibility requirements will apply to both the principal Applicant and to any organization with which the prime Applicant may choose to use as a sub-grantee.  Applicants may utilize the services of consultants, for-profit organizations, foundations, universities and other partners for specific tasks or activities under the award, but these services should be included as individual line items in the applicant's budget, and the service providers will not be considered as sub-awardees.

Only U.S. PVOs and LNGOs, as defined in the three points below, are eligible for awards under this RFA.  USAID encourages applications from potential new partners.

1.  **U.S. Private Voluntary Organization (U.S. PVO)**

    To be eligible for this program, U.S. PVOs must be registered (or in the process of being registered) with USAID to compete for a grant under the DGP. Only U.S. PVOs whose complete registration materials have been received by USAID by the concept paper submission deadline are eligible. For registration information, see http://www.usaid.gov/pvo

    The USAID definition of PVO can be found under 22 CFR 203.2 "Definitions," reproduced below http://www.gpo.gov/fdsys/pkg/CFR-2006-title22-vol1/xml/CFR-2006-title22-vol1-sec203-2.xml

    U.S. PVO means an entity that: (1) Is organized under the laws of the United States and headquartered in the United States; (2) Is a nongovernmental organization (NGO) that solicits and receives cash contributions from the U.S. general public; (3) Is a charitable organization in that it is nonprofit and exempt from Federal income taxes under section 501(c)(3) of the Internal Revenue Code, and is not a university, college, accredited degree-granting institution of education, private foundation, hospital, organization established by a major political party in the United States, organization established, funded and audited by the U.S. Congress, organization engaged exclusively in research or scientific activities, church, synagogue, mosque or other similar entity organized primarily for religious purposes; and (4) Conducts, or anticipates conducting, overseas program activities that are consistent with the general purposes of the Foreign Assistance Act and/or Public Law 480.

2. **Local Non-Governmental Organizations (LNGOs)**

Local NGOs are defined as organizations that meet the below definition of "local organization" and are not government controlled or government owned (i.e. where the majority of the members of the governing body are government employees or the recipient government owns a majority interest).

USAID defines a local organization as one that:

- Is organized under the laws of the recipient country;
- Has its principal place of business in the recipient country;
- Is majority-owned by individuals who are citizens or lawful permanent residents of the recipient country or is managed by a governing body, the majority of whose members are citizens or lawful permanent residents of a recipient country; and
- Is not controlled by a foreign entity or by an individual or individuals who are not citizens or permanent residents of the recipient country.

The term "control" in the above phrase "controlled by" means having a majority ownership or beneficiary interest, or the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means, e.g., ownership, contract, or operation of law.

"Foreign entity" means an organization that fails to meet any part of the "local organization" definition.

The DGP also honors an expanded definition of local organization that includes any regional organization that meets the following criteria:

- Is organized under the laws of a country in the region;
- Has its principal place of business in the region;
- Is majority-owned by individuals who are citizens or lawful permanent residents of the region or is managed by a governing body, the majority of whose members are citizens or lawful permanent residents of the region; and
- Is not controlled by a foreign entity or by an individual or individuals who are not citizens or permanent residents of the region.

## 3. U.S. PVOs and LNGOs

To be eligible for this program, organizations must not have received more than $5,000,000 from any U.S. Government agency in <u>direct</u> assistance during the past five year period (June 29, 2008 through June 29, 2013). The date to which the $5 million threshold criteria refers is the date that the award from the U.S. Government was signed. The $5,000,000

threshold includes any type of assistance received directly from any U.S. Government agency through a grant or cooperative agreement during the five-year period. Applicants who have received <u>indirect</u> USAID assistance (sub-awards or other indirect assistance) totaling more than $5,000,000 are eligible.

## B. DGP PROGRAM REQUIREMENTS

Applicants must:
- Provide a cost-share match equivalent to or greater than 10 percent for LNGOs and 15 percent for U.S. PVOs of the total project amount. The match may be in cash, in-kind, or a combination of both. All cash and in-kind contributions committed by partners must be documented;
- If proposing a public-private alliance with an organization or business, provide a copy of informal or formal agreements stipulating cash and/or in-kind contributions (subject to USAID award); and
- Propose technical implementation activities in a country (or countries, if regional) listed in this RFA. Note: Only regional Missions listed in the RFA will accept applications for multiple countries.

The DGP cannot finance programs that are:

- pure academic research;
- only construction;
- commodity procurement;
- not focused on development (e.g. short-term emergency relief); or,
- in violation of the standard provision "Equal Protection of the Laws for Faith-based and Community Organizations" (See applicable standard provisions in references to USAID Automated Standard Directives Chapter 303 for the text of this provision).

## SECTION IV – APPLICATION AND SUBMISSION INFORMATION

## 1. TO REQUEST APPLICATION PACKAGE

This request for applications is found on the internet at www.grants.gov. Potential applicants that cannot download application materials directly from www.grants.gov or may request electronic copies of the RFA directly by emailing dgp@usaid.gov. Points of contact for each participating Mission are listed in the country specific information found in Appendix 1 of this RFA.

**There are two (2) steps in the application process under this RFA**:

> Step One (1): Submission of a concept paper (Section IVA below)

> Step Two (2): Submission of a full application, if invited (Section IVB below)

**Do not submit a full application unless requested to do so by a USAID Mission.**

**Missions will notify Applicants (that have submitted concept papers) by September 30, 2013 whether or not to submit a full application.**

Applicants that are requested by a USAID Mission to submit a full application should follow the instructions included in Section IVB of this RFA. Applicants must submit their full applications according to the submission instructions provided by the Mission in the country specific information (Appendix 1). Please do not submit your full application through grants.gov unless instructed by the Mission to do so in the Mission's country specific information (Appendix 1).

Before submitting a concept paper under this RFA, Applicants should review the full application requirements in Section IVB to ensure the Applicant can meet all of the requirements listed therein. Reviewing these requirements will help the Applicant understand what information is most appropriate for a concept paper and what details can be left for the full application.

The federal grant process is now web-enabled via the Grants.gov website and provides a single source for Federal government-wide competitive grant opportunities. This RFA and any future amendments can be downloaded from http://www.grants.gov. To do so, please go to http://www.grants.gov, click on the quick link "Grant Search" then click on "Browse by Agency" and choose "U.S. Agency for International Development", then search for Development Grants Program. It is important that interested organizations sign-up for "grant email alerts" with Grants.gov (also a quick link) so that they are made aware of any future amendments to this RFA. Applicants do not have to be registered users of Grants.gov to receive alerts. If there are problems or you have difficulty with Grants.gov, please contact the Grants.gov Helpdesk at: 1-800-518-4726 or via email at: support@usaid.gov for technical assistance. It is the responsibility of the

Applicant to ensure that the RFA and all relevant attachments have been received from Grants.gov in their entirety and USAID bears no responsibility for data errors resulting from transmission or conversion processes.

If after review of your organization's concept paper, the Mission invites your organization to submit a full application; your organization must have a current registration in www.sam.gov. If an organization is currently not registered in www.sam.gov, Applicants are advised to begin the registration process IMMEDIATELY upon invitation to submit a full application. You must complete an SF424 form for your full application. The **SF424** will ask for your organization's *Data Universal Number System* **(DUNS)**.  You will obtain DUNS # during your registration application in www.sam.gov. This whole registration process can take many weeks so it is recommended that your organization starts the registration process while you work on the concept paper.

SAM Customer Service US number is 866-606-8220, and International number is 334-206-7828.

Awards made in association with this RFA may include the reimbursement of pre-award costs in some circumstances.

## IVA.   CONCEPT PAPER SUBMISSION

The country-specific guidance of Appendix 1 specifies the required method(s) of submission for each Mission participating in this RFA.  Please submit applications according to the instructions for the country. All concept papers (paper and electronic) must be received by all stated addresses by the RFA closing date and time, or risk not being considered.

**Faxed concept papers will not be accepted**.

### A. DEADLINE FOR SUBMISSION OF CONCEPT PAPERS

The deadline for concept paper submissions is August 28, 2013 12:00pm (noon) local time in each country**.**

### B. CONCEPT PAPER FORMAT AND CONTENT

Concept papers must respond to the country-specific priorities and instructions as set forth in Appendix 1 by each participating Mission.

Important considerations for concept paper submission:

- If planning to submit a concept paper for more than one country, the Applicant must submit a separate concept paper for each country unless

proposing to work in multiple countries through a USAID regional mission.

- o Only participating regional missions will accept concept papers for more than one country;
- While USAID encourages creative partnerships and innovative approaches, <u>we also strongly encourage applicants to be realistic in stating what can be reasonably achieved in the proposed project given the proposed activities, budget and timeline.</u>

Missions may choose to offer all of their DGP applicants the opportunity to **present the information in their concept paper orally and in-person**. The information presented will be considered in addition to the written concept paper and will be evaluated by the criteria set forth in this RFA. If the Mission to which you have applied chooses to offer this, you will be contacted by the Mission upon receipt of your concept paper to schedule a meeting for the presentation and obtain details of the presentation content and length.

### Concept Paper Format

All concept papers must be:

- A maximum of six (6) pages;
- Typed, single space on letter size, not legal size, paper;
- Printed in 12 font size; charts, tables and spreadsheets may be not less than 10 font;
- Written in English unless otherwise indicated in the country specific information in <u>Appendix 1;</u>
- If submitted electronically, written in Word (version 2000 or later) or Adobe PDF format with spreadsheets in MS Excel (version 2000 or later) or in tables that are compatible with MS Word.

The six-page maximum does not include the cover page or attachments. The attachments must be concise and not be a continuation of the requested six-page content.

Concept papers must include the following three (3) components and address all sub-components. Please organize the concept paper according to the outline below.

### a. Cover Page (does not count towards 6 page limit)

- USAID RFA # RFA-OAA-13-000020
- Name and address of organization;
- Contact person (lead contact name; telephone number, fax and e-mail Information);
- Name(s) and title(s) of the principal author(s) of this concept paper;

- Title of proposed program; country, and DGP sector(s) being proposed; total dollar amount of funds requested for the project period;
- Identify applying organization as a registered U.S. PVO or a LNGO;
- Names of other organizations or donors to whom the Applicant is submitting the application and/or which are funding the proposed activities; and
- Signature, name and title of the authorized representative of the applicant.

**b. Technical Description (6 pages maximum)**

1. **Situation analysis**: A brief background on the specific development challenge/opportunity to be addressed by the concept paper; include a description of the target population and how and where this project concept originated (for example: a village needs assessment; findings from/ the continuation of a different project; through an assessment of country/district level data, etc.); and justification for why the applicant is the appropriate entity for addressing the identified development challenge effectively and in the long-term, and/or generating catalytic change leading to scalable development impact.

2. **Proposed approach**: The proposed approach to this development challenge/opportunity; include goals, objectives, methods (activities), and anticipated results that are logically connected and effectively address the challenge. Describe how the program will measure success and why the Applicant's organization is well suited to achieve the proposed objectives. Include any innovative or scalable methods or approaches, if any, include associated risks and benefits. Discuss how the proposed project impacts men and women differently and how the project design incorporates gender concerns and how it will address the gender disparities; and if the applicant is a local intermediary organization, describe plan for outreach and capacity building for small LNGOs and expected impact.

3. **Connection to USAID goals and priorities**: How achieving these objectives will contribute to the accomplishment of the relevant USAID Mission's strategic goals and contribute to Agency priorities as described in the Mission Specific Information found in Appendix 1.

4. **Budget**: Proposed budget and timeline including type of budget support requested from USAID, disaggregated by direct and indirect program costs. Direct costs include but are not limited to costs of salaries, workshops, travel, communications, report preparation, passport issuance, visas, medical exams and inoculations, insurance (other than insurance included in the applicant's fringe benefits),

equipment, office rent, etc. Indirect costs include those that are incurred by an organization overall but that cannot be attributed directly to a specific project. The proposed budget should be reasonable within the context of the applicant's absorptive capacity – for instance, it may not be reasonable for an organization that has never received more than $50,000/year to apply for the full $2 million.

5. **Sustainability**:  A discussion of sustainability: How will the program/project/activities be sustained beyond the life of the award?

6. **Capacity development**:  A description of how the applicant will utilize DGP funds to strengthen the organization. For this component, applicants must submit (1) a description of their plan for assessing their organizational capacity and to implement effective and sustainable programming; and (2) the capacity development objectives and activities they would undertake if awarded a DGP grant. It may be helpful to review the resources listed in Appendix 2 of this RFA and to consider what types of activities an applicant might undertake to improve the organization and its development impact.

Questions that applicants may want to consider for their plan include:
- What capacity development objectives could the applicant reasonably meet over the period of performance of their DGP award?
- What, if any, are the capacity development priorities within your organization? Some areas may include financial management; effective board development and management; administration and staff development; strategic planning; effective fundraising and resource mobilization; outreach and collaboration with other local organizations; public relations and working with the media ;cross-sector outreach and collaboration; constituency building, education and mobilization; advocacy and others.
- Does the capacity strengthening plan support the organization with effective implementation and/or scaling up of its programming, and if so, how?
- Does your organization wish to develop a communications and marketing plan?
- Would your organization benefit from project management or monitoring and evaluation training?

For this component of the concept paper, USAID encourages applicants to consider their strengths and weaknesses as an organization, and to discuss how DGP funds might be used to help strengthen their organizations to achieve greater, longer lasting impact. See Appendix 2

for more information on assessing organizational capacity and creating organizational development plans.

7. **Partnerships**:  Role of proposed partners, why each was selected and how the applicant will work with these partners in this proposed project. Note: please review carefully the eligibility criteria listed in Section IIIA, which delineates sub-awards and the use of service providers.

8. **Cost Share**:  Amount and source of cost share contribution in cash or in kind, by applicant; submit information indicating the financial and/or in-kind resources to be leveraged. <u>A cost-share or match from non-government sources of 10% or more for LNGOs is required. A cost share of 15% or more is required for U.S. PVOs.</u>  Submit a written commitment by other organizations, partners, donors or individuals to share costs, subject to the award of DGP funds by USAID.  Note: please review carefully the full application cost share requirement in Section IVb.C.3.11.

**c. Attachments** (No page limit; but please be concise)
- Statement of USAID and/or U.S. Government assistance (directly or as a sub-grantee) received during the preceding five year period. Organizations that did not receive USAID funds during the preceding five-year period must state this fact. Include a brief description of activities, donor(s) and amount of support received in the previous five years;
- Concise description of the Applicant's development experience including project descriptions, results, and evaluations;
- A brief statement of the history of the organization; its mission and primary development focus, capabilities and challenges;
- An organizational chart of the Applicant organization;
- Proposed staff roles and responsibilities; and
- Period of performance (i.e. life of project) work plan.

## IVB.   FULL APPLICATION INSTRUCTIONS

**<u>Do not submit a full application unless requested to do so by a USAID Mission</u>**.

**Missions will notify Applicants on or about September 30, 2013 whether to submit a full application or not.**

## A. FULL APPLICATION SUBMISSION

Submit full applications to the appropriate USAID Mission according to the instructions and physical/electronic addresses listed in Appendix 1.

Email submissions must include in the subject line: "Full application for DGP-5, submitted to [name of USAID Mission] by: [name of Applicant organization]."

## B. DEADLINE FOR SUBMISSION OF FULL APPLICATIONS

**Do not submit a full application unless requested to do so by a USAID Mission**.

The deadline for full application submission is October 30, 2013 12:00pm (noon) local time in each country**.** If both the electronic <u>and</u> paper (if required) applications are not received by the Mission and the DGP by the above deadline, the application may be rejected. <u>Successful applicants will be notified by approximately mid-December  of their final status by the Mission to which they applied.</u>

## C. FULL APPLICATION FORMAT AND CONTENT

1. **Full application Format (number of pages indicate maximum per-section)**

   - A maximum of twenty-five (25) pages;

   - Typed, single space on letter size, not legal size, paper

   - 12 font size; charts, tables and spreadsheets may be not less than 10 font.

   - Technical and cost applications shall be submitted together and all materials and supporting documentation must be in English unless otherwise indicated by the Mission requesting the full application.

   - Text must be in a recent Windows-compatible version of MS Word (version 2000 or later) or Adobe PDF format;

   - Spreadsheets must be in MS Excel (version 2000 or later) or in tables that are compatible with MS Excel.

   The twenty-five page limit does not include:  The cover page; table of contents; dividers; the cost application; or appendices or attachments (such as the résumé or Curriculum Vitae (CV) for the proposed Project Director).

   The submitted paper copy application (if requested) will be used for the official page count.  Pages in excess of stated limitation will not be considered.

2. **PUBLIC DISCLOSURE**

For both the technical and the cost application, Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for 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, an Agreement is awarded to this Applicant as a result of - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting Agreement.  This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction.  The data subject to this restriction are contained in sheets (to be filled in by the Applicant)."

(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."

## 3. FULL APPLICATION CONTENT

The table below lists the full application sections and page limits.

| Application section | Page limit |
|---|---|
| 1. Cover Page | None |
| 2. Executive Summary | 1 page |
| 3. Technical Approach | 7 pages |
| 4. Innovation | 1 page |
| 5. Project Management Approach and implementation Plans | 3 pages |
| 6. Planning Matrix | 2 pages |
| 7. Monitoring and Evaluation Plan | 2 pages |
| 8. Organizational Assessment and Institutional Capacity | 2 pages |
| 9. Gender Integration | 2 pages |
| 10. Institutional Capabilities/Past Performance | 2 pages |
| 11. Cost Share | 2 pages |
| 12. Environmental Procedures | 1 page |
| 13. Attachments/certifications | no page limit; please be concise |
| **Page Limit: 25 pages (not including cover page and attachments)** | |

**Please note, applications that do not include all of these sections will be considered incomplete and will not be scored.**

## 1. Cover Page

The cover page shall include:

1. USAID RFA # RFA-OAA-13-000020;
2. Name and address of organization;
3. Name(s) and title(s) of the principal author(s) of this application;
4. Title of proposed program; country and sector(s) being proposed; total dollar amount of funds requested for the period of performance;
5. Identify applying organization as a U.S. PVO or a LNGO;
6. Point of contact, hereafter referred to as the "agent," with the authority to negotiate and sign on behalf of the applicant. The agent's name (both typed and his/her signature), title or position in the organization, email and postal addresses, telephone and fax numbers should be included;
7. Names of other organizations to which Applicant is/has submitted the application and/or which are funding the proposed activities. If any partner organizations are included in the application, they should be listed separately and indicated as subordinate to the principal organization; and
8. A summary table that lists the primary applicant and all partner organizations as well as the percentage of overall program activities of each partner.

## 2. Executive Summary (1 page)

The executive summary must summarize the key elements of the applicant's technical application, including, but not limited to, the technical approach (see next section), and any cost-sharing and/or public-private partnerships, if applicable.

## 3. Technical Approach (maximum 7 pages)

Please use clear logic describing the links between the situation analysis, the program hypothesis, the objectives, methods and anticipated results.

1. <u>Situation analysis</u>: Describe the specific development context; include relevant background information and an analysis of the problem and how it affects men and women; present the opportunities or challenges in the proposed sector(s);
2. <u>Location</u>: Describe the proposed program area or region (provide a map with scale in an attachment). List the process and rationale used to select these areas and describe any experience the Applicant and/or any partner(s) have had working in this area;
3. <u>Program hypothesis and theory of change</u>: Clearly explain the theory or

theories of change that underlie the approach of the proposed program. The program hypothesis should describe the link between the proposed activities and their intended impact on the problem, opportunity or challenge identified in the situation analysis; and justification for why the applicant is the appropriate entity for meeting the challenge effectively and in the long-term, and/or generating catalytic change leading to scalable development impact;

4. <u>Program goal(s) and objectives</u>: List the goal(s) of the proposed program. Include clear, measurable program objectives that, if achieved, will contribute to achieving the stated goal. Include an explanation of why the stated objectives represent the most appropriate response to the problem, opportunity or challenge presented in the context analysis. Describe how the proposed program will contribute to USAID Mission objectives and priorities as described on the USAID Mission websites cited in the country specific information in Appendix 1;

5. <u>Methods</u>: Describe the methods/activities the program will utilize to test the program hypothesis and achieve the stated objectives. Include a brief description of the human, financial, technical and material resources that will be applied to achieve the objectives including the roles and responsibilities of the applicant and any partners. Describe plans to identify, reach out to and coordinate activities with other development partners working on the same issues to avoid redundancy and multiply impact. If partnerships are proposed, discuss how these will be managed. Discuss alternative methods considered and reasons that the selected approach was chosen over alternative approaches. ;

6. <u>Outcomes/Results</u>: State the anticipated changes that should result from the proposed methods/activities and how they will contribute to expected program outcomes and impact. Include a description of the numbers and types of individuals, and local NGOs expected to benefit from the program;

7. <u>Sustainability:</u> Describe the need for sustainability and strategies that will be employed to sustain the activities beyond USAID funding for these activities. If applicable, describe the potential for scaling up to achieve broad-based impact where possible and appropriate. Describe why the Applicant and proposed project is best suited to achieve sustainability; and

8. <u>Risk Analysis</u>: Describe risks associated with the proposed methods that are likely to affect program outcomes. Include factors that are both within and outside of Applicant's control. List strategies the Applicant will utilize to reduce risk and ensure proposed results are achieved.

## 4. Innovation (1 page)

Describe any innovative aspects of the proposed program including:

1. Approach(es) to the development problem, challenge or opportunity with potential for catalytic positive change. Please include a comparison of

benefits and risks of chosen approach(es) to other approach(es) that produce the same outcome or meet the same objective;

2. Approaches not previously utilized by the Applicant and/or not previously utilized in the proposed region or country.

## 5. Project Management Approach and Implementation Plans (3 pages)

The project management approach should include the following components:

1. Applicant's plan for management of the program including a description of any management systems in place, respective roles, responsibilities and accountability of the applicant and its partners, including roles and responsibilities of key staff;
2. General description of the implementation plan and the following two implementation plans:

    a) Proposed first-year implementation plan should be presented in matrix format which includes proposed activities and when they will take place for the time frame indicated. Identify partners for activities where appropriate. First-year work plan, inputs, outputs, and outcomes should be realistic and achievable within proposed budget and timeframe and reflect a grasp of the necessary steps to ensure efficient, effective execution of program activities.

    b) Proposed life of project implementation plan that outlines a timeline for phasing of interventions. This plan should contain inputs and outputs and should present outcomes per year that are realistic and achievable within the proposed budget and timeframe and reflect a grasp of necessary steps to ensure rapid, effective execution of program activities. Provide indicators that are clear and measurable and identify partners' roles where appropriate.

## 6. Planning Matrix (2 pages)

Using a tabular format, summarize main activities, objectives, indicators and measurement methods. Succinctly explain how a particular set of activities will achieve a specific objective and how these results will be measured.  Each table should contain the following:
   1. A statement of the proposed program goal and the link to the Mission's development objective(s) or challenge, as identified in the country-specific guidance;
   2. Main results-oriented objectives that the program will accomplish;
   3. Primary activities intended to achieve results for each stated objective;
   4. Examples of key indicators that will measure the results of each objective; and,
   5. Methods that will be used to measure key indicators.

## 7. Monitoring and Evaluation plan: (2 pages)

Provide a description of Applicant's plan to monitor and evaluate the program and why the plan is appropriate. Include the following components:

1. A list of the types of baseline data that must be collected to demonstrate impact of the program;
2. The process by which the indicators will be developed and how monitoring processes and results will be used to inform project management decisions;
3. The ways in which impact will be evaluated at the end of the activity including how impact may or may not be attributed to the activity;
4. The measurement and data management methods used to collect and analyze indicator data (data sources, frequency of data collection, and methods for collecting and reporting data); and,
5. A plan for collecting and responding to the concerns of program beneficiaries/constituents and other stakeholders(including the collection and use of sex-disaggregated data and gender-sensitive indicators).

## 8. Organizational Assessment and Institutional Capacity (2 pages)

Applicants are required to submit a brief plan for how they will strengthen their internal organizational capacity. While it is not required, USAID recommends that applicants conduct an organizational assessment to aid in the development of this plan. While a thorough organizational assessment requires time and energy, if it is done in an open, participatory fashion that allows for honest input by individuals across the organization as well as from key stakeholders outside the organization, the resulting capacity development plan will be more accurate and have greater staff, board, management and community buy-in than if the assessment is completed by a single individual or a group that is not representative of the organization.

> If an Applicant is selected for an award, organizational assessments, capacity development objectives and plans may be reviewed again by the Mission, and if applicable, by the selected capacity development provider(s) in order to make any necessary revisions, and to identify other areas that may need development.

> Appendix 2 lists several organizational assessment tools and provides additional information and clarification on this requirement. While it is understood that a well-developed plan may exceed two pages, for purposes of the full application, please include the following components in two pages or less:

> 1. A list of clear capacity development objectives, why they were chosen (please identify any assessment tool[s] that were used to identify needs and to develop a capacity development plan) and how they will be pursued during the project period. These

objectives can include activities to improve both the organizational and technical capacity of the Applicant;

2. A description of how Applicant selected these capacity development objectives. Include a description of the process and the positions of those involved (i.e. executive director, board member, project coordinator, financial analyst, constituent etc.), and the tool, framework or process used;

3. A list of proposed or potential service providers from the local or regional capacity development market who can provide the services the Applicant requires to achieve its capacity development objectives. Available costs estimates/price quotes from proposed service providers should be included in the cost application following this section. Local capacity development service providers may include individual consultants with relevant expertise, as well a range of organizations including but not limited to Civil Society Organizations, NGOs, private firms, universities, and government institutes.

## 9. Gender Integration (2 pages)

Describe specific approaches and methodologies that will be used in a substantive and integrated manner to address gender constraints and disparities and how the Applicant will capitalize on opportunities provided by the program to promote gender equality. The application should consider the proposed activities' impact on men and women, and state how it will monitor positive intended changes and mitigate unintended negative changes.  Applicants should provide a rationale if gender is not an issue for the proposed program.  For more guidance on gender analysis and integration, please see the following references:
- ADS 201.3.9.3 "Gender Considerations" (http://www.usaid.gov/policy/ads/200/201.pdf)
- ADS 201.3.11.6 "Project/Activity Planning Step 2: Conduct Project-level Analysis as Needed" (http://www.usaid.gov/policy/ads/200/201.pdf)
- Guide to Gender Integration and Analysis (http://transition.usaid.gov/policy/ads/200/201sab.pdf)

## 10. Institutional Capabilities and Past Performance: (2 pages)

For this section, include:

1. A description of the applicant's institutional capacity to manage (technically, administratively and financially) the proposed program in a technically and culturally appropriate fashion;

2. A list of key staff and their qualifications with respect to the project goals and objectives as well as language capabilities where

appropriate.  Qualifications (resumes, CVs) may be included as attachments. If attached, include reference here.

3. Concise description of Applicant's, as well as prospective or existing partners', previous work and experience relative to the activities and region or country being proposed during the past three years; For each relevant project/award, include a brief statement including:

   a. The relevance of the work to the program being proposed;

   b. Results achieved;

   c. Duration, size/scale, and value;

   d. List of references and information such as location, award numbers if available, brief description of work performed and contact information with current email addresses and telephone numbers;

   e. A description of past project sustainability results (or plans, if current work) to maintain impact (or if applicable, to continue and/or expand work) beyond donor support.

## 11. Cost Share Component (2 pages) – Required but not scored

It is required that a minimum of 10% for LNGOs or 15% for U.S. PVOs of the proposed budget will be generated from non-U.S. Government funding or in-kind support for the proposed program. The match may be a combination of cash and in-kind. The Applicant must demonstrate ability to raise the match proposed.  Actual and/or expected sources and amounts of the cost-share amount from all sources (other donors, community members, businesses, etc.) must be stipulated. In-kind contributions may be applied above and beyond the 15% match.

Funds received by the Applicant directly from the U.S. Government or USAID intermediaries or foreign governments are not allowable elements of the match but should be identified as sources in the overall budget if they are critical to the program.

Applications should identify all critical sources of support for the program, including private and public cash receipts recorded in the organization's accounts and in-kind contributions of goods and services and other contributions not recorded in the organization's accounts but directly supporting its grant program activities.

Criteria for acceptance and allowability for the non-U.S. federal contributions are set forth in 22 CFR 226. (Copies of 22 CFR 226 may be obtained from Internet addresshttp://www.gpo.gov/fdsys/granule/CFR-2012-title22-vol1/CFR-2012-title22-vol1-part226/content-detail.html or http://www.law.cornell.edu/cfr/text/22/226

## 12. Environmental Procedures (1 page)

Respondents to this RFA should include as part of their full technical application a clear statement of their approach, experience, and/or expertise for achieving environmental compliance, protection, and management over life of the proposed program**.**

## 13. Attachments

Complete and attach all of the certifications found at:
http://www.usaid.gov/policy/ads/300/303sad.pdf.

## D. FULL APPLICATION - COST APPLICATION/BUDGET INSTRUCTIONS

The cost application must detail all direct costs associated with the implementation and completion of activities, as well as any indirect costs and program costs such as those related to any sub-agreements and/or contracts. Note that during the negotiation process, apparently successful applicants may be asked to scale back portions of their programs to accommodate funding constraints.

1. The cost application must be completely separate from the Applicant's technical application and submitted by using SF424 and SF424A "Application for Federal Assistance" forms. The forms (two Microsoft Excel worksheets in one workbook) can be accessed via this hyperlink: **SF424**.

2. The Applicant must provide by email an electronic copy of the SF424 budget spreadsheets in Microsoft Excel, with calculations shown in the spreadsheet, and an electronic version of a budget narrative that discusses the costs for each budget line item (preferably in Microsoft Word).

3. The cost application (budgets) must be for the entire period of the proposed program. If the Applicant proposes to charge any training costs to the USG as part of any proposed cooperative agreement or grant, it must clearly identify them. Missions will procure and oversee the required final independent evaluation. Costs associated with the final evaluation should not be included in the cost application. Grantees will procure and oversee the mid-term independent evaluation, with guidance provided by the Mission. Applicants should include the cost of the mid-term independent evaluation in their budget estimate. Applicants should also include any costs associated with the implementation of a Branding Strategy and a Marking Plan, as described in section VI, sub-section 4 of this RFA. Please note that the total budget, including funds for the mid-term independent evaluation, should not exceed the maximum of $2

million.

4. If the Applicant is a consortium, the cost application must include documents that reflect the legal relationship among the parties. The document(s) should include a full discussion of the relationship among the applicants, including the identity of the applicant that the USG will treat for purposes of administration of any cooperative agreement or grant, identity of the applicant that will have accounting responsibility, how the applicant proposes to allocate effort under any cooperative agreement or grant, and the express agreement of the principals of the Applicant organization to be held jointly and severally liable for the acts of omissions of the other.

5. Applicants should minimize their administrative and support costs for managing the project to maximize the funds available for project activities.

6. The cost application budget narrative should describe headquarters and field procedures for program budgeting, financial reporting and the management information procedure(s) to ensure accountability for the use of U.S. Government funds.

7. Applicants must provide detailed budget narrative for all costs, and explain how they derived costs, consistent with the following guidance on required information:

   a) The breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;
   b) The breakdown of all costs according to each partner organization involved in the program;
   c) The costs, if any, associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
   d) The breakdown of any financial and in-kind contributions of all organizations involved in implementing the cooperative agreement or grant;
   e) Potential contributions of non-USG or private commercial donors to the cooperative agreement or grant;
   f) Closeout costs: applicants must include in the required projected organizational budget any costs associated with terminating programmatic activities at the conclusion of the cooperative agreement or grant.
   g) A copy of the latest Negotiated Indirect Cost Rate Agreement if your organization has such an agreement with the US Government. Applicants that do not currently have a Negotiated Indirect Cost Rate Agreement (NICRA) shall also submit the following information:

      • 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;

- Projected budget, cash flow and organizational chart; and

- A copy of the organization's accounting manual.

8. Applicants must provide the following cost element details:

   a) Salary and Wages – Applicants must propose direct salaries and wages in accordance with their personnel policies;
   b) Fringe Benefits – These benefits are non-wage compensation that an organization can provide to its employees in addition to their salaries. If the Applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant should use such rate and provide evidence of its approval.  If an Applicant does not have a fringe benefit rate approved, the application should propose a rate and explain how the Applicant determined the rate; in this case, the narrative should include a detailed breakdown comprised of all items of fringe benefits (e.g., unemployment insurance, workers compensation, health and life insurance, retirement, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries;
   c) Travel and Transportation – The Applicant should indicate the number of trips, domestic and international, estimated as necessary to carry out the proposed program description, and their estimated costs. Applicants must specify the origin and destination for each proposed trip, the duration of travel, and number of individuals who would be traveling.  If applicable, applicants should base per-diem calculations on current, published U.S. Government per diem rates for the localities concerned. Applicants should include in their budgets travel for up to three people to a five-day and a three-day workshop to be held in their countries' capital.
   d) Other Direct Costs – Applicants should detail any other direct costs, including the costs of communications, report preparation, insurance (other than insurance included in the applicant's fringe benefits), equipment, office rent, etc.;
   e) Indirect Costs – These are costs that are incurred by an organization overall but that cannot be attributed directly to a specific project it is working on. The Applicant should support the proposed indirect cost rate with a letter from a cognizant, U.S. Government audit agency, a Negotiated Indirect Cost Agreement (NICRA), or with sufficient information to determine the reasonableness of the rates. (For example, a breakdown of labor bases and overhead pools, the method of determining the rate, etc.).

f) Alliance Opportunities: USAID encourages the creation of alliances where appropriate. An "alliance," in this sense, is a formal agreement between two or more parties created to jointly define and address a development problem. Alliance partners combine resources, risks and rewards in pursuit of common objectives. Alliance partners make financial and/or in-kind contributions to increase the impact and sustainability of development efforts. Their support may take many forms. Mechanisms for collaboration include parallel financing (with common objectives, clear understanding of roles and separate funding tracks) or pooled resources (with agreed upon and legally binding governance structures and common funding tracks).

Successful applicants will be required to submit evidence of responsibility and relevant certifications. Details of these requirements can be found in ADS 303, USAID's internal guidance, policy directives, required procedures, and standards for the award and administration of USAID grants and cooperative agreementshttp://www.usaid.gov/ads/policy/300/303

Applicants must have established financial management, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations governing the specific award mechanism. All potential awardees will be subject to a financial responsibility determination issued by a warranted Agreements Officer in USAID that may include a pre-award survey and/or an audit.

**SECTION V – APPLICATION REVIEW INFORMATION**

**A. Concept Paper Evaluation Criteria**

Applicants should note that these criteria (a) serve as the standard against which all concept papers will be evaluated, and (b) serve to identify the significant matters that should be addressed in all concept papers.

Concept papers will undergo preliminary review by USAID procurement and technical staffs for completeness and responsiveness to the RFA.

To facilitate review of concept papers, concept papers should organize the narrative sections of their papers in the same order as the selection criteria.

Concept papers will be reviewed on a Mission-by-Mission basis using the Evaluation Criteria listed below (evaluation criteria for concept papers are of equal importance). Proposals directed to each Mission are evaluated separately at the concept paper stage.

1. Extent to which Applicant demonstrates understanding of the challenge/opportunity, the target population, country and sector(s);
2. Extent to which Applicant establishes and demonstrates that it is the right agent for delivery of effective and scalable development impact. Applicant may cite performance of relevant current programs or those completed during the past three years ;
3. Degree to which goal(s), objectives, methods and anticipated results are logically connected and represent a reasonable approach to the development challenge/opportunity; documented past performance consistent with type and scope of proposed activities; degree to which concept paper represents an innovative approach with an acceptable level of risk; degree to which project design addresses gender concerns based on an analysis of the gender gaps and disparities; and examines the different impacts on women and men that the project may have;
4. Degree to which implementation and results of the proposed activities will support and enhance the USAID Mission priorities as described in the Country Specific Information in Appendix 1;
5. Feasibility of the proposed budget, timeline, and work plan, and degree to which proposed staff appear sufficient for the proposed project;
6. Need for and sustainability of proposed activities or outcomes from activities beyond award period;
7. Specification of clear capacity building needs and objectives and activities that will lead to achievement of those objectives;
8. Demonstrated creativity, logic, and strategy in proposed partnerships;
9. Presence of a cost share component (required) and extent to which other partners would be involved;
10. Clarity and logical coherence of concept paper.

*Please note: due to the high volume of concept papers submitted to USAID Missions, applicants will not be contacted unless they are invited to submit a full application.*

## B. Full Application Evaluation Criteria

Applicants should note that these criteria (a) serve as the standard against which all applications will be evaluated, and (b) serve to identify the significant matters that should be addressed in all applications.

Applications will undergo preliminary review by USAID procurement and technical staffs for completeness and responsiveness to the RFA.

To facilitate review of applications, applicants should organize the narrative sections of their applications in the same order as the selection criteria.

Numerical weighting indicates the relative order of importance of the technical criteria, to guide applicants in determining which areas require emphasis in the preparation of applications.

Applications will be judged on the ability of the applicant to achieve the expected results in a reasonable time frame at a reasonable cost. The application will be reviewed initially by the Mission together with others directed at the same country/region and rated on the below criteria, with a total possible score of 100 points.

## A. <u>Evaluation Criteria</u> (Total: 100 points)

## 1. Technical Approach (35 points)

Situation Analysis
> Demonstration of understanding of development problem and how it affects men and women, opportunity, or challenge in the proposed sector(s) and degree to which the Applicant demonstrates that it is the right actor for carrying out the activities and has the ability to facilitate change that can be sustained after USAID funds are expended; and plans to identify, reach out to and coordinate activities with other development partners working on the same issues to avoid redundancy and multiply impact.

Program Design
> Demonstration of the relevance of program objectives to USAID Mission sector priorities as described in Appendix 1rationale for selection of proposed program location(s); and adequate consideration of risks associated with the proposed approach both within and outside of the Applicant's control and the degree to which strategies proposed to reduce or mitigate risk will be effective.

<u>Activities & Results</u>

Degree to which proposed: activities will logically and feasibly lead to outcomes/results and impact that address the needs identified in the context analysis; approaches/methods chosen are appropriate and are preferable to any alternative methods; approaches/methods chosen are innovative, non-traditional or catalytic and could lead to broad-based impact and/or large-scale successes in addressing the development problem, opportunity, or challenge; outcomes are measurable, clearly stated, and significant (as contrasted with vague, subjectively measurable and trivial).

## 2. Innovation (10 points)

Degree to which application includes innovative approach(es) for the Applicant, region/country, and/or technical sector and discusses the benefit(s) and risk(s) of chosen approach(es) relative to other approach(es) that produce the same outcome or meet the same objective.

## 3. Project Management Approach and Implementation Plans (20 points)

Presence of a logical, sufficient and clear plan for managing the proposed program including a clear, complete account for roles and responsibilities of all partners and key staff and an explanation of what management systems will be put in place to accomplish proposed objectives (understanding that Applicants may not have all necessary systems in place and that the development of these systems may be included in the Applicant's capacity development plan); and the degree to which proposed first year implementation plan includes the required components and outlines an achievable plan given the program objectives and budget and timeframe, and life of project implementation plan includes required components and outlines an achievable plan given the program objectives, budget and timeframe.

## 4. Monitoring and Evaluation Plan (10 points)

Degree to which Applicant's monitoring and evaluation plan clearly demonstrates how progress and impact will be tracked, measured and reported with appropriate milestones and expected accomplishments, including measurable output and performance indicators. Inclusion of data collection and management (including relevant baseline data, information on how indicators will be developed). All people-level indicators must be disaggregated by sex, and should include indicators designed to track changes in key gender gaps from baseline to endline. Discussion of how the plan will be used for adaptive management. Inclusion of a clear plan to maintain open dialogue with

beneficiaries/constituents and other stakeholders, to respond to issues that arise during implementation.

**5. Institutional Capabilities/Past Performance (8 points)**

As applicable, demonstrate institutional capacity to manage (technically, administratively and financially) the proposed program in the proposed region in a technically and culturally appropriate fashion; appropriate experience of key staff relative to project goals and objectives as well as language capabilities; extent to which Applicant included references of past performance; Applicant's ability to successfully compete the proposed program; and extent to which attached evaluations (if any) indicate Applicant can successfully complete the proposed program. Degree to which Applicant describes its institutional capacity challenges and needs for managing the project, and outlines a clear plan for strengthening these capacities in the next section – Organizational Assessment and Institutional Capacity.

**6. Organizational Assessment and Institutional Capacity (10 points)**

Include a clear, logical institutional capacity development plan that identifies specific organizational development needs, presents and prioritizes objectives that address those needs, and presents key actions to meet each objective. The plan should also reflect a commitment to organizational improvement with reasonable targets for the period of performance (life of project); demonstrate the rigor of the process by which the capacity development plan was created (including titles of staff, management and board persons and other stakeholders, if any, involved); discuss the tool/framework and methods utilized to assess the Applicant's capacity and create capacity development objectives; and list possible local and/or regional capacity development service providers that can help the Applicant meet stated capacity development objectives.

If Applicant plans to serve as a Local Intermediary Organization supporting small LNGOs, include a realistic plan for assessing organizational needs of LNGOs and delivery of organizational capacity development support through local and/or regional capacity development service providers.

Note: A key DGP goal is to promote capacity development for DGP grantees.  USAID may elect to do this in one of two ways – (a) it may separately fund NGO capacity development activities outside the scope of the RFA in ways that may benefit grantees, or (b) in some instances, a capacity development component managed by the grantee itself can be a part of the grant budget and included in the grant amount provided directly to the grantee.  Applicants that submit well-organized, thoughtful capacity development plans including the components requested above may

increase the likelihood that the relevant Mission will approve their plan and include capacity development funds in the grant.

## 7. Gender Integration (7 points)

Extent to which Applicant describes how gender considerations are addressed in a substantive and integrated manner, including specific and effective approaches for addressing gender constraints and disparities, and capitalizing on opportunities; and degree to which Applicant considers the impact of the proposed program on both men and women. –If applicable, a discussion of why gender is not a consideration of the proposed program

## 8. Effectiveness, realism and reasonableness of total estimated cost– Required but bears no points

Although the cost application will not be scored, a cost realism analysis will be conducted. The cost realism analysis is intended to meet the following three goals:

1. Verify the Applicant understands of the requirements and regulations;
2. Assess the degree to which the cost application reflects the approaches in the technical application; and
3. Assess the degree to which the cost included in the cost application accurately represents the work effort included in the technical application.

## 9. Cost Share Evaluation – Required but bears no points

As stated in Section III, cost share match equivalent to or greater than10% percent for LNGOs and 15 % percent for U.S. PVOs of the total project is required to support the activity. Meeting or exceeding the cost share will be favorably considered as contributing to cost effectiveness and may be considered in the Government's determination if application represents the greatest benefit to USAID.

## 10. Branding Strategy and Marking Plan – Required but bears no points

a. Well defined Branding Strategy that describes how the program, project, or activity is named and positioned; how it is promoted and communicated to beneficiaries and cooperating country citizens; and identifies all donors and explains how they will be acknowledged.

b. Well defined Marking Plan detailing the public communications, commodities, and program materials and other items that will visibly bear the USAID Identity.

## C. REVIEW AND SELECTION PROCESS

After an initial review of applications, USAID Missions may conduct written and/or oral discussions with those applicants whose applications remain under consideration for award.  The decision to conduct such discussions should not be considered a final decision about which organizations will receive an award, but rather would be part of the evaluation process.  Once the 100-point evaluation scoring process is complete, each participating Mission will transmit its highest ranked proposal(s) to IDEA/LS for further consideration.  IDEA/LS will then arrange for an additional level of review of the proposals received from the various Missions based on the same evaluation criteria to determine which proposals can be funded within funding restraints.  In this additional level of review, IDEA/LS' primary goal is to arrange for funding of at least one proposal per Mission.

## D. AWARD CONSIDERATIONS

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

## SECTION VI – AWARD ADMINISTRATION INFORMATION

*Note: This section is intended to provide guidance for Applicants who are requested to submit full applications and are selected for funding.*

### 1.  AWARD NOTIFICATION

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

### 2.  DEVIATIONS FROM STANDARD PROVISIONS

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

### 3. REPORTING

Applicants should refer to USAID's guidance, policy directives, required procedures and standards found in ADS 303, the link to which is on this webpage http://www.usaid.gov/ads/policy/300/303, for all applicable reporting requirements under grants and cooperative agreements.

During the life of an award, the grantee will be responsible for submission of some or all of the following reports to the Agreement Officer's Representative:

| Report | Due |
|---|---|
| 1. Annual Work Plan | As requested by AOR for first year and each subsequent year. |
| 2. Semi-Annual Reports | Within one month of the end of each six-month period. |
| 3. Quarterly financial reports (SF269, 269A and/or 272) | Not later than 45 days after the end of each FY quarter. |
| 4. Mid-term evaluation | As mutually agreed. |
| 5. Final evaluation | Not later than one year after the completion of the award. |

| 6. Assessments, evaluations, manuals, training plans and materials, etc. | As mutually agreed. |
| --- | --- |
| 7. Accrual Reports | Not later than ten days before the end of each financial quarter. |
| 8. Reports of achievements against standard and/or customized indicators | As requested by AOR and consistent with USAID reporting requirements. |

## 4. USAID BRANDING STRATEGY AND MARKING PLAN

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

**SECTION VII – AGENCY CONTACTS**

The Agreement Officer for this Award is:
Mr. Suhaib Khan
Agreement Officer
USAID/Washington
1300 Pennsylvania Avenue NW, SA-44, Rom 506-A
Washington DC 20523-7100
Tel.: (202) 567-5059
sukhan@usaid.gov

**Questions regarding this RFA should be directed to the following email
address: DGP@usaid.gov.**

The Agreement Officer's Representative (AOR) for this award will be designated
by the Agreement Officer at the time of award.

**1.   APPLICATIONS FUNDED**

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

**2. CERTIFICATIONS, ASSURANCES, AND OTHER STATEMENTS OF THE RECIPIENT**

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

**CERTIFICATIONS AND ASSURANCES**

If the mission invites your organization to submit full application, you will need to
submit the Certifications and Assurances found in the policy guidance on the
following website along with your full application:
http://transition.usaid.gov/policy/ads/300/303mav.pdf

## SECTION VIII– APPENDICES & ANNEXES

## APPENDIX 1: COUNTRY SPECIFIC GUIDANCE

[This page is intentionally left blank]

**Country:** Albania

**Language(s) for Concept Papers:** English
**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**
Email to cmasson@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreement, Simplified Grant, or Fixed Obligation Grant (FOG)

**Maximum size of award:** Up to $2 million for Cooperative Agreement, $1.5 million for FOG

**Life of the award:** Up to 5 years for Cooperative Agreement, up to 3 years for FOG.

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Strengthening Governance, Efficiency and Access in Albania's Water and Sanitation Sector**

Access to dependable supplies of clean water, efficiencies in water delivery and utilization, and cost recovery are major challenges to Albania, as are proper financing and governance structures which enables these fundamental improvements.

This program area aims to build the capacity of Albanian organizations and institutions to promote more effective and transparent governance of water utilities, promote inter-municipal and inter-utility operational cooperation, and promote (where feasible and advantageous to citizens) opportunities for Public Private Partnerships (PPP) that will better serve Albania's citizens and business.

**Target geographic area(s):** Albania.

**Illustrative Activities:** The following list of activities is only illustrative - other innovative ideas are welcome.

1)  Promote structures for more transparent, accountable governance of water utilities through national-level advocacy and technical assistance.

2)  Provide practical training to central and local governments and utilities to improve governance and operational efficiencies of water utilities.

3)  Provide practical tools to Albanian water utilities that will increase cost recovery to finance improvements in efficiency and access.

4)  Provide objective training to water utilities on costs and benefits of PPP approaches, and where applicable, provide transactional assistance through transparent mechanisms to ensure no possibilities for conflict of interest.

5) Select one location to provide limited material support to demonstrate innovative, low-cost solutions to increase access to drinking water as a demonstration model.

**Country:** Angola

**Language(s) for Concept Papers:** Portuguese or English

**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**
Email to dmenezes@usaid.gov, mglees@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreement, Simplified Grant or Fixed Obligation Grant (FOG). We have a strong preference for FOGs.

**Maximum size of award:** $2 million for Cooperative Agreement, $1.5 million for FOG.

**Life of the award:** Up to 5 years for Cooperative Agreement and up to 3 years for FOG.

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Water Supply, Sanitation and Hygiene**

Access to improved water and sanitation facilities remains a challenge in Angola. USAID/Angola seeks to complement Angolan government and existing donor investment in the sector. USAID has a history of providing key support in the access to adequate quantities of quality water and improved sanitation and hygiene services at an acceptable cost and on a sustainable basis. USAID/Angola would like to continue its support to this important sector with the aim of contributing to the reduction of water-borne diseases in the country by increasing the access to improved water supply, sanitation and hygiene services in a sustainable manner. We also seek to build on prior success in developing local governance through the establishment of water management committees as a key component of any successful concept.

**Target geographic area(s):** The Mission will consider proposals for all geographic areas. However, priority consideration will be given to activities that complement existing water, health, or food security and nutrition activities in the provinces of Cunene, Benguela, Huambo, Kwanza Sul, Huila, or Zaire.

**Illustrative Activities:**
The following list of activities are illustrative - innovative ideas are welcome.

1) Improve the governance and management of water systems through participatory planning with community groups.
2) Increase the use of sanitation facilities.
3) Promotion of behavior change through good hygiene practices.

**Country:** Armenia

**Language(s) for Concept Papers:** Armenian, English
**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:** Email to nsarkisian@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreement

**Maximum size of award:** $2 million for Cooperative Agreement to a consortium of organizations

**Life of the award:** Up to 5 years for Cooperative Agreement

**Sector(s) of Focus or Development problem(s) to be addressed:**

Local Capacity Development through Local Intermediary Organizations – USAID/Armenia will accept applications in local capacity development and civil society strengthening across sectors.

USAID/Armenia's upcoming five-year Country Development Cooperation Strategy (CDCS) focuses on sustainability and building legacies. Working toward the overarching goal of a "more engaged, prosperous and well-governed Armenian society," USAID/Armenia has three strategic objectives: enhancing inclusive economic growth; developing more participatory, effective and accountable governance; and improving and sustaining selected health outcomes.

Within the strategy, USAID envisions local civil society organizations (CSOs) as critical actors in advancing reform, improving services and achieving more effective governance in the economic, democratic, health and social spheres. To date, much of USAID support has occurred through international/US intermediary organizations that provide subgrants to local groups. Under the new strategy, USAID plans to provide a significant portion of its assistance directly to "local" intermediary organizations to spearhead the promotion and oversight of reforms. Moreover, civil society organizations will play a key role in promoting better economic, political, and social governance in all the sectors the Mission will be supporting. Expanding the pool of qualified and institutionally-equipped local partners, including civil society organizations, think tanks, associations, and media actors, is critical to the success of reforms and USAID's new approach.

Civic organizations in Armenia have proved themselves to be vibrant and active, and many have had success in meeting their objectives. Currently, however, there are few organizations that: have invested sufficient resources and time in their organizational development. In each of the three sectors in its country strategy, USAID is interested in broadening the number of organizations that can effectively manage significant budget resources, have significant technical expertise, and can collaborate successfully with other organizations to achieve overarching objectives.

In general, there are three main issues that constrain local partners: limited internal organizational capacity, their level of technical sophistication, and poor financial

sustainability (donor dependency).  Based on initial assessments, the basic services that many local organizations will need assistance in include:

- Fundraising

- Financial management

- Human resources management

- Strategic planning

- Basic donor engagement (including reporting and grant management)

- Outreach and public relations (including development of publicity materials and website management)

- Effective communication (within organization, within sector and across sectors)

- Business planning

- Constituency building

- Effective and constructive engagement with government and other key stakeholders

- Citizen mobilization and public education

- Volunteer recruiting and management

- Partnerships with the private sector

This is a call for applicants able to provide services or connect local CSOs with other providers to strengthen the above-said and other competencies, as needed.  The capacities of CSOs to benefit from the services provided do not necessarily fit neatly within ranges of basic, intermediate or advanced.  For example, a CSO may be able to develop complex programs but only have basic operational capacities; or a high-functioning CSO may have optimal operational and programmatic capacities while showing significant gaps in its public and media relations, web/communication or outreach and networking capacities.  Therefore, it is expected that no single intermediary organization/provider can address all issues and that a successful intermediary organization will draw upon the competencies of various organizations. By addressing these aspects, CSOs' ability to be viable and integral partners in Armenia's reforms across technical sectors will be significantly strengthened.

**Expected results:**

The ultimate goal of this program is to expand the pool of quality and organizationally strong local CSOs by delivering capacity strengthening services to USAID/Armenia's potential local partners across different sectors.

Local capacity development entails a staged approach. The focus of the first year will be on the organizational capacity development of the awardees, with gradually increasing benchmarks for capacity development services to target CSOs during the out-years.

By the end of the five-year period, it is expected that the following will be achieved:

- The awardee becomes a business oriented and sustainable intermediary provider and broker for capacity-development services to local CSOs, measured by clearly identified time-bound milestones for: (1) own capacity organizational development; (2) capacity support delivery (either direct or brokered); and (3) gradually increasing co-funding vis-à-vis USAID and other donor support based on revenues generated from service fees.

- At least 70% of targeted local CSOs across different sectors and organizational development levels show steady improvement in organizational capacity and effective and sustainable development work within their technical sectors, measured by clearly identified time-bound milestones set against the initial needs assessment.

**Expected competencies of applicants:**

- Ability to conduct organizational capacity assessments of potential client local CSOs in order to identify assets and needs within all capacity ranges (beginner, intermediate, advanced).

- Ability to provide organizational capacity services at beginner, intermediate, and advanced levels, either directly or by connecting local CSOs with appropriate providers, both in person and online.

- Ability to use mapping to identify and maintain a database of local providers across a range of organizational and technical areas, as well as multiple levels of expertise, and to be able to connect local CSOs to tailored services as needed.

- Ability to develop collaboration skills to enhance cooperation among for-profit, not-for-profit, and public (governmental) partners, including analyzing and identifying areas of mutual interest (if any), and facilitate opportunities for "win-win" collaboration.

- Ability to facilitate peer-to-peer learning opportunities (e.g., staff with weak financial management skills spend a week with an experienced financial management staff at a different organization) and modeling (e.g., leadership or management of local CSO spend time with a higher functioning CSO).

- Ability to provide services subsidized by grant funds to local CSOs unable to pay for services directly.

- Ability to connect local CSOs with necessary policy development, evaluation, and advocacy support, including helping local CSOs with the identification of technical advisors, experts, and other resources necessary for the development and advancement of public policies.

**Specifications:**

- Based on the premise that no single organization will possess all of the required competencies, a consortium of organizations under a clear prime recipient is encouraged.

- USAID will look favorably on locally registered entities applying as the Prime. International partners are welcome to serve as resource partners to the local prime.

- The applicant must demonstrate an understanding and provide an analysis of its own organizational capacity needs and those of proposed consortium members (applicants are welcome to use USAID's organizational capacity assessment tool [OCAT]) and identify potential providers (preferably local) to address these needs.

The applicant shall provide a description of the organization's core mission, its technical expertise and a brief history of its work.

**Target geographic area(s):** USAID/Armenia has prioritized the development of local partners that can offer services in and represent rural areas.

<div align="center">**Country:** Azerbaijan</div>

**Language(s) for Concept Papers:** English
**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**
Email to DGPAzerbaijan@usaid.gov and copy DGP@usaid.gov by local time on *due date*

Hard-copy hand-delivered to Mission at Address: 111 Azadlig Prospecti, AZ1007 Baku, Azerbaijan

**The types of awards:** Cooperative Agreement

**Maximum size of award:** $ 1 million

**Life of the award:** Up to 3 years

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Rural Development**

Agriculture makes up less than 10 percent of the GDP while contributing to almost 40 percent of the employment opportunities in Azerbaijan. Women are active participants in agriculture, especially in post-harvest phases of storage and marketing. Rural women in Azerbaijan are suffering from lack of employable skills and employment opportunities.

With the turmoil that occurred in the 1990's and the emergence of an independent Azerbaijan, the agricultural sector collapsed , which once supplied a vast quantity of goods to the Soviet Union, and large agricultural operations fragmented into small, privately owned parcels of land. The farmers in general and the small and medium sized farmers in particular are handicapped by the lack of information on new technologies to improve the quality and quantity of farm goods produced. Public sector extension/farm advisory services have become dysfunctional and are almost non-existent as the government is finding it difficult to fund such services. Attempts by the donors to revive these services have proven to be unsustainable. Application of Information Communication Technologies (ICT) has not been tried to bridge the gap. ICT has been successfully employed in some developing countries (e.g. India and other Asian countries) to transfer technologies to farmers as a cost effective means of providing farmers with advisory services. Several models are available for piloting in Azerbaijan, providing an innovative approach to ensuring sustainability.

Many Azerbaijanis currently who work the land do so only out of need, and their operations remain small and inefficient. Most do not have knowledge about modern agricultural practices and remain mired in outdated production techniques. The proposed program aims to improve the livelihoods of rural communities living outside of Baku through the delivery of technical services to increase their income generating opportunities. As the majority of this target group is involved in agricultural activities, this program will focus on building their capacity to increase the quality and quantity of goods produced, introducing use of ICT applications in the agriculture, linking producers with

processors and other markets, and building up their technical capacity in different value chains through training programs and on-the-job technical assistance. It will introduce modern quality production standards, ensure that farmers learn from each other, establish hands-on training opportunities, and demonstrate new technologies and good agricultural practices so as to increase the participants' income generating opportunities.

**Target geographic area(s):** USAID/Azerbaijan welcomes applications to support Rural *Development* activities in geographic regions outside of Baku.

Proposed activities complement activities planned under the Economic growth and Democracy and Governance Projects starting FY 2014 and add value to the overall USAID program.

**Illustrative Activities**

The following list of activities is only illustrative. Other innovative ideas are encouraged.

6) Promote use of ICT Applications to transform the agriculture sector.

7) Increase economic opportunities for producers, processors, and others by developing new market linkages; and integrate new technologies into current agricultural practices in order to increase efficiencies and decrease costs. Special attention should be paid to women, since they are active participants in post-harvest activities such as storage, home-based processing and marketing of produce.

8) Provide training on producing, harvesting, and selling non-traditional, high-value crops such as berries, specialty vegetables and flow.

9) Promote entrepreneurship among women to engage in agri-business. This will be accomplished through skills development (vocational training) in such areas as home-based food processing and small business management (input retailing, small farm equipment leasing etc.). Women in small towns and population centers in Azerbaijan are suffering from lack of employment opportunities and thus need training in employable skills to seek gainful employment or start their own small enterprises.

<div align="center">**Country:** Belarus</div>

**Language(s) for Concept Papers:**  English

**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**

Please submit electronically only. Email to kdziatlava@usaid.gov and copy DGP@usaid.gov by local time on *due date*

| | |
|---|---|
| **The types of awards:** | Cooperative Agreement |
| **Maximum size of award:** | Up to $1 million |
| **Life of the award:** | Up to 4 years |

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Private Sector Development**

USAID works to expand the private sector in Belarus by supporting regulatory reforms aimed at improving the business environment and increasing opportunities for business, developing business support organizations, partnerships and professional networks, business advocacy and business education and providing business training and informational support to current and future private sector actors. The aim of the USAID private sector development program is to strengthen entrepreneurs' skills and improve the policy environment. This will increase the role of small and medium-sized enterprises (SMEs) in a society where the largest proportion of citizens is employed by the state.

According to the most recent 2010 estimates by the European Bank for Reconstruction and Development (EBRD), the share of the private sector in Belarus' GDP does not exceed 30 percent. The share of small and medium enterprises (SMEs) is even lower: SMEs constituted 22.9 percent of the 2011 GDP according to the National Statistics Agency. Nevertheless, recent progress in some aspects of the business environment is notable. Belarus ranks 58 out of 185 in the 2013 Word Bank's *Doing Business* ranking and has been one of the most rapid reformers over the past few years. It has progressed in the areas of starting a business, registering property and paying taxes. The Government of Belarus has an explicit goal of increasing the share of SMEs in the GDP by 30 percent by 2015. This goal coincides with USG strategic priorities and allows USAID to increase its support to the private sector in Belarus.

USAID/Belarus will support activities in the following areas:

- Accelerating business environment reforms;
- Expanding and enhancing business support infrastructure;
- Encouraging private sector growth and competitiveness through training, information support and innovations; and,

- Improving access to high-quality business education.

USAID/Belarus also welcomes innovative ideas to facilitate market transition, increase competitiveness of private business, and promote innovations.

**Target geographic area(s):** While USAID/Belarus welcomes applications from all geographical regions of the country, preference will be given to activities which focus on the regions of Belarus, including rural areas.

**Illustrative Activities**

USAID/Belarus will consider supporting the following *illustrative* activities. However, other innovative ideas and approaches are highly encouraged:

10) Creating a business enabling environment through efforts to reduce regulatory, policy and administrative barriers that limit the opportunities of micro, small and medium firms;

11) Building SMEs' capacity to advocate for policy reforms through independent business and professional associations;

12) Promoting commercialization of innovations by SMEs and providing support to SMEs in implementing innovative projects;

13) Promoting information and communication technologies (ICT) in SME development;

14) Increasing opportunities for employment and effective inclusion of vulnerable populations into the national workforce;

15) Introducing new business and economic education programs to better meet the needs of private business and to improve access to quality business education services in the regions of Belarus; and,

16) Improving access to finance for SMEs by enhancing financial competences of entrepreneurs, introducing or expanding innovative financial services, and promoting innovative technologies such as mobile banking services.

**Sustainable Regional Development**

A major priority for USAID/Belarus is to encourage the country's transition to democracy through further developing and strengthening civil society, and increasing civic activism and participation. USAID views programs in regional sustainable and economic development as an opportunity to support and promote development of local communities and civil society organizations (CSOs).

Belarus newest ideas, technological and intellectual resources and the majority of the qualified workforce is concentrated in the country's capital, Minsk. The largest share of SMEs, including microenterprises, is also located in the Minsk region, thereby jointly consolidating nearly 40 percent of all SMEs in the country's center. To counter this imbalance, USAID reaches out to the regions and implements two multi-year projects to

support microenterprise development in the rural areas of Belarus, one focusing on entrepreneurship and economic development in the western Brest and Grodno regions, and the other focusing on microfinance and financial literacy of rural population.

USAID Belarus is looking for project ideas responding to the need for knowledge, resources, training and development opportunities in the regions of Belarus. It also aims to increase connections between Belarusians and Europeans, expand Internet access into the rural communities, and stimulate the adoption of European political and economic norms, standards and best practices. In the Sustainable Regional Economic sector, USAID creates sustainable solutions to local development challenges by introducing effective mechanisms that allow citizens to participate in social and economic decision-making by encouraging cooperation between local civil society, local governments, and the private sector, thus creating sustainable solutions to local development challenges.

**Target geographic area(s):** While USAID/Belarus welcomes applications from all geographical regions of the country - preference will be given to activities which focus on the regions of Belarus, including rural areas.

**Illustrative Activities**

USAID/Belarus will consider supporting the following *illustrative* activities. However, other innovative ideas and approaches are highly encouraged:

1) Promoting civic activism and active participation of CSOs in regional and local decision- and policy-making, supporting local communities in their strategic development, strengthening networks and partnerships;

2) Promoting sustainable development initiatives in regional and rural areas;

3) Facilitating regional economic development through private public partnerships, involving NGOs, local governments and businesses;

4) Facilitating private business development in rural areas; and,

5) Promoting cross-border cooperation with neighboring European countries, to solve social and economic problems through adoption of best practices from neighboring democratic societies.

<div align="center">

**Country:** Bosnia-Herzegovina

</div>


**Language(s) for Concept Papers:** English
**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**
Concept papers for projects in Bosnia and Herzegovina should be submitted **via Email**
to echallenger@usaid.gov; mbegic@usaid.gov and copy DGP@usaid.gov by local time
on *due date*

Non-conforming concept papers will not be reviewed. Due to the volume of anticipated
concept papers, the standard application form must be used, respecting the page limit.

**The types of awards:** Cooperative Agreement
**Minimum and Maximum size of award:** Minimum $1 million and Maximum $2 million
(with minimal cost share of 10% for local NGOs and 15% for U.S. PVOs)

**Life of the award:** Between 2 and 5 years

USAID/Bosnia invites organizations to send proposals in three main areas of focus:

1) Human Rights of Underrepresented Groups

2) Water Supply and Sanitation Services

3) SME Growth and Development


## 1) Addressing Challenges to Human Rights of Underrepresented Groups

In Bosnia and Herzegovina (BiH), there is a gap between rights recognized by the
international and regional instruments and national constitutional and legislative
framework, and the way they are implemented and respected in practice. The
constitution of Bosnia and Herzegovina provides primacy of collective rights – rights of
constituent peoples (Bosniaks, Croats and Serbs). The interests of these three main
ethnic groups are also protected in the constitutions of Bosnia's two main political
entities, Republika Srpska and the Federation of Bosnia and Herzegovina, which both
have significant powers of self-government.

However, this protection does not extend to national minorities, groups that Bosnia's
constitution does not identify as belonging to one of the country's three main ethnic
groups and refers to as "Others." This leads to a challenge to the protection of the
human rights of citizens of Bosnia and Herzegovina. This is further reflected in an
electoral system that jeopardizes the voting rights of "other" groups. Finally, the State
needs to take measures to prevent hate speech and punish those responsible for it.

All of these factors have a special effect on underrepresented groups such as returnees,
minorities, disabled, LGBT, Roma, women, and children. Some progress on prevention
of discrimination was made last year when Bosnia and Herzegovina's government
adopted legislation which prohibits discrimination based on race, color, language,

religion, ethnicity, national or social origin, national minority, etc. However, the removal of discriminatory provisions in the Constitution has not yet taken place.

Non-governmental organizations and all other civil society stakeholders carry out their human rights work in BiH in a variety of ways:  they share information; advocate and scrutinize implementation of human rights; report violations and assist victims of abuses; and campaign for the development of new human rights standards. They give voice to the powerless in venues that may otherwise be out of the victims' reach, including international human rights forums and mechanisms.

USAID's 2012-2016 Country Development Cooperation Strategy (CDCS) for BiH recognizes the protection of human rights as an integral component toward creating a more participatory, democratic society, as well as a competitive, market-oriented society.

USAID/BiH invites organizations to submit proposals in order to manage a small grants fund which will support indigenous organizations to independently monitor, investigate, and report on human rights conditions, deter human rights violations, and advocate for improved human rights.  Respondent should have a strong track record of promoting human rights in Bosnia and Herzegovina, and of managing small grants and measuring impact.

The small grants program is designed to support small to medium local, grassroots organizations to promote human rights in Bosnia and Herzegovina. Funds will be used to address any human rights issues that are identified by local communities, demonstrate coordination with other human rights programs in BiH, including the work of USAID, and work cooperatively with the governmental institutions to improve rights protection.

Competitive small grants proposals will generally be no more than $100,000 and will give attention to any of the underrepresented group mentioned above. Responses that offer innovative approaches to stimulating civic activism, engaging with the government on substantive issues, and civic monitoring and oversight are particularly welcome. Expected outcomes could include access of individuals to free legal aid, awareness-raising of the importance of the human rights, and legislative changes to ensure justice and respect for human rights.  Proposals should be results-oriented, identifying simple, clearly articulated indicators and setting ambitious but realistic targets which are easy to communicate to a general audience.

**Illustrative Activities --** The following list of activities is only illustrative - other innovative ideas are welcome.

- Creation or support of the network of organizations interested in human rights issues.
- Monitoring and research-based advocacy and lobbying for rights of particular underrepresented group.
- Strengthening of the relations of non-governmental organizations and government institutions as they relate to human rights.
- Awareness/public hearing/action campaigns around pressing human rights issues of particular group within local communities.
-  Provision of free legal assistance to members of the underrepresented groups.
- Support for innovative use of social media to promote rights of particular group(s).

- Facilitate advocacy activities to push for legislative changes to ensure justice and respect for human rights.
- Monitoring and combating hate crimes, especially those committed against returning refugees and IDPs, Roma, and sexual minorities.

## 2) Promoting Adequate Water Supply and Sanitation Services

BiH has more than 120 water utility companies which, in smaller municipalities, are often responsible for a wide range of other municipal services. Water supply, sanitation services, and maintenance of water infrastructure are only part of their responsibilities. Water utilities and the water infrastructure they manage are organized as public companies under the ownership of BiH Municipalities, which often have very limited financial means to support these services.

Water losses and unaccounted water is significant and range from 30-70 % of the total supply. Moreover, the vast majority of BiH's waste water treatment plants are out of operation due to high operation and maintenance costs. Due to a lack of systematic maintenance before the war, extensive physical damage to water and sanitation infrastructure during the war, and a serious lack of knowledge and money for repairs, metering, and maintenance after the war, the Water Supply and Sanitation Sector (WSSS) in BiH is presently in a very challenging state.

The situation is very severe especially in smaller municipalities with limited municipal budgets, low level of technical knowledge, and insufficient capacities for managing water and sanitation services. The existing levels of investment in water network reconstruction or replacement in such municipalities are quite low. Due to a low managing capacity, the municipalities or utilities do not develop adequate strategic planning documents to address medium or long term development needs.

The proposals should address insufficient economic/fiscal governance, weak planning and infrastructure capacities in Bosnia and Herzegovina's WSS Sector: The special focus will be on small water service providers, with limited technical and managing capacities. The proposal should include work with several municipalities, and should have a scientific and innovative approach that can be easily replicated in similar environments. The prospect for long-term sustainability of activities, beyond USAID funding, must be adequately addressed. Proposals should complement the ongoing USAID/BiH local economic development programs, especially those with a focus on local governance. The successful proposal will be results-oriented, identifying simple, clearly articulated indicators and setting ambitious but realistic targets which are easy to communicate to a general audience.

The suggested focus areas for assistance are provided below:

Water and Sanitation Policy and Governance

**Illustrative activities:** Work related to improving WSS-related policies, laws, and regulations to expand service delivery, and to ensure standards for tariff setting, water

recording, billing, and performance monitoring;  strengthening of corporate governance and management of utilities; public-private sector participation; cost recovery tariffs; and increasing operating efficiency; promoting appropriate involvement of various users of water (domestic supply, industrial users, agriculture) in decision-making processes.

<u>Sustainable Financing for Water and Sanitation Services</u>

**Illustrative activities***:*  Mobilization of domestic public and private sector financing for water and sanitation sector development; development of financially sustainable options for wastewater treatment facilities.

<u>Water Resources Productivity</u>

**Illustrative activities:**  Increasing efficiency and promoting productive, multiple uses of water in domestic and industrial sectors.

<u>Science and Technology Cooperation</u>

**Illustrative activities:**  Build scientific, technological and information capacity necessary for science/empirical data-based decision-making in water supply and sanitation, conservation and management.

## 3) Encouraging SME Growth and Development

Successful integration of BiH to the EU requires meeting EU standards which affect industry, SMEs, agriculture, free movement of goods and capital, energy, tourism and the environment.  The 2012 EU Country Progress Report issued in October 2012, concluded that "Bosnia and Herzegovina has made little further progress towards a functioning market economy". Considerable further reform efforts need to be pursued to enable the country to cope, over the long-term, with the competitive pressures and market forces within the Union. Private sector development is a centerpiece of USAID/BiH's 2012-2016 Country Development Cooperation Strategy.

Proposals submitted in response to this RFA should be designed to help BiH advance toward meeting the Stabilization and Association Agreement economic criteria. Since local SMEs will continue to be the drivers of economic growth in BiH, and catalysts for entrepreneurial activity and job creation, the business environment for SMEs should be the focal point of the designs.  By increasing the level of growth-oriented economic activity (EA) in selected localities in BiH, proposals will help BiH develop the capacity at a local level needed to cope with market pressures and competitive forces within the EU.

USAID/BiH invites organizations to submit proposals that address constraints to SME growth, and improve economic aspects of local governance relevant to business activity and capacity of the private sector to compete in market economy.  Proposals should complement USAID/BiH's ongoing private enterprise development and local economic development programs.  The successful proposal will be results-oriented, identifying simple, clearly articulated indicators and setting ambitious but realistic targets which are easy to communicate to a general audience.

Applicants should refer to prospects for long-term sustainability of activities, beyond USAID funding. Applicants are encouraged to build technical expertise and management capacity of indigenous organizations. Proposals should consider how activities can increase economic empowerment of women and youth.

USAID encourages applications to address one or more of the following topics:

a) Development of local intermediary organizations that can support projects at various scales, particularly build capacity of other indigenous organizations to raise funds, to apply, access and absorb EU accession funds and other donor funding;
b) Strengthened capacity of the private sector, resulting in better productivity, increased skill levels of employees in the private sector, and increase in the number of local supply chain networks and the economic value they generate;
c) Dissemination and absorption of new technologies and technological processes and workforce development by SMEs in BiH's growing sectors (including agriculture and tourism); and
d) Energy-efficient technologies and environmentally-friendly processes related to small and medium size enterprise development and EU standards.

**Language(s) for concept papers:** English
**Language(s) for full applications:** English

**Required format for submission of concept papers and full applications:**
Via email to DGPSouthernAfrica@usaid.gov  and copy DGP@usaid.gov by local time on
*due date*

**Types of awards:** Cooperative Agreement or Fixed Obligation Grant (FOG)

**Maximum size of award:** $1.25 million for cooperative agreement and $1.25 million for
FOG

**Life of award:**  Up to five (5) years for cooperative agreement and up to three (3) years
for FOG

**Sector(s) of focus or development problem(s) to be addressed:**

Environmental degradation and climate change are growing concerns throughout
Southern Africa, with both social and economic impacts, including the potential for
increased conflict over natural resources. Weak governance is a critical constraint to
improving the management of natural resources in the region and ultimately to securing
sustainable, equitable economic development.  There is inadequate citizen awareness of
and demand for sound natural resource management and an accompanying lack of
government capacity to manage these resources in response to citizen demands.
Coordinated, multi-sectorial, responses from both rights-based civil society organizations
and environmental groups are required to effectively manage natural resources in
Southern Africa.

USAID/Southern Africa is interested in working with local NGOs to improve democratic
and participatory governance of natural resources, particularly water and biodiversity.
Projects that strengthen trans-boundary, national and/or local environmental governance
institutions[1] to achieve specific integrated environmental and good governance
outcomes will be more competitive. Illustrative areas of focus include:

- Strengthening legal frameworks and capacity of legal and rights actors to partner
  with environmental actors and to use these frameworks to advocate for
  environmental governance;
- Supporting democratic decision-making, including improving transparency and
  accountability, around natural resource issues;

---

[1] Institutions are defined as a significant practice, relationship, system or organization in a society. They
may be formal or informal.

- Improving skills for government authorities to manage citizen demands for resource management;
- Promoting public participation in decision-making and strengthening environmental advocacy;
- Improving implementation of and compliance with environmental laws through civil society and local government partnerships;
- Advancing social learning and media approaches to environmental governance; and,
- Promoting a rights-based approach to natural resources management.

Special consideration will be given to applications that focus on water and sanitation.

**Target geographic area(s):**
Botswana

**Mission Goals/Objectives:**
For more information about current USAID/Southern Africa programs, links to current and past implementing partners, and recent documents, please visit:

- [http://transition.usaid.gov/locations/sub-saharan_africa/countries/rcsa/](http://transition.usaid.gov/locations/sub-saharan_africa/countries/rcsa/)
- [http://www.usaid.gov/southern-africa-regional](http://www.usaid.gov/southern-africa-regional)

**Country:** Cambodia

**Language(s) for Concept Papers:** English
**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**
Email to CambodiaDGP@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreement, Simplified Grant, or Fixed Obligation Grant (FOG)

**Maximum size of award:** Up to $2m for Cooperative Agreement, $1.5m for FOG

**Life of the award:** Maximum of 5 years for Cooperative Agreement, Up to 3 years for FOG.

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Research and Skills Development**
This program area seeks to 1) Increase actionable knowledge about vulnerable populations and the democracy sector by conducting action-oriented research, analysis and data-based assessments to identify vulnerable populations, (such as trafficking in persons victims, persons with disabilities, and women), their unmet need and recommend opportunities to engage those groups in development programming; performance of civil society and democracy sector and opportunities for engaging and improving performance; and other evidence based development solutions. The purpose of such research is to identify opportunities and approaches for innovative development programming for hard to reach and vulnerable groups; and, 2) Increase economic and civic engagement of Cambodia youth through provision of relevant workforce and life skills in traditional (classroom based) and non-traditional settings.

**Target geographic area(s):** The Mission will consider proposals for any region of Cambodia.

**Illustrative Activities**

The following list of activities for the skills development aspect of the program is only illustrative - other innovative ideas are welcome.

1) Vocational training for out of school youth
2) Civic education for youth through community service
3) Nation-wide surveys to identify factors that make people vulnerable to trafficking
4) Organizational assessments of the civil society sector

**USAID/Central Asia Regional - Countries:** Tajikistan, Kazakhstan, Uzbekistan, Kyrgyzstan, Turkmenistan

**The USAID Central Asia Regional (CAR) Mission is interested in a regional approach that includes at least 3 of the 5 Central Asian countries and Afghanistan. (Bilateral approaches will not be considered.)**

**Language(s) for Concept Papers:** English

**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:** Email to - Corey Hancock chancock@usaid.gov, Andrew Segars asegars@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreements or grants.

**Maximum size of Awards:** Up to $2 million

**Life of Award:** 2 to 3 years

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Water Security in Central Asia and Afghanistan**

Water is central to economic growth in Central and South Asia, although trans-boundary water resource management in the region is weak and a source of political tension. Water resource management will likely become even more difficult in the future due to inadequate national and regional policy frameworks, high population growth, economic development strategies oriented towards irrigated agriculture and hydropower and a poorly-understood hydrological regime that is vulnerable to climate change. The USAID/CAR Mission seeks innovative, locally-driven solutions to help address these challenges with the ultimate goal of increasing the rational use of water resources across Central Asia and Afghanistan. One critical element of achieving this ambitious goal is to build the capacity of a trans-boundary community of technocrats, scientists, policymakers, civil society, and other stakeholders to support the rational management of current and future water resources. The Mission is particularly interested in supporting three programmatic areas: 1) technical assistance to existing trans-boundary organizations, such as the International Fund to Save the Aral Sea, to establish an enforceable legal regime for water management in the region; 2) strengthening cooperation on scientific and economic questions related to water resources management; and 3) sub-grants to pilot, strengthen and implement discrete trans-boundary activities.

**USAID/Central Asia Regional - Countries:** Kazakhstan, Tajikistan and Uzbekistan

**The CAR Mission will accept applications for either bilateral, or regional (2 or 3 of these countries), programming in Kazakhstan, Tajikistan and Uzbekistan**

**Language(s) for Concept Papers:** English

**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:** Email to - Corey Hancock chancock@usaid.gov, Andrew Segars asegars@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreements or grants

**Maximum size of Awards:** Up to $2 million

**Life of Award:** 2 to 3 years

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Democracy and Governance**

The primary goals are twofold: 1) to lower the barrier to entry for local CSOs to access USAID support, and 2)to achieve institutionalized, permanent and durable reforms on particular good governance topics, by breaking the established tradition of "one-off" civil society grants.  Successful applicants would include resources for organizational capacity development as well.

The 20 years following the collapse of the Soviet Union witnessed the rise of an array of indigenous civil society organizations (CSOs).  This "CAR civil society 1.0," while diverse, shared a number of characteristics across all five Central Asian countries.  Whether in Kazakhstan, Turkmenistan, Uzbekistan, or Kyrgyzstan, "1.0" CSOs tended to be overwhelmingly concentrated in urban centers, among Russian-speaking, disenfranchised Soviet intelligentsia.  Twenty years later, throughout Central Asia, a new generation of CSOs is emerging to confront critical socio-economic and political challenges in their respective countries.  Many of these new organizations have relatively localized missions, in terms of scope and scale, and they are often forging untapped partnerships, utilizing innovative technologies, and expanding opportunities to underserved communities.  While USAID indirectly supports some of these groups through our current civil society partners (also through respective Embassy Democracy Commission grants), our visibility into these new "civil society 2.0" groups and initiatives is limited. The Democracy Challenge activity will help identify, elevate, and bring to scale fresh ideas from Central Asian CSOs.

**USAID/East Africa Regional (**Burundi, Djibouti, Kenya, Ethiopia, Sudan, Uganda, Burundi, Rwanda, Tanzania, Zambia, Malawi, Democratic Republic of Congo, Central African Republic)

**The Mission will only consider proposals that address identified gaps in institutional capacity among USAID's local and regional partner organizations throughout East Africa.**

**Language(s) for Concept Papers:**  English
**Language(s) for Full Applications:**  English

**Required format for submission of Concept Papers and Full Application:**
Email to    NairobiEA-DGP2013@usaid.gov   and copy DGP@usaid.gov  by local time on *due date*

**The type of award:**  Cooperative Agreement

**Maximum size of award:**  up to $1.5 million

**Life of the award:** 3 years

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Provision of Capacity Development Services for Local and Regional Partners of USAID**
USAID/East Africa is seeking innovative approaches to effectively and efficiently deliver institutional capacity development services that meet the needs of USAID's local and regional partner organizations. Based on the premise that no single organization will possess all of the required competencies, a consortium of organizations under a clear prime recipient is encouraged.

The recipient(s) will provide institutional capacity development services to local and regional organizations to enable them to be more effective partners of USAID, while furthering their development objectives. The purpose of the program is to strengthen the institutional capacity and help "graduate" local organizations, so that more local organizations are qualified to compete for direct funding from USAID Missions (and other donors) throughout East Africa.

The recipient(s) will provide institutional capacity development services to local and regional organizations in East Africa that are current partners of USAID Missions (either as direct recipients or sub-recipients of USAID funding). The program will be managed by USAID/East Africa in order to reduce the management burden on smaller Missions.

The institutional capacity development services to be provided by the recipient(s) to local and regional organizations may include, but are not limited to, the following:

- Developing capacity in financial management

- o  Meeting the requirements of the U.S. Code of Federal Regulations (CFR) so that USAID funds are administered appropriately, are used for their intended purpose, and are properly documented for auditing.

- o  Using appropriate financial and accounting software systems.

- o  Properly categorizing, tracking and charging costs.

- o  Developing international-standard procurement systems.

- o  Reporting financial information accurately and on time.

- o  Developing a comprehensive financial management manual.

- Developing capacity in asset management

  - o  Developing appropriate asset management systems to track all assets.

- Developing capacity in organizational governance

  - o  Developing appropriate terms-of-reference for Board Members.

  - o  Developing detailed job descriptions for all staff.

  - o  Properly documenting human resource policies (HR Manual).

- Developing capacity in planning;

  - o  Developing strategic plans.

  - o  Developing detailed work-plans that meet international standards.

  - o  Developing detailed and realistic budgets that meet international standards, including appropriate budget narratives.

- Developing capacity in monitoring and evaluation (M&E) and reporting.

  - o  Developing M&E plans that meet international standards.

  - o  Planning for and collecting baseline and monitoring data.

  - o  Planning for and implementing appropriate evaluations.

  - o  Preparing financial, progress and final reports that meet international standards.

- Developing capacity in information and communication technologies (ICT).

  - o Networking computer systems.

  - o Ensuring adequate security and virus protection systems are in place.

This program is intended to address identified gaps in institutional capacity among USAID's local and regional partner organizations throughout East Africa. USAID/East Africa has already conducted assessments of local organizations that are partners of USAID in Burundi and Djibouti, and it is evident that institutional capacity development would enable these organizations to be more effective partners. USAID/East Africa also has partnerships with several regional organizations, including RCQHC, COMESA, ICGLR and IGAD, which would benefit from institutional capacity development services.

This program will develop the institutional capacity of local and regional organizations throughout the East Africa region, and increase the number of local and regional organizations that are able to qualify for direct funding from USAID, including future Development Grant Program awards, as well as from other donors.

**Target geographic area:** East Africa Region

**Country:** Ecuador

**Language(s) for Concept Papers:** Spanish or English
**Language(s) for Full Applications:** Spanish or English

**Required format for submission of Concept Papers and Full Application:**
Email to ecuadorsolicitations@usaid.gov and copy DGP@usaid.gov on *due date*

**The types of awards:** Cooperative Agreement or Fixed Obligation Grant (FOG)

**Maximum size of award:** Up to $700,000

**Life of the award:** Up to 3 years

**Sector(s) of Focus or Development problem(s) to be addressed:**

**1) Environment – Natural Resources and Biodiversity**
USAID/Ecuador seeks to implement a program to strengthen the capacity of local governments and communities to access water and sanitation. Local governments can receive significant funding from the central government to provide water services, but many have limited capacity to access the available funds. Cost effective water provision and treatment in rural areas can benefit from innovative alternative approaches.

USAID/Ecuador's ongoing work on watershed conservation through conservation endowments (Water Funds) has established a clear link between conservation of watersheds and water supply; however the conservation focus of our funding limits our ability to work on the supply and provision of water services. To complement the watershed conservation approach, USAID seeks to strengthen capacities in municipalities and rural areas to provide access to safe water and basic sanitation. This could include working with the municipalities and/or communities to access funding or provide technical expertise to identify and implement sustainable systems. Part of this capacity building will be to increase equity in benefits for marginalized groups. The program would seek to cost-share domestic public funding.

**Target geographic area(s):** Southern Ecuador (Zamora, Loja, and Azuay), Indigenous Areas in the Amazon, and coastal communities.

**Illustrative Activities:**

a. Work with municipal governments and/or rural communities to provide sustainable water and sanitation services.
b. Analysis of water supply and sanitation issues and development of water plans.
c. Define a strategy for accessing central government funding for the water supply and sanitation sector, and leverage public sector funding to attract private sector funds.
d. Identify innovative approaches such as community-based systems for increasing water capture and alternative sanitation systems such as artificial wetlands.

## 2) Environment – Clean Productive Environment

Although only approximately eight percent of the Ecuador's population has no access to electricity, those affected are largely rural and the poorest of the poor. Approximately 70 percent of total energy consumption is sourced from oil; however, in recent years the country has developed alternative energy resources that include feed-in tariffs to support renewable energy investment; development of a large wind farm to generate 20 percent of the renewable energy in southern Ecuador; hydropower on the Eastern slopes of the Andes; and a $1 million project for renewable energy by the Inter-American Development Bank.

USAID/Ecuador proposes to leverage other donor resources to implement alternative energy solutions in marginalized communities where deforestation and/or climate change vulnerability is a major threat. Alternative energy solutions include systems such as solar water pumps for domestic use or irrigation, or energy co-generation from waste. A key objective of the program will be to build capacity to design and execute sustainable alternative energy projects that are also economic. Another key objective will be to increase equity for women, indigenous and other marginalized groups through participation in decision-making and increased technical knowledge of alternative renewable energy systems.

**Target geographic area(s):** While the Mission will consider proposals for any region in Ecuador, preference will be given to activities that are linked with USAID's Global Climate Change (GCC) and biodiversity programs.

**Illustrative Activities**

a. Work with local governments and communities to identify potential alternative energy approaches through new generation or energy efficiencies.
b. Train and form community energy cooperatives, particularly increasing women's participation, to manage services, finances, installation and maintenance.
c. Train community technicians in the installation and maintenance of alternative energy systems, including generation, storage, micro-grids, and related appliances, ensuring increased participation of women.
d. Engage with local agricultural and women's cooperatives on the potential for using alternative energy, and build internal capacity to adopt and manage new technologies.

## 3) Civil Society – Civic Participation

USAID/Ecuador seeks to implement a program to strengthen the capacity of local organizations to more effectively promote the rights of vulnerable groups (women, persons with disabilities, youth, Afro-Ecuadorians, and LGBTI) and to increase engagement in policy making at the local level.

Although the 2008 constitution provides important legal advances and mechanisms to promote citizen participation in governance, there remain major challenges to effective civil society participation in the democratic system. Representing the rights of vulnerable groups through civic participation is an even greater hurdle. Secondary legislation to establish equality councils is expected to be approved by the new National Assembly in

early 2014. These and other local mechanisms provide opportunities for civil society to more effectively promote the rights of these vulnerable groups.

Throughout the past ten years, USAID/Ecuador has assisted more than 50 municipalities to promote greater citizen participation in local decision making. However, more assistance is needed to work with vulnerable groups at the local level to enhance communications, oversight, and advocacy skills, in order to more effectively promote their rights and issues with citizens and local governments.

**Target geographic area(s):** The Mission will consider proposals for any region of Ecuador where these groups are under-represented.

**Illustrative Activities:**

a. Establish issue-based coalitions and networks (formal or informal) to strengthen the collective voice of these populations.
b. Strengthen the capacity of targeted groups to conduct advocacy and monitor rights violations.
c. Enhance the groups' capacity to advocate with local governments for access to key public services.
d. Coordinate with national or sub-national institutions to improve the application of laws regarding rights for vulnerable groups.
e. Sensitize the public on the social, economic, and political rights of minority groups by promoting the establishment and or strengthening of local media such as community radio, social media, etc.


### 4) Good Governance – Local Government and Decentralization

USAID/Ecuador has been strengthening selected local governments to adopt policies and regulations to better manage the problems affecting their jurisdictions. Most of the Ecuadorian local governments are eager to solve their problems and improve the living conditions of their population, but they require assistance to put the policies into practice and implement their plans and strategies.

A major problem for Ecuador is trafficking in persons (TIP), as Ecuador is a source, transit, and destination country for victims of sexual exploitation and forced labor. The roots of human trafficking in Ecuador are related to supply and demand, and poverty, corruption, lack of education and job opportunities increase people's vulnerability to trafficking. TIP in Ecuador is increasingly prevalent in regions affected by high social and economic inequality, violence and conflict.

USAID assistance has supported seven local governments to combat TIP. The municipalities designed anti-trafficking plans from a human rights perspective in each canton, which take into account the diverse dynamics that exist within each autonomous decentralized government. The proposed program intends to help local governments implement action plans to promote policies and measures to combat TIP in their jurisdictions with the active participation of inter-institutional networks and/or anti-trafficking coalitions.

**Target geographic area(s):** While the Mission will consider proposals for any region of Ecuador, preference will be given to activities which focus on the following seven

municipalities:  Lago Agrio, Santo Domingo de los Tsáchilas, Ibarra, Otavalo, Cotacachi, Colta and Guamote.

**Illustrative Activities:**

a.  Provide technical assistance to selected local governments to further advance the implementation of their local policies and action plans to prevent TIP, protect victims, and prosecute traffickers.  It is expected that selected cities have active anti-TIP action plans by the end of this program.
b.  Support the creation and strengthening of local networks and inter-institutional coalitions that combat TIP.
c.  Promote dialogue between civil society organizations and local governments which oversee their counter trafficking actions.
d.  Sponsor local campaigns to combat TIP.
e.  Promote strategic alliances between selected local governments and the private sector to leverage resources to complement anti-TIP efforts and assist victims.
f.  Encourage sharing of best practices involving local policies and initiatives to combat TIP.

**País:** Ecuador

**Idioma(s) para el Perfil de Proyecto:** Español o Inglés
**Idioma(s) para la Aplicación Completa**: Español o Inglés

**Formato requerido para el envío del Perfil de Proyecto o Aplicación Completa:**
Correo electrónico a ecuadorsolicitations@usaid.gov y copia a DGP@usaid.gov en la
fecha de vencimiento

**Tipo de convenios:** Acuerdos Cooperativos o Convenios de Obligación Fija (FOG)

**Monto máximo del convenio:** Hasta $700.000

**Tiempo de duración del convenio:** Hasta 3 años

**Sector(es) de Enfoque o Problema a Resolver:**

### 1) Ambiente – Recursos Naturales y Biodiversidad

USAID/Ecuador busca implementar un programa para fortalecer la capacidad de los
gobiernos locales y comunidades para acceder a agua y saneamiento. Los gobiernos
locales pueden recibir financiamiento significativo del gobierno central para brindar el
servicio de agua, pero muchos de ellos tienen poca capacidad para acceder a estos
fondos disponibles. La provisión efectiva de agua y su tratamiento en las áreas rurales
puede beneficiarse de enfoques alternativos innovadores.

El trabajo actual de USAID/Ecuador en la conservación de cuencas hidrográficas a
través de los Fondos de Agua ha establecido un claro vínculo entre la conservación de
cuencas y la provisión de agua, sin embargo, el enfoque de conservación que tienen
nuestros fondos nos limita para trabajar en el abastecimiento y suministro del servicio
de agua. Para complementar el enfoque de conservación de cuencas de agua, USAID
busca fortalecer las capacidades de los municipios y las áreas rurales para brindar
acceso a agua potable y saneamiento básico. Esto podría incluir trabajar con los
municipios y/o comunidades para acceder a financiamiento y brindar asistencia técnica
para identificar e implementar sistemas sustentables. Parte del fortalecimiento de esta
capacidad será aumentar la equidad en los beneficios de los grupos marginados. Este
programa busca compartir costos con fondos públicos locales.

**Areas geográficas de enfoque:** Sur de Ecuador (Zamora, Loja y Azuay), áreas
indígenas en la Amazonía y comunidades de la costa.

**Actividades Ilustrativas:**

a. Trabajar con gobiernos municipales y/o comunidades rurales para brindar
servicios de agua y saneamiento sostenibles.
b. Análisis de problemas de suministro de agua y de saneamiento y desarrollo de
planes de agua.
c. Definir una estrategia para acceder a fondos del gobierno central para el sector
de agua y saneamiento y apalancar financiamiento del sector público para atraer
fondos del sector privado

d. Identificar enfoques innovadores, como los sistemas basados en la comunidad para aumentar los sistemas de captación de agua y de saneamiento alternativos, como los humedales artificiales.

## 2) Ambiente – Ambiente Productivo Limpio

Aunque sólo aproximadamente el 8% de la población del Ecuador no tiene acceso a electricidad, los afectados están mayormente en el área rural y son los más pobres. Aproximadamente el 70% del consumo total de energía se obtiene del petróleo, sin embargo, en los últimos años el país ha desarrollado recursos energéticos alternativos que incluyen "tarifas compensatorias" (feed-in tariffs) para apoyar la inversión en energía renovable, el desarrollo de un parque eólico para generar 20% de la energía renovable en el sur de Ecuador, energía hidroeléctrica en las laderas orientales de Los Andes, y un proyecto de $ 1 millón para energía renovable del Banco Interamericano de Desarrollo.

USAID/Ecuador propone apalancar recursos de otros donantes para implementar soluciones de energía alternativa en las comunidades marginadas donde la deforestación y/o la vulnerabilidad al cambio climático son amenazas importantes. Soluciones energéticas alternativas incluyen sistemas tales como bombas de agua solares para uso doméstico o de riego, o de cogeneración de energía a partir de residuos. Un objetivo clave del programa será desarrollar capacidades para diseñar y ejecutar proyectos de energía alternativa sostenible que sean también económicos. Otro objetivo fundamental será aumentar la equidad para las mujeres, indígenas y otros grupos marginados a través de la participación en la toma de decisiones y un mayor conocimiento técnico de sistemas de energía alternativa y renovable.

**Areas geográficas de enfoque:** A pesar de que la Misión considerará propuestas en cualquier región de Ecuador, se dará preferencia a actividades que estén vinculadas con los programas de Cambio Climático Global (CCG) y de biodiversidad.

**Actividades Ilustrativas:**

a. Trabajar con los gobiernos locales y las comunidades para identificar enfoques potenciales de energía alternativa a través de nueva generación o eficiencia energética.
b. Capacitar y formar cooperativas de energía comunitaria, particularmente aumentando la participación de las mujeres en la administración de los servicios, las finanzas, la instalación y el mantenimiento.
c. Capacitar a técnicos comunitarios en la instalación y mantenimiento de sistemas de energía alternativa, incluyendo la generación, almacenamiento, micro-redes y aplicaciones afines, garantizando una mayor participación de mujeres.
d. Involucrarse con cooperativas locales agrícolas y de mujeres para el potencial uso de energías alternativas y desarrollar la capacidad interna para adoptar y manejar nuevas tecnologías.

## 3) Sociedad Civil – Participación Ciudadana

USAID/Ecuador busca implementar un programa para fortalecer la capacidad de las organizaciones locales para promover más eficazmente los derechos de los grupos

vulnerables (mujeres, personas con discapacidad, jóvenes, afro-ecuatorianos y grupos LGBTI) y aumentar su participación en la formulación de políticas a nivel local.

Aunque la Constitución de 2008 ofrece importantes avances y mecanismos jurídicos para promover la participación ciudadana en gobernabilidad, existen importantes desafíos para la participación efectiva de la sociedad civil en el sistema democrático. La representación de los derechos de los grupos vulnerables a través de la participación ciudadana es un obstáculo aún mayor. Se espera que la legislación para establecer los comités de igualdad sea aprobada por la nueva Asamblea Nacional a principios de 2014. Estos y otros mecanismos locales ofrecen oportunidades para la sociedad civil para promover más eficazmente los derechos de estos grupos vulnerables.

En los últimos diez años, USAID/Ecuador ha brindado asistencia a más de 50 municipios para promover una mayor participación ciudadana en la toma de decisiones a nivel local. Sin embargo, se necesita más asistencia para trabajar con los grupos vulnerables a nivel local para mejorar sus destrezas de comunicación, veeduría y propugnación, con el fin de promover más eficazmente sus derechos y problemas con la ciudadanía y los gobiernos locales.

**Areas geográficas de enfoque:** La Misión considerará propuestas de cualquier región del Ecuador donde estos grupos estén subrepresentados.

**Actividades Ilustrativas:**

  a. Establecer coaliciones y redes (formales o informales) para fortalecer la voz colectiva de estas poblaciones.
  b. Fortalecer la capacidad de los grupos específicos para llevar a cabo actividades de propugnación y monitoreo a la violación de derechos.
  c. Mejorar la capacidad de los grupos para propugnar con los gobiernos locales para el acceso a los servicios públicos esenciales.
  d. Coordinar con las instituciones nacionales o subnacionales para mejorar la aplicación de las leyes relativas a los derechos de los grupos vulnerables.
  e. Sensibilizar a la opinión pública sobre los derechos sociales, económicos y políticos de los grupos minoritarios mediante la promoción de la creación y/o el fortalecimiento de los medios locales, tales como las radios comunitarias, medios de comunicación social, etc.

### 4) Gobernanza – Gobiernos Locales y Descentralización

USAID/Ecuador ha fortalecido a gobiernos locales seleccionados para que adopten políticas y regulaciones para mejorar la gestión de los problemas que afectan a sus jurisdicciones. La mayoría de los gobiernos locales ecuatorianos están dispuestos a resolver sus problemas y mejorar las condiciones de vida de su población, pero requieren asistencia para poner las políticas en práctica e implementar sus planes y estrategias.

Un problema importante para Ecuador es la trata de personas (TIP), ya que Ecuador es un país de origen, tránsito y destino de víctimas de explotación sexual y laboral. Las raíces de la trata de personas en Ecuador están relacionadas con oferta y demanda, y

la pobreza, la corrupción, la falta de educación y de oportunidades de trabajo aumentan la vulnerabilidad de las personas para la trata. TIP en Ecuador es cada vez más frecuente en las regiones afectadas por una alta desigualdad social y económica, la violencia y el conflicto.

La asistencia de USAID ha apoyado a siete gobiernos locales para combatir la trata de personas. Los municipios diseñaron planes de lucha contra la trata desde una perspectiva de derechos humanos en cada cantón, que tienen en cuenta las diversas dinámicas que existen dentro de cada gobierno autónomo descentralizado. El programa propuesto tiene la intención de ayudar a los gobiernos locales a aplicar planes de acción para promover políticas y medidas para combatir la trata de personas en su jurisdicción, con la participación activa de las redes interinstitucionales y/o coaliciones contra la trata.

**Areas geográficas de enfoque:**   La Misión considerará las propuestas de cualquier región del Ecuador, sin embargo se dará preferencia a las actividades que se centran en los siguientes siete municipios: Lago Agrio, Santo Domingo de los Tsáchilas, Ibarra, Otavalo, Cotacachi, Colta y Guamote.

**Actividades Ilustrativas:**

a.  Brindar asistencia técnica a los gobiernos locales seleccionados para seguir avanzando en la aplicación de sus políticas locales y planes de acción para prevenir TIP, proteger a las víctimas y procesar a los traficantes. Se espera que las ciudades seleccionadas tienen planes de acción de lucha contra la punta activa para el final de este programa.
b.  Apoyar la creación y fortalecimiento de redes locales y coaliciones interinstitucionales que combate a la trata de personas.
c.  Promover el diálogo entre las organizaciones de la sociedad civil y los gobiernos locales que monitorean sus acciones de lucha contra la trata.
d.  Patrocinar campañas locales de lucha contra la trata de personas.
e.  Promover alianzas estratégicas entre los gobiernos locales seleccionados y el sector privado para apalancar recursos para complementar los esfuerzos anti-trata y brindar asistencia a las víctimas.
f.  Fomentar el intercambio de buenas prácticas en políticas e iniciativas locales para combatir la trata de personas.

**Country:** Guinea

**Languages for Concept Papers:** French, English*

**Languages for Full Applications:** French, English*

*In accordance with ADS 303.3.19, official language of the award will be English; however proposals in French are welcome.

**Required format for submission of Concept Papers and Full Application:** Email to guinea_partnership@usaid.gov and copy DGP@usaid.gov by local time on *due date*

The mission will accept only electronic applications sent. Hard copies are not acceptable.

**Type of award:** Fixed Obligation Grant based on achievement of specific milestones and objectives over a period of time, or a Cooperative Agreement based on the results of a pre-award survey of selected implementing partner.

**Maximum size of award:** Maximum size of award is $1.5 million

**Life of award:** Up to 3 years

**Sector of Focus or Development problem to be addressed:**

The water, sanitation and hygiene (WASH) sector represents a major area of focus for the USAID/Guinea Mission due to the vital outcomes for governance, health and nutrition, education, and small-scale agriculture which can be supported by investments in improved water and waste management.

In pursuit of these goals, the Mission places great importance on working with local non-governmental organizations (NGOs) and Small and Medium Enterprises (SMEs) to achieve sustainable and lasting results. Special emphasis will be placed on job creation opportunities for youth and other disadvantaged groups.

Using the Water Sanitation and Hygiene (WASH) program framework, projects with a focus on the following three key sub elements are of particular interest for funding:

3.1.8.1: Safe Water Access;

3.1.8.2 Basic Sanitation; and

3.1.8.3: Water Sanitation Policy and Governance

Projects should be relevant to the Guinean context and address solutions to sanitation and waste management employing cross-sectorial approaches (i.e. health, governance, agriculture/environment, economic growth and education).
Problem Definition

The lack of adequate waste management systems, obsolete infrastructure, and poor waste disposal management in Guinea has resulted in health risks to the Guinean population and environmental degradation.  Poor waste management can be linked to weak governance of the institutions responsible for collecting and managing waste in addition to a lack of alternative solutions in support of vital outcomes in health, education, and economic growth.

Poor sanitation is exponentially more apparent in Guinea's large cities; the capital, Conakry, provides just one example of the pervasive solid waste evidenced in high-density neighborhoods which lead to polluted streams and waterways.  Trash and muck line virtually all of the city's streets; the peninsula's shoreline and Conakry's beaches are littered with ankle-high waste.    Many residential areas and public places lack dumpsites.  For areas with designated dumpsites, trash collection is irregular.  As a result, residents dispose of waste in empty fields, ad-hoc open dump sites, and open drainage gutters intended to rapidly dispose of rain water, but in actually are clogged and breeding ground for malaria and other life-threatening diseases.

During the heavy rainy season, trash washes down, obstructing drainage ditches, filling river beds, and clogging the shoreline. As a result, formerly green living spaces are now filled with compostable matter, recyclable bottles and bags, and other solid waste.  In addition, feces and other household sewage contaminate and clog these water sources, creating grave, but preventable public health risks. Stagnant water provides ample opportunity for mosquitoes to lay eggs, increasing the risk of malaria.   Contaminated water also results in cyclical, cholera pandemics each rainy season.   In 2012 alone, there were 7,351 reported cases of cholera that resulted in 128 deaths.

USAID/Guinea spends approximately US$1.0 million per year on cholera response, and is working pro-actively to address issues of waste management in order to reduce the human health hazards, including cholera, that strike Guinea each year. Additionally, there is strong potential to engage Guinean youth in playing a critical role in this sector through employment and educative opportunities while mitigating street violence. According to an IMF report published in October 2012, youth employment is a major challenge for the government. This fringe accounts for over 74 percent of Guinea's population, and 55 percent of them are under 20 years old.  For girls with degrees, 85.7 percent cannot find jobs, versus 61 percent for boys at the same level. Excluding educated youths, 70 percent of people under 25 years old are unemployed or have no occupation, regardless of level of education and place of residence.[2]   Thus, employment generation is a top-most priority.

Response

In order to address the water and waste management issues, approaches that target improved health and nutrition, environment, livelihoods and governance are particularly relevant.  The integration of waste prevention, management, and recycling techniques will yield results in a number of ways, including but not limited to the efficient utilization of existing landfills, and improved public awareness regarding health hazards and their control.  The benefits of a cross-sectorial approach are numerous. Listed below are a few illustrative outcomes:

---

[2] [2] http://www.imf.org/external/pubs/ft/scr/2012/cr12296.pdf

- Conservation of natural resources.
- Decreased air pollution and the production of greenhouse gases.
- Reduced toxicity of waste

USAID/Guinea seeks applicants who can propose viable approaches to address waste management by:

1. Creating sustainable activities with tangible impacts on health, education, agriculture, environment or youth employment ;
2. Reinforcing SMEs and CBOs involvement in waste management to ensure sustainability;
3. Promoting citizen education programs. Community-education components should incorporate:
    a) proper household sanitation practices;
    b) social responsibility, as well as improved governance through empowered citizen-demand for better waste management;
    c) improved advocacy on and demand for services at the community level are expected to have a positive influence on institutional governance of waste management.

Further, an integrated approach to waste management should also include activities that:
- Establish/rehabilitate dedicated  dumpsites, sorting and treatment facilities;
- Provide cost-effective technical expertise to waste management actors;
- Promote youth and women in leadership roles;
- Build *sustainable* institutional capacity of existing and /or newly established local waste management actors; and
- Ensure economic returns and other incentives (i.e. health, education) are apparent and relevant to stakeholder in order to maintain interest and behavior change.

**Target Geographic Area:**

Given the explicit correlation between urban centers and poor waste management in Guinea, the Mission will consider applications that discuss sustainable waste-management approaches including pilot test programs in any of Guinea's urban centers.

**Illustrative Activities:**

To carry out this project, the following illustrative activities could be undertaken:

1) Reinforcement and improved capacity of waste disposal actors;
2) Creation and effective use of household semi-industrial compost pits, recycling or other post treatment solutions;

3) Development of school gardens using compost and tie-in with science education (biology, chemistry) at the school level
4) High-value horticulture/agriculture using urban waste to increase economic livelihoods (orchids, herbs, teas etc.)
5) Raise community awareness of proper sanitation practices and the  role of the individual in proper waste management;
6) Behavior change communication for good hygiene promotion and management of diarrheal diseases/cholera prevention.

7) Reinforcement of SME and CBO capacity to coordinate waste collection in residential locations;
8) Environmental protection through activities that focus on reduced water contamination;
9) Promotion of women and youth employment as a strategy to reduce poverty and violence;
10) Establishment or reestablishment of dedicated dumpsites;
11) Establishment of innovative and low cost recycling plants that could serve as a center for processing and sale of post-consumer recycled materials;
12) Additional innovated ideas, as applicable
13) Partnership with government and international institutions/agencies already active in WASH activities to leverage gains.

**Country:** Jamaica


**Language(s) for Concept Papers:** English
**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:** Only electronic applications will be accepted. Hard copy applications will <u>not</u> be accepted. Email documents to <u>jmrco@usaid.gov</u> and copy <u>DGP@usaid.gov</u> by local time on *due date*

**The types of awards:** Cooperative Agreement or Fixed Obligation Grant (FOG)

**Maximum size of award:** US $1.5 million for Cooperative Agreement, US $1.0 million for FOG.

**Life of the award:** Up to 3 years for Cooperative Agreements and up to 3 years for FOGs.

**Sector(s) of Focus or Development problem(s) to be addressed:**


## <u>SECTOR 1: CLIMATE CHANGE</u>

Jamaica's vulnerability to the potential impacts of a changing climate is determined by several aspects: the degree to which Jamaica is exposed to climate change impacts; how capable individuals, organizations and governance structures are to adapt effectively to that change; and the extent to which adaptation and mitigation options may be limited by competing resource pressures, policy constraints and livelihood activities.

USAID works with farmers, communities, civil society, and government partners to increase resilience to climate change impacts in rural (agriculture) areas; USAID is looking to implement activities to reduce vulnerability of climate change impacts in poor, urban communities identified under the Government of Jamaica's Community Renewal Program. Moreover, USAID/Jamaica is currently developing a program with the Government of Jamaica to promote sustainable, climate-resilient economic growth while slowing greenhouse gas emissions, with the expected outcome to increase consideration of low emission planning principles into government planning.

USAID seeks innovative projects which will create synergies with these ongoing and future activities while working with communities, civil society and government partners.

**Illustrative Activities:** The following list of activities is only illustrative – other innovative ideas are welcome:
- Community-based climate change mitigation activities, including developing renewable energy and energy efficiency action plans for vulnerable communities.
- Technical assistance and capacity building for stakeholders on climate change adaptation and mitigation, including officials and civil society that shapes and develops policy and sector plans.

- Innovative climate change adaptation activities that target rural and agricultural areas, or urban communities under the Government of Jamaica's Community Renewal Program.
- Disaster risk reduction activities in vulnerable urban communities.
- Activities that build awareness of global climate change and its related impacts among primary school students, with a special focus on reading skills of grades 1-3.
- Innovative ideas help Jamaica cope with the adverse effects of climate change, especially activities that seek to protect, manage and restore natural ecosystems as climate buffers.

## SECTOR 2: HUMAN RIGHTS

Jamaica faces several human rights challenges which are a direct result of antiquated laws, cultural norms and a limited safety net. Vulnerable populations, especially women, unattached youth and the LGBT community are disproportionately affected by these circumstances. According to the 2012 "Report on the Situation of Human Rights in Jamaica,"[3] more than 80% of domestic violence cases go unreported, and domestic violence is a major contributor to the overall pattern of crime and violence due to its debilitating effects on the social fabric. Domestic violence plays a key role in socializing youth to violence as a means of dispute resolution. Human rights violations of vulnerable populations in Jamaica are further exacerbated by woefully inadequate support systems in the form of shelters, safe neighborhood spaces, and availability of social services. At present there is one women's shelter for the entire country, no shelters for the large number of unattached homeless youth and a limited number and scope of safe neighborhood spaces for other marginalized groups.

One Government of Jamaica (GOJ) strategic priority outlined in Vision 2030 is to make Jamaican society secure, cohesive and just, thereby empowering individuals to achieve their fullest potential. USAID Jamaica supports this national priority through its proposed CBSI program. Although the new program is broad in scope, a component to address the specific human rights needs of vulnerable populations is missing. This DGP submission proposes a collaboration with select NGO's and GOJ entities[4] to support the creation of safe neighborhood spaces and services for protecting and addressing the social needs and concerns of marginalized populations. The geographic focus will be targeted CRP Communities.

**Illustrative Activities:**
- Create neighborhood safe spaces for vulnerable populations;
- Extend existing community programs to include shelters for women (including their children); homeless, unattached youth and other marginalized groups;
- Create or expand delivery of social services in communities (e.g. healthcare, support groups, work force development, etc.); and

---

[3] Inter-American Commission on Human Rights (IACHR), "Report on the Situation of Human Rights in Jamaica," 2012.

[4] I.e. the Metcalfe Street Remand Center, Bureau of Women's Affairs and Association of Social Workers, Grace and Staff.

- Develop a case management system to ensure service delivery, tracking and follow-up.

**Expected Results:**

Improved safety and security in CRP Communities

Number of neighborhood safe spaces and shelters increased

Number of vulnerable groups receiving social services increased

Number of employed at-risk youth and other populations increased

Increased capacity of social services delivery system

## SECTOR 3:  BASIC EDUCATION

USAID/Jamaica seeks to address the impact of persistently low levels of reading performance in the early grades of targeted primary schools. After 50 years of independence, the Jamaican education system continues to turn out illiterate children after six years of primary schooling. To address this problem in a structured manner, USAID seeks to support projects focused on implementing more individualized instruction for students in the early grades who are experiencing extreme difficulties in achieving acceptable reading levels. The education system needs an innovative approach to address this problem at the classroom level and to allow low-performing students to receive individualized instruction in reading. Opportunities exist to collaborate with the private sector to leverage their resources to implement strategies that will engage parents, teachers, and students to improve classroom activities in order to improve early grade reading.

**Illustrative Activities:** The following list of activities is only illustrative – other innovative ideas are welcome:

- Activities that increase instructional time for reading, and also increase teacher training in reading instruction.
- Activities that support appropriate, cost-effective and scalable technologies that have the potential to improve reading or reading system performance.
- Activities that establish school libraries and ensure adequate reading materials.
- Activities that advance the use of teaching/learning materials to improve the performance of boys who are underperforming girls.
- Activities that promote parent and community engagement in children's reading outcomes.
- Activities that promote improvements in early grade reading, in a way that is synergistic with the Global Climate Change and/or Human Rights technical focus areas.

Target geographic area(s): USAID/Jamaica is interested in projects that focus on schools in communities under Government of Jamaica's Community Renewal Program.

**Country:** Kenya

**Language(s) for Concept Papers:** English
**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**
Email to usaidkenyadrg@usaid.gov and copy DGP@usaid.gov. All Concept Papers and Full Applications must be submitted via e-mail by the local time on *due date* to both e-mails.  Hard-copy, hand delivered submissions will not be accepted.

**The types of awards:**  Cooperative Agreement or Fixed Obligation Grant (FOG).  Final decision on type of award will be made by USAID/Kenya prior to award.

**Maximum size of award:**  $1.5 million for a Cooperative Agreement or a Fixed Obligation Grant (FOG).

**Life of the award:**  Up to 3 years for a Cooperative Agreement or for a FOG.

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Strengthening Civil Society's Voice in New County Governments:**

With the implementation of devolution and the formation of 47 new county governments, civil society is now required to restructure how they do business to effectively engage county governments and ensure citizens have accessible avenues to participate and voice their concerns. This program aims to increase local Civil Society Organizations (CSOs) capacity as watchdogs and as advocates to ensure county governments establish effective avenues of receiving and acting on citizen input, while also building the capacity of Community Based Organizations (CBOs) and local CSOs to effectively advocate for development issues and better delivery of services to the citizens.  While devolution holds the hope of irreversibly changing the landscape of governance in Kenya, so government is closer to the people and services are more responsive, it also has the potential to increase conflict, devolve corruption and increase marginalization of minority communities.   This program aims to engage CSOs in helping county governments as they develop conflict mitigation mechanisms by engaging communities in the process and linking governments with all people. This program also aims to continue strengthening community-based conflict mitigation mechanisms which have proven so effective in the last few months during the 2013 election period.  Building off the gains made with a community-driven approach will help ensure Kenya remains peaceful during this critical time in its history. This program will create a Targets of Opportunity fund allowing local CSOs and CBOs to apply for funding to address grass-roots conflict drivers while improving their ability to manage funds and effectively run programs. The Program will also strengthen the capacity of county leadership in Conflict-Sensitive Governance both as a conflict prevention strategy and as a mechanism for addressing some of the underlying causes of conflict and vulnerability amongst communities.  Equipping leaders with negotiation and mediation skills and knowledge will empower them to constructively manage inter-community conflicts before they escalate into violence.

This program also aims to work cross-sectorally linking CSOs and CBOs across sectors (health, education, youth, agriculture and economic growth) building their capacity to work together towards common objectives which will allow for them to effectively serve as advocates and watchdogs at the county level. This cross-sectoral approach will enhance local CSO and CBO administrative and technical capacity to align with the new county structure and provide forums for CSOs and CBOs to work together and speak with one voice to ensure key issues are addressed. The Mission is particularly interested in furthering Constitutional reform issues under the framework of devolution. Issues involving gender equity, land reform, and youth engagement are significant and would attract special interest.

**Target geographic area(s):** The Mission will consider proposals that focus on the six counties in the Coastal Region (Mombasa, Kwale, Kilifi, Tana River, Taita Taveta, and Lamu). While the proposal does not have to work in all six counties, the Mission prefers to cover as many of the six counties as possible with this proposal. The Coastal Region is one of the most volatile parts of Kenya, owing to the existence of unresolved grievances around land and general marginalization from mainstream development. There is an active secessionist movement – the Mombasa Republican Council - operating in the Coastal region.  Recurrent violent conflict is a common phenomenon in this region.

**Illustrative Activities:**
The following list of activities is only illustrative - other innovative ideas are welcome.

1) Develop the capacity and knowledge of local CSOs and CBOs so they are able to effectively engage county governments on historical grievances and service delivery.
2) Work with local CSOs and CBOs across all sectors (health, education, youth, agriculture and economic growth) so they can harmonize approaches and work together towards areas of common interest.
3) Training of County Leadership on 'Conflict-Sensitive Governance'.
4) Establish a responsive Target of Opportunity fund for local CSOs and CBOs so they are able to address conflict mitigation (including early warning/early response and alternative dispute resolution structures) and citizen participation at a grass-roots level.
5) Provide forums for local CSOs and CBOs from all sectors to engage with each other at the county and regional levels – supporting and building on initiatives that already exist.
6) Provide opportunities for local CSOs and CBOs to positively engage with county government officials opening the door for a productive, on-going relationship to be formed between civil society and county governments.
7) Ensure local CSOs and CBOs are engaging grass-roots citizens and providing opportunities for their concerns to be heard by both the CSO community and county government officials.

**Language(s) for concept papers:** English
**Language(s) for full applications:** English

**Required format for submission of concept papers and full applications:**
Via email to DGPSouthernAfrica@usaid.gov  and copy DGP@usaid.gov by local time on
*due date*

**Types of awards:** Cooperative Agreement or Fixed Obligation Grant (FOG)

**Maximum size of award:** $1.25 million for cooperative agreement and $1.25 million for
FOG

**Life of award:** Up to 5 years for cooperative agreement and up to 3 years for FOG

**Sector(s) of focus or development problem(s) to be addressed:**

Environmental degradation and climate change are growing concerns throughout
Southern Africa, with both social and economic impacts, including the potential for
increased conflict over natural resources. Weak governance is a critical constraint to
improving the management of natural resources in the region and ultimately to securing
sustainable, equitable economic development.  There is inadequate citizen awareness of
and demand for sound natural resource management and an accompanying lack of
government capacity to manage these resources in response to citizen demands.
Coordinated, multi-sectorial, responses from both rights-based civil society organizations
and environmental groups are required to effectively manage natural resources in
Southern Africa.

USAID/Southern Africa is interested in working with local NGOs to improve democratic
and participatory governance of natural resources, particularly water and biodiversity.
Projects that strengthen trans-boundary, national and/or local environmental governance
institutions[5] to achieve specific integrated environmental and good governance
outcomes will be more competitive. Illustrative areas of focus include:

- Strengthening legal frameworks and capacity of legal and rights actors to partner
  with environmental actors and to use these frameworks to advocate for
  environmental governance;
- Supporting democratic decision-making, including improving transparency and
  accountability, around natural resource issues;

---

[5] Institutions are defined as a significant practice, relationship, system or organization in a society. They
may be formal or informal.

- Improving skills for government authorities to manage citizen demands for resource management;
- Promoting public participation in decision-making and strengthening environmental advocacy;
- Improving implementation of and compliance with environmental laws through civil society and local government partnerships;
- Advancing social learning and media approaches to environmental governance; and,
- Promoting a rights-based approach to natural resources management.

Special consideration will be given to applications that focus on water and sanitation.

**Target geographic area(s):**
Lesotho

**Mission Goals/Objectives:**
For more information about current USAID/Southern Africa programs, links to current and past implementing partners, and recent documents, please visit:

- http://transition.usaid.gov/locations/sub-saharan_africa/countries/rcsa/
- http://www.usaid.gov/southern-africa-regional

**Country:** Macedonia

**Language(s) for Concept Papers:** English
**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**
Email to rricliev@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreement

**Maximum size of award:** $2m for Cooperative Agreement

**Life of the award:** Up to 3 years for Cooperative Agreement

**Sector(s) of Focus or Development problem(s) to be addressed:**

USAID/Macedonia will only accept proposals in the area of Democracy and Governance.

**Democracy and Governance**
This program area aims to support independent, Macedonian-led civil society
organizations in the areas of human rights, research-based policy development, and
public advocacy. Proposed projects should align with applicants' core missions.
Responses that offer innovative
approaches to stimulating civic activism, evidence-based engagement with the
government on substantive issues, and civic monitoring and oversight are particularly
welcome.

**Illustrative Activities**
The following list of activities is only illustrative - other innovative ideas are welcome.

1. Support research-based advocacy and lobbying, including networking and coalition-
building with other CSOs;
2. Expand public knowledge of policy options through research based-analysis, public
debate
and media;
3. Organize local awareness/public hearing/action campaigns around pressing social
issues;4. Generate civic activism, build constituencies, provide information, or share best
practices
using IT, websites, conventional media and social networking;
5. Support innovative use of social media to promote media issues; generate
responsible,
issues-based journalism; or to publicize media freedom violations;
6. Support CSO-led efforts to improve the enabling environment for civil society which
has deteriorated over the last year.

**Target geographic area(s):** The Mission will consider proposals for any region within
Macedonia.

**COUNTRY**: Mauritania

**Language(s) for Concept Papers**:  English, French
**Language(s) for Full Applications**:  English, French

**Required format for submission of Concept Papers and Full Applications**:
Email to GregoryL@state.gov and copy DGP@usaid.gov by local time on *due date*

**The type of awards**:  Cooperative Agreement, Simplified Grant

Note:  Preference will be given to host country NGO's, and to US eligible NGOs who are working primarily with host country NGO's for implementation of their activities.

**Maximum size of award**:  $500,000

**Life of the award**:  up to 5 years from date of award

**Sector(s) of Focus or Development Problems to be addressed**:

**Water Supply, Sanitation and Hygiene**

This program aims to increase access to water of appropriate quantity and quality for use in households, schools, health facilities, and agricultural activities through protection of existing water sources, sustainable development of new sources, expansion and rehabilitation of water supply infrastructure (such as pumps, distribution systems, cisterns and dikes), and implementation of appropriate community-based approaches to water conservation.

Consideration will also be given to activities which test innovative, low-cost approaches to improving sanitation products and services, and utilization rates thereof.

**Target geographic area(s)**:  While the Mission will consider proposals for any region of Mauritania, preference will be given to activities which focus on the southern portion of the country, in the Sahel region.

**Illustrative Activities**:
The following list of activities is only illustrative – other innovative ideas are welcome.

1.  Promote design and installation of water catchment systems to expand and protect water supplies.
2. Promote use of appropriate technology for rehabilitation of wells.
3. Enhance community efforts to develop community-wide plans for water sourcing, distribution and utilization.
4. Encourage community efforts to promote multiple uses of water in domestic, agricultural and commercial activities within the community.
5. Provide technical assistance to communities and individuals on use/treatment of wastewater, to maximize efficiency and minimize environmental impacts.

**Country:** Moldova

**Language(s) for Concept Papers:** English
**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**
Email to lmartinenco@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreement

**Maximum size of award:** $400,000

**Life of the award:** Up to 4 years

**Sector(s) of Focus or Development problem(s) to be addressed:**

## Private Sector Competitiveness - Workforce Development

As educated, skilled people migrate from Moldova to seek jobs, they take with them the most basic resource that businesses need in order to compete: a high-quality workforce. The widespread lack of qualified workers to meet the demand across key industries is acknowledged as a major impediment to growth in Moldova, and the American Chamber of Commerce in Moldova recommends that developing the workforce should be one of four national priorities for Moldova. The Government of Moldova's primary development strategy document, Moldova 2020, also stresses the importance of developing Moldova's human capital as one of the few resources that can offer to Moldova a comparative advantage.

In support of enhancing private sector productivity, this program area aims to work with the private sector and civil society actors to help increase and retain adequate skilled workers through developing industry-specific training and job certification plans, which are connected with employment opportunities. This program area also aims to work with the government to help address the need for up-to-date training in key technical areas. Project proposals should consider coordination with other donor activities, particularly the EU, which is focusing resources on skills development and vocational/technical training.

## Agriculture - Agricultural Enabling Environment

In order for private sector actors to be able to compete domestically and regionally, Moldova must strengthen its foundation for private sector-led economic growth by offering a business environment that is favorable to entrepreneurship and attractive to investors.  In particular, agriculture is a cornerstone industry that approximately produces 12 percent of the GDP and employs 28 percent of the labor force in Moldova. This program area focuses on the improving the agriculture enabling environment – legal and regulatory systems, creation and implementation of policies, and public-private dialogue.

By identifying and addressing bottlenecks in the processes through which agribusinesses engage with public sector entities - such as licenses, fees, permits,

customs/duties, and tax procedures - activities in this program area will seek to reduce the time and cost to the agribusiness of complying with these requirements. At the same time, this program area aims to advance agricultural policies that establish an environment in which agribusinesses can flourish. Frequent and collaborative dialogue between public and private sector actors will also be essential to inform and influence government agricultural policies.  Project proposals should consider coordination with USAID activities, particularly the Agriculture Competitiveness and Enterprise Development project, which is focusing resources on improving the high-value agriculture subsector.

**Target geographic area(s):** The Mission will consider proposals for any region of Moldova.

**Country:** Mongolia

**Language(s) for Concept Papers:** English
**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**
Email to lnarmandal@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Fixed Obligation Grant

**Maximum size of award:** $500,000 USD

**Life of the award:** 1 year

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Governance and Economic Growth**

Mongolia is a resource-rich country with formidable growth prospects. Decisions made today and strategies adopted now will have significant implications for the country's future.  With the development of the mining sector (especially in gold, copper, and coal), mining revenues should translate into significant new financial profits for both the Government of Mongolia (GoM) as well as the private sector. However, the GoM faces significant impediments to managing this windfall, including limited administrative capacity, an inefficient bureaucracy, declining government accountability, a vulnerable and undiversified economy, a youthful population whose education and training has not prepared them with the skills needed for the emerging economy, and growing income disparities.

While Mongolia's rich endowment of mineral resources promises major economic benefits, it also brings even greater opportunities for mismanagement and corruption. In order to maximize its assets, Mongolia needs to manage its mineral wealth, harnessing its transformative properties to lower poverty, raise household incomes, continue to diversify its economy, increase political participation (particularly among women and the poor), and steadily improve living standards for all Mongolians. This can be accomplished through improved governance, policy reform, and enhanced private sector and civil society participation.

USAID seeks to support an enhanced role for the private sector in Mongolia's economic growth by complementing and supporting the Government of Mongolia's strategy to advance business enabling policies, strengthen private sector competitiveness while promoting diversification across economic sectors. Also, sustainable improvements in good governance, including the greater participation of women, the disabled and other marginalized groups at all levels of government and civil society, are necessary to strengthen democratic principles of pluralism, equality, and representation in Mongolia's government. This approach will enhance the capacity of the government to transparently advance national development goals including sustained economic growth and reductions in poverty.

In light of development challenges mentioned earlier, USAID/Mongolia encourages eligible applicants to apply in Governance and Economic Growth areas to further contribute to the Mission's two mutually reinforcing development goals: *Expanded Equitable & Sustainable Private Sector Led Economic Growth* and *More Effective and Accountable Governance.*

The USAID/Mongolia Mission seeks concept papers from eligible applicants including grass-roots organizations that focus on:

- Small or experimental programs with exceptionally innovative/scalable approaches;
- Small or experimental programs that can foster systemic change supporting development; and/or,
- Sectors that would benefit the most from local/nascent organization capacity strengthening.


**Target geographic area(s):** The Mission will consider proposals for any region of Mongolia.

**Country:** Nicaragua

**Language(s) for Concept Papers:**  English or Spanish.

**Language(s) for Full Applications:**  English or Spanish.

**Required format for submission of Concept Papers and Full Application:** Email copies of all documentation to Vanessa Morales (camorales@usaid.gov) and Gabriel Grau (ggrau@usaid.gov) at USAID/Nicaragua, and copy DGP@usaid.gov by local time on *due date*

**Country narrative and sectors of interest:**

USAID/Nicaragua's Country Development Cooperating Strategy (CDCS) currently focuses on two major Development Objectives:

1) Democracy & Governance: Increased citizen ability to engage in democratic governance

2) Citizen Security: Improved safety and competitiveness of at-risk children and youth on the Caribbean Coast

Based on the above, USAID/Nicaragua seeks concept papers responding to such areas of interest in order to complement ongoing work to meet the Mission's objectives.

## 1)  Democracy and Governance

**The type of award:**  Cooperative Agreement

**Maximum size of award:**  $1.6 million

**Life of the award:**  2-3 years

**Sectors of focus or development problems to be addressed:**

**Media and Civil Society**

This program will support Nicaraguan media outlets and other key stakeholders (filmmakers, producers, journalists, civil society organizations, Universities, etc.) working to promote and increase independent media sustainability through sub grants managed by a local development grants program award recipient. Sub grants are intended to: 1) increase the quality and quantity of independently produced information, and 2) improve the capacity of media programs to become more market oriented. The well-networked DGP recipient will be responsible for devising a methodology for determining sub-grant recipients, administering the sub-grants and providing technical assistance to sub-grantee, as appropriate.  Sub awards will fund Nicaraguan media outlets and other key

stakeholders to launch experimental programs that advance systemic changes in media and society.

This activity fits under USAID/Nicaragua's Country Development Cooperation Strategy (CDCS) Intermediate Result: 1.3, "Dissemination of Independent Information Increased" which supports the development of diversity of independent media so that citizens have the necessary tools and platforms to broadcast their voices and take action for social change. As part of this objective, USAID will ensure that women and other vulnerable groups, including LGBT persons, persons with disabilities, ethnic minorities, and other marginalized groups; are included in media-related activities.

Technical support may be available through Mission-related ongoing programs to the sub-grant recipients in order to improve grant administration. Additionally, limited institutional strengthening support can be included in individual sub-grants if it is determined that such support is critical to the achievement of the programmatic objectives of sub-grantees.

**Target geographic area(s):**  Nationwide.

**Illustrative interventions supported by this grants program include:**

- Grants to encourage the creative use and adoption of new and innovative technologies that facilitate citizen journalism and public dialogue to ensure the free-flow of ideas and information
- Grants for media outlets in support of market research and program ratings to help media outlets roll-out transformational programs that drive audience and revenue growth

## 2) Citizen Security

**The types of awards:**  Cooperative Agreement

**Maximum size of award:**  $1 million

**Life of the award:**  2-3 years

**Sector(s) of focus or development problem(s) to be addressed:**

**Citizen Security**

Activities under this program area will improve citizen security in the Caribbean Coast, with an emphasis in the South Atlantic Autonomous Region (RAAS). USAID/Nicaragua is focused on improving early grade reading skills and increasing community support for access to quality education to improve life opportunities of at-risk youth.

To promote early grade reading skills and assist at-risk youth in obtaining life-skills and job readiness opportunities, USAID/Nicaragua is interested in proposals that address technical vocational training, community mobilization and awareness for the prevention of violence.  Specifically, in order to foster communities in which children and youth can thrive, key stakeholders -- including teachers, school officials, religious and other local leaders, the private sector, police, local government officials, parents, youth and other community members -- must be more aware of efforts to develop local solutions to educational challenges.  To increase engagement, stakeholders must be conscious of how literacy affects people's lives and how a safe learning environment is critical to a child's success in school.

In addition, USAID/Nicaragua is committed to supporting independent media to maintain an open space for information sharing and public debate. Therefore, proposed activities which contribute both to democracy and governance objectives of supporting independent media and to education objectives of increasing community awareness of the educational issues facing youth on the Caribbean Coast will be of particular value to the Mission.

**Target geographic area(s):** Caribbean Coast of Nicaragua, emphasis in the RAAS

**Illustrative Activities:**

- Implement coordinated print, radio and TV media campaigns to increase public awareness of and advocacy for reading, creating a safe learning environment for children and youth, and youth programs.

- Disseminate information on educational policies through print media and radio campaigns.

- Create opportunities for at-risk youth employment.

**Country:** Niger

**Language(s) for Concept Papers:** French or English
**Language(s) for Full Applications:** French or English

**Required format for submission of Concept Papers and Full Application:**
Email to desgrangesk@state.gov and copy DGP@usaid.gov by due time on *due date*.

**The types of awards:** Cooperative Agreement or Fixed Obligation Grant
**Maximum size of award:** $2m

**Life of the award:** 3 years

USAID will issue 1 to 2 Awards maximum for this solicitation. Strong preference will be given to organizations (including umbrella associations) with the capacity to administer sub-grants or sub-awards to (other) local organizations.

**Sector(s) of Focus or Development problem(s) to be addressed:**

**DEMOCRACY AND GOVERNANCE: Support Community Governance and People to People Resilience through Social Innovation and Social Entrepreneurship**

- *USAID defines resilience as 'the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses, in a manner that reduces chronic vulnerability to shocks and facilitates inclusive growth.' (USAID Resilience Strategy)*
- *Oxfam defines resilience as 'the ability of women, men, and children to realize their rights and improve their well-being despite shocks, stresses, and uncertainty'. Resilience cannot be just about coping or bouncing back"; although important, resilience-building must be more than just preparedness and risk prevention. Oxfam emphasizes the aspirational element, such that poor and marginalized women and men can thrive despite shocks, stresses, and uncertainty.' (Oxfam- Resilience and the Inequality of Risk)*

**The Challenge:**

As a country that ranks 186th out of 187th on the Human Development Report, Niger faces systemic shocks such as natural disasters, and long term stresses like climate change, environmental degradation and protracted conflict that undermine Nigeriens ability to mitigate, adapt to, and recover from these events. The impact of these shocks hits marginalized communities and youth the hardest because they do not have access to social protection or other schemes to help them withstand emergencies. People should not just be able to cope with crises, but to realize their potential so that they have a hope for the future, choices, and can adapt to change. Our efforts therefore, should focus on helping individuals and communities, especially youth, thrive despite shocks, stresses, and uncertainty.

Niger is a vibrant society that depends on local social institutions for support, one that is forced to continuously innovate and adapt to its environment.  Those who create and innovate are 'change makers' who make a tangible difference in their communities' survival.  In Niger, these change makers are limited in what they can accomplish beyond their communities, regionally, and nationally due to a lack of resources and capacity and other constraints.  A new development method is needed to transform the lives of people at risk and support the adaptive capacity of local communities focusing on their aspirations, capacity, and desire to innovate.  A social innovator or a social entrepreneur can range from being the '*young woman mentor'* who finds ways to organize the most vulnerable girls into small groups, creates economic activities for them acceptable to gatekeepers, and acts as both motivators, big sister, and confidant for the girls OR *'farmer associations'* that train others villagers in neighboring communities on local lessons learned on natural regeneration resulting in benefits to farmers, including livelihood opportunities for young men who otherwise would have migrated elsewhere to work.  (*For a definition of social entrepreneur refer to ashoka.org*).

## The Theory of Change:

There is a window of opportunity in Niger to capitalize and scale-up existing social innovations and entrepreneurial activities in the formal and informal sectors that can result in greater positive social change for Nigeriens. USAID efforts in Niger should focus on providing and scaling-up assistance to Nigeriens who have already been innovative in adapting to changes in their environment resulting in a deep impact in their communities and beyond. If we build and increase the local capacity of social innovators and social entrepreneurs and if we encourage young people to think creatively, providing them with the educational opportunities and knowledge platform to learn from social innovators and entrepreneurs on innovation; then youth will be inspired through their ideas to come up with solutions that have a tangible impact at the individual community and institutional level in their society creating social change.  Lessons learned on innovation will also strengthen youth leadership, creativity, and knowledge, including cultural knowledge that will reinforce community governance, economic empowerment, and help preserve their identity.

## The Program:

This RFA is intended to fund the pilot stage of a program designed to be scaled up through a phased approach.  This pilot stage will in this way constitute Phase 1 of a 3-phase program that will be scaled-up in Niger, and potentially in the Sahel region or/and in the Maghreb.  Phase 1 will begin this year.  It is anticipated that Phase 2 (through a new DGP) will start one year and a half after Phase 1 to ensure that there is enough space for a cyclical learning and capacity development approach which will enable adaptation for activities designed in Phase 2.  Phase 2 will focus on expanding activities in Phase 1 and will also create youth employment opportunities through entrepreneurship and will increase opportunities for civic engagement and advocacy.  Phase 2 will also include an objective that reinforces interventions for impact at the institutional level and for greater cross-regional linkages.  The timing for Phase 3 will be determined during Phase 2. These phases are staggered and new DGP funding will be requested for both Phases 2 and 3.

- **Overall Goal** (at the end of the program, following completion of all three phases): Improved quality of life and a shared sense of belonging (identity) and dignity to a nation in progress

The aim is to achieve these results over the course of the program:

- **Result:** Strengthened institutional knowledge, capacity, and application of social innovative practices in Niger to help solve socio-economic challenges
- **Result:** Increased opportunities for impactful and inclusive political and economic participation of social innovators/social entrepreneurs AND youth in helping to solve socio-economic challenges in Niger
- **Result:** Increased inclusivity of youth voices in community governance efforts
- **Result:** Increased innovative and entrepreneurial practical employment/livelihood opportunities in multiple sectors, especially for marginalized youth

### Objective 1: Support & Scale-up Indigenous Knowledge Innovation

This program aims to enable social innovators and social entrepreneurs (individuals and communities, local social institutions, local social businesses, local government) to innovate develop and impact Nigerien society through their ideas that transform and build communities' resilience and capacity for governance in Niger. Social innovators are agents of change in civil society, the private sector, or government that serve in marginalized communities and offer unique approaches, ideas and solutions to socio-economic problems across multiple sectors: environment, education, democracy governance, economic growth, and health. Initiatives through this program should be driven at the grassroots level with potential impacts across regions in the country.

It is intended that the selected partner(s) applying to this RFA will facilitate support to these social innovators and social entrepreneurs. As a starting point, the partner(s) will need to update existing information and conduct a mapping/scouting exercise to determine where innovators and entrepreneurs exist and where the potential is ripe for engagement. The program will aim to scale-up existing social innovations/entrepreneurship, provide social innovators and entrepreneurs with resources, knowledge and technical expertise, including targeted capacity building if necessary; and provide space to launch sustainable social innovations that address local challenges that have the potential to benefit the entire country. Initially, through this first phase, the partner(s) should select focused interventions, preferably in 2-3 sectors. Democracy governance is considered a **mandatory cross-cutting** sector that should guide activities and be integrated across interventions in the sectors selected by the partner(s). Multi-sectorial collaboration is requirement.

As part of this program, it is expected that the partner(s) will administer sub-grants to the most promising social innovators/entrepreneurs that can demonstrate previous success and fit the definition of a local organization (non-profit or for-profit) as laid out in this RFA.

An event will be held annually to showcase the social innovations/entrepreneurial efforts ongoing in Niger ensuring participation from the Government of Niger and other stakeholders.

### Objective 2: Create a Platform of Social Innovators/Entrepreneurs – Knowledge passport and knowledge transfer to youth.

The program will create a knowledge platform and social network for social innovation/entrepreneurship to flourish.  As part of this effort, the partner(s) will pull together local, regional, and international experts, academics and professionals interested in using their resources or knowledge to support social change in Niger. This will create a knowledge platform that will allow exchanges to occur between experts, social innovators, and other stakeholders on innovation and entrepreneurship in Niger, or lessons learned in other countries.  For example, there may be current initiatives ongoing in the Sahel or Maghreb that could provide important lessons in the Nigerien context.  Practical knowledge sharing will provide innovators with added tools to expand their innovations.

As the knowledge platform gets established, it will be crucial to create knowledge passport to transfer that knowledge to the younger generations.  Given that Niger has one of the youngest populations in the world and the highest fertility rate, ensuring that young people are able to work and are engaged in the economic and social development of their societies is critical. As such, in this phase, one of the activities will explore innovative approaches for strengthening the local capacity of youth and empowering youth in local social institutions (religious groups, universities, or local associations, local government) on social innovation and economic empowerment, including improved opportunities for employment, that address the needs of marginalized youth, including girls, who lack viable opportunities for their future. Activities will require a solid partnership that includes field experimental learning approaches in communities between youth and/with social innovators in order to spread the practice, skills, and knowledge on social innovation to youth. This can be done through peer to peer learning, technical or skills based training. The implementer(s) should consider incorporating distance learning as a learning platform for this component of the program.  This program will seek to help innovators as well as young people in transforming their ideas into social change opportunities.

The organization(s) selected to implement this program will be encouraged to build into their applications the utilization of other resource institutions, businesses, regional organizations and/or individuals from which it can draw expertise and networks with regard to social innovation and entrepreneurship. USAID intends to create a small global advisory group composed of such practitioners, academics, and other experts to review and monitor progress of this pilot activity as it moves forward so that we can adapt a flexible learning approach to this program.

For both objective 1 and 2, increased advocacy and media outreach to increase the awareness of social innovation and entrepreneurship will be important.

**Crosscutting Theme: Mobilizing Technology**

The use of mobile technology for education purposes or other uses of mobile technology should be considered as part of this program for both objectives 1 and 2. Mobile technology has the potential to make development inroads at a pace never before imagined. The ability to communicate bi-directionally with beneficiaries, in a manner that addresses their core livelihood needs, is central to effective project development and implementation. In Niger, given the vast distances between communities and the state of transportation infrastructure, this is even more necessary, yet much more challenging. Mobile technologies can, in effect, break down existing barriers to reaching populations. Mobile penetration in Niger stands at 30%, one of the lowest in the world. But mobile coverage is becoming more significant in Niger available even in the remotest corners of the country, offering new opportunities for access to information. This presents a timely opportunity to partner with technology firms, mobile operators and other ecosystem actors to increase mobile adoption and penetration in a country that stands the most to gain from such a disruptive and potentially life-enhancing technology.

**Throughout the concept paper, the partner(s) is strongly encouraged to be as innovative and creative as possible. Exploring synergies with existing USG programs and donor programs, including other local programs will be strongly considered in order to leverage opportunities for social impact.**

**Target geographic area(s):** While the Mission will consider proposals for any region of Niger, preference will be given to activities which focus in Niamey, Agadez, Diffa, Maradi, and Zinder.

**Illustrative Activities:**

The following list of activities is only illustrative - other innovative ideas are most welcome.
1. Promote social innovations and social entrepreneurship as a model for political participation and empowerment
2. Foster a network of social innovators with an emphasis on the informal sector, including a network of female innovators that reaches beyond Niger for expertise
3. Support capacity-building for social entrepreneurs
4. Conduct competitions of 'champions of social innovation' as an incentive to generate new solutions
5. Engage the Government of Niger in Social Entrepreneurship/Innovation through an annual showcase of innovation/entrepreneurship
6. Expand existing social innovators' solutions to other regions in Niger
7. Support field educational exchange visits between regions to increase knowledge transfer on innovative practices
8. Promote the participation and capacity of youth and local youth organizations to engage in social innovation initiatives
9. Provide educational/mentoring exchanges and capacity-building for youth on social innovation
10. Increase innovative economic opportunities for youth with an emphasis on the informal sector
11. Increase media initiatives to showcase results of SE initiatives

**Illustrative Results:**

1. Expanded social innovations/entrepreneurial activities replicated in other regions in Niger
2. Established platform of social innovators and experts created
3. Increased public advocacy on the use of social entrepreneurship as a tool for economic empowerment
4. Strengthened community governance as a result of SE efforts
5. Improved resolution of community issues with social innovative/entrepreneurial solutions that are scalable to other regions
6. Strengthened partnerships between social innovators and youth
7. Strengthened NGO/local capacity of youth organizations on social innovation and entrepreneurship
8. Increased opportunities for networking and dialogue amongst the youth
9. Increased shared sense of identity, belonging, dignity of youth as participants in political and economic prosperity

<p align="center">**Pays :** Niger</p>

**Langue (s) de rédaction des exposés conceptuels (Concept Papers)**: français ou anglais
**Langue (s) de présentation des dossiers complets (Full Applications):** français ou anglais

**Format requis pour la soumission des exposés conceptuels et des dossiers complets:**
Par courrier électronique aux adresses suivantes : desgrangesk@state.gov et copier
DGP@usaid.gov en temps voulu à l'échéance

**Types de subvention**: Accord de coopération (Cooperative Agreement) or subvention d'obligation fixe (Fixed Obligation Grant)
**Montant maximum des subventions**: 2 millions de dollars US Durée de la subvention : 3 ans.

USAID émettra 1 à 2 montants maximums pour cette sollicitation. Une forte préférence seront donnée à des organisations (y compris des associations faîtière) ayant la capacité à administrer des sous-subventions à des organisations locales.

**Secteur (s) d'intervention ciblés ou problème (s) de développement à résoudre :**

**DEMOCRATIE ET GOUVERNANCE : Appui à la gouvernance communautaire et à la résilience d'une personne à l'autre (*People to People Resilience*) grâce à l'innovation sociale et à l'entrepreneuriat social**

- *L'USAID définit la résilience comme étant « la capacité des individus, des ménages, des communautés, des pays et des systèmes à atténuer les chocs, à s'adapter et à récupérer à la suite de chocs et de crises d'une manière qui réduit la vulnérabilité chronique aux chocs et facilite la croissance inclusive ». (Stratégie de l'USAID en matière de résilience)*
- *L'Oxfam définit la résilience comme étant « la capacité des femmes, des hommes et des enfants à faire valoir leurs droits et à améliorer leur bien-être malgré les chocs, les crises et les incertitudes ». La résilience ne saurait simplement consister à faire face ou à rebondir ». Bien que relevant d'une grande importance, le renforcement de la résilience doit aller au-delà de la préparation et de la prévention des risques. L'Oxfam insiste sur l'importance de la dimension aspiration pour faire en sorte que les femmes et les hommes pauvres et marginalisés puissent prospérer malgré les chocs, les crises et les incertitudes.*

**Le défi:**

Classé 186e sur 187 pays selon le Rapport sur le développement humain, le Niger fait face à des chocs systémiques causés par des catastrophes naturelles et des crises à long terme comme le changement climatique, la dégradation de l'environnement et les

conflits prolongés qui minent la capacité des Nigériens à atténuer et à se remettre de ces événements et à s'y adapter. Ces chocs affectent plus sévèrement les communautés marginalisées et les jeunes parce qu'ils n'ont pas accès à la protection sociale ou à d'autres programmes susceptibles de les aider à résister à des situations d'urgence. Il ne s'agit pas simplement pour les populations de faire face aux crises, mais de réaliser leur potentiel afin d'avoir un espoir pour l'avenir, de pouvoir opérer des choix et de s'adapter au changement. Par conséquent nos efforts doivent se focaliser sur l'assistance aux personnes et aux communautés, en particulier les jeunes, afin de les aider à prospérer malgré les chocs, les crises et les incertitudes.

La société nigérienne est une société dynamique tributaire de l'appui des institutions sociales locales. Elle est obligée, en permanence, d'innover et de s'adapter à son environnement. Ceux qui créent et innovent sont des « agents de changement » qui font la différence, de façon tangible, dans la survie de leurs communautés. Au Niger, faute de ressources et de capacités et d'autres contraintes, ces agents de changement n'ont pas les moyens de leurs ambitions par rapport à ce qu'ils peuvent accomplir au-delà de leurs communautés, tant au niveau régional que national. Une nouvelle méthode de développement est nécessaire pour transformer la vie des personnes à risque et renforcer la capacité d'adaptation des communautés locales en se focalisant sur leurs aspirations, leurs capacités et le désir d'innover. Un innovateur ou entrepreneur social peut être une « jeune femme mentor » qui trouve des moyens pour organiser les filles les plus vulnérables en petits groupes, leur crée des activités économiques acceptables pour les entités de surveillance, et agit à la fois comme source de motivation, comme grande sœur et comme confidente pour ces filles. Le rôle d'innovateur ou d'entrepreneur social peut également être joué par des « associations paysannes » qui forment d'autres villageois au niveau des communautés voisines à assimiler les leçons apprises au niveau local en matière de régénération naturelle profitant aux agriculteurs, y compris en générant des moyens de subsistance pour les jeunes de sexe masculin qui, autrement, auraient migré ailleurs pour chercher du travail. (*Pour une définition de l'entrepreneur social se référer à ashoka.org*).

### Théorie du changement :

Le Niger bénéficie d'une conjoncture favorable lui permettant de tirer parti des innovations sociales et activités entrepreneuriales existantes dans les secteurs formels et informels, de les élargir, et de susciter ainsi un changement social positif de plus grande ampleur pour les Nigériens. L'intervention de l'USAID au Niger devrait se focaliser sur la fourniture d'une assistance accrue aux Nigériens qui ont déjà fait preuve d'innovation dans leur adaptation aux changements de leur environnement, ce qui a eu des répercussions profondes au niveau de leurs communautés et au-delà. Si nous renforcerons et augmentons les capacités locales des innovateurs et des entrepreneurs sociaux, si nous encourageons les jeunes à faire preuve de créativité, en leur offrant des opportunités de formation et une plate-forme leur permettant de bénéficier du savoir des innovateurs et des entrepreneurs sociaux en matière d'innovation, ils seront inspirés par leurs idées pour trouver des solutions ayant, aux niveaux communautaire et institutionnel de leur société, un impact tangible propice au changement social. Les leçons apprises en matière d'innovation permettront également de renforcer le leadership des jeunes, leur créativité et leurs connaissances, également d'un point de culturel, permettant de renforcer la gouvernance communautaire et l'autonomisation économique et de préserver leur identité.

**Le programme :**

*Le présent appel d'offre est destiné à financer l'étape pilote d'un programme conçu suivant une approche progressive en trois phases. Cette étape pilote constituera ainsi la Phase 1 d'un programme de trois phases qui sera mis à l'échelle au Niger et serait éventuellement élargi au Sahel et/ou dans le Maghreb. La Phase 1 débutera cette année et le début de la Phase 2 (qui sera mise en œuvre à travers un nouveau appel d'offre du Programme de subvention au développement - DGP) est prévu un an et demi après celui de la Phase 1. Ceci permettra de s'assurer qu'il y a suffisamment d'espace pour un apprentissage cyclique et le recours à une approche de développement des capacités permettant l'adaptation des activités conçues à la Phase 2. La Phase 2 portera sur l'élargissement des activités de la Phase 1 et créera également des opportunités d'emploi chez les jeunes à travers l'esprit d'entreprise. Elle permettra de renforcer les possibilités d'engagement civique et de sensibilisation. La Phase 2 comprendra également un objectif de renforcement des interventions en vue de créer un impact au niveau institutionnel et ainsi que des liens inter-régionaux. Le calendrier de mise en œuvre de la phase 3 sera défini au cours de la phase 2. Ces phases sont décalées et un nouveau financement de type DGP sera requis pour les phases 2 et 3.*

- **Objectif global à la fin du programme (suite à toutes les trois phases)**: Amélioration de la qualité de vie et du sentiment commun d'appartenance (identité) et de la dignité au sein d'une nation en progrès

Le but est de parvenir au cours de la mise en œuvre du programme aux résultats suivants

- **Résultat**: Renforcement des connaissances et capacités institutionnelles et application de pratiques sociales innovantes au Niger en vue d'aider les populations à faire face aux défis socio-économiques
- **Résultat**: Augmentation des opportunités pour une participation politique et économique inclusive et efficace de la part des innovateurs/entrepreneurs sociaux ET des jeunes afin de contribuer à résoudre les problèmes socio-économiques au Niger
- **Résultat**: Intégration accrue des jeunes dans les efforts de gouvernance communautaire
- **Résultat**: Augmentation des opportunités d'emplois/moyens de subsistance novateurs et pratiques dans plusieurs secteurs, en particulier pour les jeunes marginalisés

### Objectif 1: Appuyer et mettre à l'échelle l'innovation en tirant parti du savoir local

Ce programme a pour but de permettre aux innovateurs et entrepreneurs sociaux (individus et communautés, institutions sociales locales, entreprises sociales locales, collectivités locales) d'innover, de développer et d'impacter la société nigérienne à travers des idées transformant et renforçant la résilience et les capacités du Niger en matière de gouvernance. Les innovateurs sociaux sont des agents de changement appartenant à la société civile, au secteur privé ou au Gouvernement, opérant au niveau

des communautés marginalisées et proposant des approches, idées et solutions uniques aux problèmes socio-économiques dans de multiples secteurs: environnement, éducation, gouvernance démocratique, croissance économique et santé. Les initiatives prises dans le cadre de ce programme devraient être conduites au niveau local et pourraient avoir des impacts dans toutes les régions du pays.

Il est attendu que le(s) partenaire(s) sélectionné(s) à travers cet appel d'offre auront le rôle de faciliter du soutien à ces innovateurs et entrepreneurs sociaux. Pour commencer, le(s) partenaire(s) devront effectuer une mise à jour des informations ainsi qu'un travail de cartographie/prospection afin de déterminer les endroits où des innovateurs et entrepreneurs sont présents et où le potentiel peut maintenant être engagé. Le programme cherchera à élargir les innovations sociales/l'entrepreneuriat social existants, fournir aux innovateurs et entrepreneurs sociaux les ressources, le savoir et l'expertise techniques nécessaires, y compris en renforçant les capacités de façon ciblée si nécessaire. Il cherchera également à fournir un cadre de lacement d'innovations sociales durables répondant aux défis locaux et ayant le potentiel de profiter à l'ensemble du pays. Initialement, à travers cette première phase, le(s) partenaire(s) devront choisir des interventions ciblées, de préférence dans 2 à 3 secteurs. La gouvernance démocratique est considérée comme un secteur **transversal obligatoire** qui doit guider les activités et être intégré à travers les interventions opérées au niveau des secteurs choisis par le(s) partenaire(s). Une collaboration multisectorielle est requise.

Comme partie de ce programme, il est attendu que le(s) partenaire(s) administreront des sous-subventions aux innovateurs/entrepreneurs sociaux les plus prometteurs qui fassent preuve des réussites déjà effectuées et qui soient en accord avec la définition d'une organisation locale (à but non-lucratif ou lucratif) présentée dans cet appel d'offre .

Un événement se tiendra chaque année en vue de mettre en valeur les innovations /initiatives sociales en cours au Niger en s'assurant de la participation du Gouvernement du Niger et d'autres parties prenantes.

### Objectif 2: Créer une plateforme d'innovateurs/entrepreneurs sociaux - passeport pour le savoir et transfert de connaissances aux jeunes.

Le programme créera une plate-forme de savoir et un réseau social pour faire prospérer l'innovation sociale et l'entrepreneuriat. Dans le cadre de cet effort, le(s) partenaire(s) mobiliseront des experts, universitaires et professionnels locaux, régionaux et internationaux désirant utiliser de leurs ressources ou savoir pour appuyer le changement social au Niger. Ceci permettra de créer une plateforme de savoir permettant des échanges entre les experts, les innovateurs sociaux et d'autres parties prenantes sur l'innovation et l'entreprenariat au Niger, ou sur les leçons apprises dans d'autres pays. Par exemple, il existe peut-être des initiatives actuellement en cours de mise en œuvre au Sahel ou au Maghreb qui pourraient donner des enseignements importants pouvant être utilisés dans le contexte nigérien. Grâce au partage de connaissances pratiques, les innovateurs pourront disposer d'outils supplémentaires leur permettant d'élargir leurs innovations.

Lorsque la plateforme de savoir sera établie, il deviendra important de créer un passeport vers le savoir transférer en vue de transférer ces connaissances aux jeunes

générations. Le Niger étant l'un des pays les plus jeunes et au taux de fécondité le plus élevé au monde, il est indispensable de s'assurer que les jeunes sont capables de travailler et qu'ils sont engagés dans le développement économique et social de leurs sociétés. Ainsi, l'une des activités de cette phase consiste à rechercher des approches novatrices en vue du renforcement des capacités des jeunes et leur responsabilisation au niveau des institutions sociales locales (associations religieuses, universités, associations locales, administrations locales) pour promouvoir l'innovation sociale et le renforcement du pouvoir économique, y compris en améliorant les opportunités d'emploi qui répondent aux besoins des jeunes marginalisés, notamment les filles, qui manquent d'opportunités viables pour l'avenir.

La mise en œuvre des activités nécessitera un partenariat solide comprenant le recours à des méthodes d'apprentissage expérimentales, au niveau des communautés, entre les jeunes et/avec les innovateurs sociaux afin de répandre, parmi les jeunes, des pratiques, des compétences et du savoir en matière d'innovation sociale. Ceci peut se faire par le biais de l'apprentissage par les pairs, la formation technique ou la formation basée sur les compétences. Le(s) partenaire(s) chargé(s) de la mise en œuvre, au niveau local, de ce programme devraient envisager d'intégrer la formation à distance comme plateforme d'apprentissage pour ce volet du programme. Ce programme vise à aider les innovateurs ainsi que les jeunes à transformer leurs idées en opportunités de changement social.

Le ou les organisation(s) choisie(s) pour mettre en œuvre ce programme seront encouragées d'intégrer à leurs soumissions l'utilisation des institutions ressources, des entreprises, organisations régionales et/ou des individus   dont elles pourraaient mettre à contribution l'expertise et les réseaux en matière d'innovation sociale et d'entrepreneuriat. L'USAID compte créer un petit groupe consultatif mondial composé des tels  spécialistes, d'universitaires et d'autres experts en vue d'examiner et de suivre les progrès de cette activité pilote au fur et à mesure que sa mise en œuvre progresse afin que nous puissions adapter à ce programme une approche d'apprentissage souple.

Pour ce qui concerne les objectifs 1 et 2, il sera important de renforcer le plaidoyer et la sensibilisation des médias afin d'accroître la sensibilisation par rapport à l'innovation sociale et à l'entreprenariat social.


**Thème transversal: Mobilisation de la technologie**

L'utilisation de la technologie mobile pour l'éducation ou à d'autres fins doit être envisagée. La technologie mobile a le potentiel de susciter des avancées en matière de développement à un rythme encore jamais imaginé. La capacité de communiquer, de manière bidirectionnelle, avec les bénéficiaires, d'une manière permettant de répondre à leurs besoins de subsistance, est indispensable pour un développement et une mise en œuvre efficaces du projet. Compte tenu des grandes distances entre les communautés et l'état des infrastructures de transport au Niger, l'utilisation de la technologie mobile devient encore plus nécessaire, même si elle est encore plus difficile. Elle peut, en effet, faire tomber les barrières existantes empêchant d'atteindre les populations. Le taux de pénétration du mobile au Niger, établi à 30%, est l'un des plus faibles au monde. Cependant, la couverture mobile devient de plus en plus importante dans ce pays et est disponible même dans les coins les plus reculés du pays, offrant de nouvelles possibilités d'accès à l'information. Ceci représente une bonne opportunité pour nouer

des partenariats avec des entreprises, des opérateurs de technologie mobile et d'autres acteurs du secteur en vue d'accroître l'adoption et la pénétration du mobile dans un pays qui a tout à gagner en utilisant une telle technologie capable d'améliorer les conditions de vie des populations.

**Il est vivement conseillé au partenaire, dans l'intégralité de son exposé conceptuel, de faire, autant que possible, preuve d'innovation et de créativité. La recherche de synergies avec des programmes existants du Gouvernement américain et des autres bailleurs de fonds, y compris d'autres programmes locaux, est fortement envisagée en vue d'exploiter les opportunités en termes d'impact social.**

**Zone (s) géographique (s) cible (s):** Même si la Mission étudiera des propositions provenant de toutes les régions du Niger, la préférence sera accordée aux activités se focalisant sur Niamey, Agadez, Diffa, Maradi, et Zinder.

**Exemples d'activités :**

La liste d'activités ci-dessous est donnée uniquement à des fins d'illustration. La Mission reste ouverte à d'autres idées novatrices.

1. Promouvoir l'innovation sociale et l'entrepreneuriat social comme modèle de participation politique et d'autonomisation
2. Favoriser un réseau d'innovateurs sociaux en mettant l'accent sur le secteur informel, y compris un réseau de femmes innovatrices allant au-delà des frontières du Niger pour chercher de l'expertise
3. Appuyer le renforcement des capacités des entrepreneurs sociaux
4. Organiser des concours de « champions de l'innovation sociale » comme mode d'incitation en vue de générer de nouvelles solutions
5. Engager le Gouvernement du Niger dans l'entrepreneuriat social/l'innovation à travers une foire annuelle de l'innovation et de l'entreprenariat
6. Elargir les modèles existants d'innovateurs sociaux à d'autres régions du Niger
7. Soutenir les visites d'échanges éducatifs entre les régions afin d'accroître le transfert de connaissances relatives à des pratiques innovantes
8. Promouvoir la participation et la capacité des jeunes et des organisations locales de jeunes à s'engager dans des initiatives d'innovation sociale
9. Fournir aux jeunes des cadres d'échanges/mentorat et de renforcement des capacités en matière d'innovation sociale
10. Créer des opportunités économiques novatrices accrues pour les jeunes en mettant l'accent sur le secteur informel
11. Augmenter les initiatives médiatiques afin de présenter les résultats des initiatives en matière d'entreprenariat social

**Exemples de résultats:**

1. Innovations sociales/activités entrepreneuriales élargies reproduites dans d'autres régions du Niger
2. Plateforme établie d'innovateurs sociaux et d'experts créée

3. Sensibilisation accrue du public sur l'utilisation de l'entrepreneuriat social comme outil de renforcement du pouvoir économique
4. Gouvernance communautaire renforcée grâce aux efforts en matière d'entreprenariat social
5. Meilleure résolution des problèmes des communautés grâce à des solutions innovantes en matière d'entrepreneuriat social pouvant être élargies à d'autres régions
6. Partenariats renforcés entre les innovateurs sociaux et les jeunes
7. Capacités renforcée des ONG/organisations de jeunesse locales en matière d'innovation sociale et d'entrepreneuriat
8. Possibilités accrues de réseautage et de dialogue entre les jeunes
9. Sentiment commun accru d'identité, d'appartenance et de dignité de la jeunesse en tant que participants à la prospérité politique et économique du pays.

**Country:** Office of Middle East Programs (OMEP)

The Office of Middle East Programs (OMEP) will only consider proposals for activities that are regional in nature (i.e., not limited to a single country) and address common cross-boundary challenges and/or opportunities. Proposed concepts must cover a minimum of three countries and/or areas from the following: Morocco, Tunisia, Algeria, Libya, Egypt, Jordan, West Bank/Gaza, Lebanon, Iraq and Yemen. Other countries in the region may also be included, with the exception of Iran and Syria.

**Language(s) for Concept Papers:** Arabic, English
**Language(s) for Full Applications:** Arabic, English

**Required format for submission of Concept Papers and Full Application:**
Email to ataha@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreement or Fixed Obligation Grant (FOG)

**Maximum size of award:** $0.75 million for Cooperative Agreement; $0.75 million for FOG. In exceptional circumstances, OMEP would consider proposals of up to $1.5 million if the recipient is a U.S.-based organization and offers a program with true regional orientation and scope. OMEP will give special consideration to proposals that offer leveraging and partnerships with other donors, development partners, and stakeholders.

**Life of the award:** Up to 3 years for Cooperative Agreement; up to 3 years for FOG.

**Sector(s) of Focus or Development problem(s) to be addressed:**
1) Inclusive Civic and Political Participation
2) Equitable Access to Economic and Entrepreneurship Opportunities

These program areas aim to broaden public participation – particularly among youth and women – in the democratic and economic transitions taking place throughout the Middle East and North Africa (MENA) region, through expanding awareness, access, and opportunities. The sustainability of programming should be achieved through developing the capacity of local and regional networks and groups (both existing and new).

Proposed areas of assistance under inclusive participation should be focused on increasing civic and political engagement to address the need for more inclusive political transitions in the region. Activities should aim to raise awareness of rights among target populations, develop relevant skills, identify and utilize access points for participation in decision-making processes and leadership opportunities, connect youth and women leaders and networks across the region, and promote inclusive participation for transparent and accountable governance.

Activities could also support transparent and accountable governance through stronger engagement with parliamentarians, private sector, civil society, and other key stakeholders on budget transparency and public financial management issues, especially with regard to the formulation of government budgets, the reporting and analysis of budget execution and impact, and procurement procedures and practices.

Proposals focusing on economic development activities should aim to support individuals and organizations that help youth, women, and other segments of society who have relatively little access to economic opportunities through interventions that include – but are not limited to – developing private sector skills, providing seed funding, and connecting target populations with potential employment opportunities.

**Target geographic area(s):** The Office of Middle East Programs (OMEP) will only consider proposals for activities that are regional in nature (i.e., not limited to a single country) and address common cross-boundary challenges and/or opportunities. Proposals presenting parallel activities in several countries without a regional component to link them will not be considered. Proposed concepts must cover a minimum of three countries and/or areas from the following: Morocco, Tunisia, Algeria, Libya, Egypt, Jordan, West Bank/Gaza, Lebanon, Iraq and Yemen. Other countries in the region may also be included, with the exception of Iran and Syria.

**Illustrative Activities**
Submitted proposals shall present innovative ideas and approaches addressing one or more of the below points. Activities shall consider the use of conventional and social media, and innovative approaches/technology. The following list of activities is only illustrative - other innovative ideas are welcome.

1) Promote equitable access and participation opportunities for young men and women in governance processes, with a focus on marginalized populations.

2) Address socio-cultural norms and barriers impacting the political/civic participation of girls and women.

3) Raise awareness of rights and capacity to advocate for economic interests among marginalized populations, with a focus on youth and women.

4) Increase employment opportunities for young men and women, with a focus on marginalized populations.

5) Foster the culture of and increase opportunities for entrepreneurship among youth and women.

6) Promote transparent and accountable governance through greater stakeholder participation in public financial management issues (e.g. budget transparency).

**Country:** Paraguay

**Language(s) for Concept Papers:** Spanish, English
**Language(s) for Full Applications:** Spanish, English

**Required format for submission of Concept Papers and Full Application:**
Email to mferreira@usaid.gov and copy DGP@usaid.gov; and Hard-copy hand-delivered to Mission USAID/Paraguay by local time on *due date (please leave with guard)*

**The types of awards:** Cooperative Agreement, or Fixed Obligation Grant (FOG)

**Maximum size of award:** $1.5m for Cooperative Agreement, $1m for FOG

**Life of the award:** Up to 5 years for Cooperative Agreement **and** up to 3 years for FOG.

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Improved Water Systems for Vulnerable Populations in Paraguay**

USAID/Paraguay's draft CDCS focuses on improving equality and democratic governance for all Paraguayans. This program area aims to improve the access, sanitation, and governance of potable water systems to drive economic growth, improve public health, and build the capacity of local governance systems. We look for an approach that incorporates a sustainable, community-led management model and addresses the transparent administration and delivery of potable water services.

This program also aims to strengthen technical knowledge, financial sustainability, and infrastructure capacities of local communities to effectively manage their own water systems. The specific categories of assistance targeted under this program include; access to potable water in rural and semi-urban areas for use in households, schools, health facilities, and industrial/commercial facilities; Increased mobilization of domestic public and private sector financing for water and sanitation sector development; and improved water utility operations and service delivery through strengthening corporate governance and management of utilities, private sector participation, and demand management.

**Target geographic area(s):** While the Mission will consider proposals for any region of Paraguay, preference will be given to activities which focus on the Northern Zone Departments of San Pedro, Amambay, Concepción, and Canindeyú.

**Illustrative Activities**

The following list of activities is only illustrative - other innovative ideas are welcome.

1) Map and identify highest risk communities in region of focus.

2) Provide administrative, organizational and technical assistance to community water committees and municipalities.

3) Offer training to public and private sector stake holders on better sanitation and water conservation practices.

4) Strengthen technical and financial management capacity of community water sanitation boards and their ability to influence public policies for improved water system management.

5) Increase and expand access to potable water services through improved technology.

6) Build stronger linkages between National, Departmental and Municipal level water management institutions and systems.

**Country:** Senegal

**Language(s) for Concept Papers:** English or French
**Language(s) for Full Applications:** English or French

**Required format for submission of Concept Papers and Full Application:**
Email to: bconde@usaid.gov, alndiaye@usaid.gov, and copy DGP@usaid.gov by local
time on *due date*

**The types of awards:** Cooperative Agreement

**Maximum size of award:** $1million

**Life of the award:** Up to 5 years

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Water and Sanitation**

This program area seeks to increase sustainable access to safe drinking water and
sanitation and to improve hygiene. **USAID/Senegal invites local NGOs and US PVOs
that have either never worked with USAID or have little to no experience as direct
recipients of USAID funds to apply**. USAID/Senegal promotes an integrated approach
in water supply and sanitation development activities. Programs should incorporate
holistic approaches to address the interrelated social, governance, economic, ecological,
sustainability and capacity challenges in the sector. USAID/Senegal is especially
interested in the promotion of multi-use water systems, which can support USAID's Feed
the Future Initiative, by contributing to food security and increased access to bio
nutrients essential to improving the nutrition status of rural Senegalese. USAID-funded
water activities should align those of the Government of Senegal, Programme d'eau
potable et d'assainissement du Millenaire (PEPAM), other donors, and other United
States Government funded activities, including DOD Humanitarian Assistance plans,
and potential investments with the Millennium Challenge Corporation.

USAID will give strong consideration to well-designed proposals demonstrating the
following characteristics:

- Fostering development resulting in systemic change

- Robust capacity strengthening activities

- Innovative and scalable approaches


**Target geographic area(s):** While the Mission will consider proposals for priority areas
for USAID/Senegal include rural areas in the regions of Tambacounda, Matam,
Kedougou and Kolda where the Feed the Future program is already working.

**Illustrative Activities**

The following list of activities is only illustrative - other innovative ideas are welcome.

1) Increasing access to multi-use water systems that provide access to potable water as well as income generating activities, such as small-scale farming, community gardening and care of livestock.

2) Increasing access to water of appropriate quantity and quality for use in households, schools, health facilities through protection of existing water sources and/or sustainable development of new sources.

3) Expanding and rehabilitating water supply infrastructure, such as pumps and distribution systems.

4) Establishing water users associations and ensuring community can sustainably operate and maintain water and sanitation infrastructure.

5) Ensuring increased access of parts and materials for latrine and water point maintenance at the community level.

6) Increasing access to household latrines.

7) Implementation of Community Led Total Sanitation (CLTS) and social marketing. Training

8) Promotion and social marketing related to hand-washing.

9) Promoting involvement of various users of water, including domestic supply, industrial users and agriculture, so that all sectorial interests have access to and ownership of water resource management decisions.

10) Facilitating private-sector participation in providing sanitation products and services.

11) Improving policies, laws, and regulations to expand service delivery and treatment.

12) Establish and/or strengthen host country institutions' management information systems (MIS) and their development and use of tools and models to collect, analyze and disseminate a variety of information as it relates to WASH.

**Country -** South Africa


**Language(s) for concept papers:** English
**Language(s) for full applications:** English

**Required format for submission of concept papers and full applications:**
Via email to DGPSouthernAfrica@usaid.gov  and copy DGP@usaid.gov by local time on
*due date*

**Types of awards:** Cooperative Agreement or Fixed Obligation Grant (FOG)

**Maximum size of award:** $1.25 million for cooperative agreement and $1.25 million for
FOG

**Life of award:** Up to five (5) years for cooperative agreement and up to three (3) years
for FOG

**Sector(s) of focus or development problem(s) to be addressed:**

Environmental degradation and climate change are growing concerns throughout
Southern Africa, with both social and economic impacts, including the potential for
increased conflict over natural resources. Weak governance is a critical constraint to
improving the management of natural resources in the region and ultimately to securing
sustainable, equitable economic development.  There is inadequate citizen awareness of
and demand for sound natural resource management and an accompanying lack of
government capacity to manage these resources in response to citizen demands.
Coordinated, multi-sectorial, responses from both rights-based civil society organizations
and environmental groups are required to effectively manage natural resources in
Southern Africa.

USAID/Southern Africa is interested in working with local NGOs to improve democratic
and participatory governance of natural resources, particularly water and biodiversity.
Projects that strengthen trans-boundary, national and/or local environmental governance
institutions[6] to achieve specific integrated environmental and good governance
outcomes will be more competitive. Illustrative areas of focus include:

- Strengthening legal frameworks and capacity of legal and rights actors to partner
  with environmental actors and to use these frameworks to advocate for
  environmental governance;
- Supporting democratic decision-making, including improving transparency and
  accountability, around natural resource issues;

---

[6] Institutions are defined as a significant practice, relationship, system or organization in a society. They
may be formal or informal.

- Improving skills for government authorities to manage citizen demands for resource management;
- Promoting public participation in decision-making and strengthening environmental advocacy;
- Improving implementation of and compliance with environmental laws through civil society and local government partnerships;
- Advancing social learning and media approaches to environmental governance; and,
- Promoting a rights-based approach to natural resources management.

Special consideration will be given to applications that focus on water and sanitation.

**Target geographic area(s):**
South Africa

**Mission Goals/Objectives:**
For more information about current USAID/Southern Africa programs, links to current and past implementing partners, and recent documents, please visit:

- http://transition.usaid.gov/locations/sub-saharan_africa/countries/rcsa/
- http://www.usaid.gov/southern-africa-regional

# USAID/Southern Africa Regional

The Mission is looking for Regional programs that involve two or more of the following countries: Botswana, Lesotho, Swaziland, South Africa

**Language(s) for concept papers:** English
**Language(s) for full applications:** English

**Required format for submission of concept papers and full applications:**
Via email to DGPSouthernAfrica@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**Types of awards:** Cooperative Agreement or Fixed Obligation Grant (FOG)

**Maximum size of award:** $1.25 million for cooperative agreement and $1.25 million for FOG

**Life of award:** Up to 5 years for cooperative agreement and up to 3 years for FOG

**Sector(s) of focus or development problem(s) to be addressed:**

Environmental degradation and climate change are growing concerns throughout Southern Africa, with both social and economic impacts, including the potential for increased conflict over natural resources. Weak governance is a critical constraint to improving the management of natural resources in the region and ultimately to securing sustainable, equitable economic development.  There is inadequate citizen awareness of and demand for sound natural resource management and an accompanying lack of government capacity to manage these resources in response to citizen demands. Coordinated, multi-sectorial, responses from both rights-based civil society organizations and environmental groups are required to effectively manage natural resources in Southern Africa.

USAID/Southern Africa is interested in working with local NGOs to improve democratic and participatory governance of natural resources, particularly water and biodiversity. Projects that strengthen trans-boundary, national and/or local environmental governance institutions[7] to achieve specific integrated environmental and good governance outcomes will be more competitive. Illustrative areas of focus include:

- Strengthening legal frameworks and capacity of legal and rights actors to partner with environmental actors and to use these frameworks to advocate for environmental governance;

---

[7] Institutions are defined as a significant practice, relationship, system or organization in a society. They may be formal or informal.

- Supporting democratic decision-making, including improving transparency and accountability, around natural resource issues;
- Improving skills for government authorities to manage citizen demands for resource management;
- Promoting public participation in decision-making and strengthening environmental advocacy;
- Improving implementation of and compliance with environmental laws through civil society and local government partnerships;
- Advancing social learning and media approaches to environmental governance; and,
- Promoting a rights-based approach to natural resources management.

Special consideration will be given to applications that focus on water and sanitation.

**Target geographic area(s):**
Regional programs that involve two or more of the following countries: Botswana, Lesotho, Swaziland, South Africa

**Mission Goals/Objectives:**
For more information about current USAID/Southern Africa programs, links to current and past implementing partners, and recent documents, please visit:

- http://transition.usaid.gov/locations/sub-saharan_africa/countries/rcsa/
- http://www.usaid.gov/southern-africa-regional

**Language(s) for concept papers:** English
**Language(s) for full applications:** English

**Required format for submission of concept papers and full applications:**
Via email to DGPSouthernAfrica@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**Types of awards:** Cooperative Agreement or Fixed Obligation Grant (FOG)

**Maximum size of award:** $1.25 million for cooperative agreement and $1.25 million for FOG

**Life of award:** Up to five (5) years for cooperative agreement and up to three (3) years for FOG

**Sector(s) of focus or development problem(s) to be addressed:**

Environmental degradation and climate change are growing concerns throughout Southern Africa, with both social and economic impacts, including the potential for increased conflict over natural resources. Weak governance is a critical constraint to improving the management of natural resources in the region and ultimately to securing sustainable, equitable economic development. There is inadequate citizen awareness of and demand for sound natural resource management and an accompanying lack of government capacity to manage these resources in response to citizen demands. Coordinated, multi-sectorial, responses from both rights-based civil society organizations and environmental groups are required to effectively manage natural resources in Southern Africa.

USAID/Southern Africa is interested in working with local NGOs to improve democratic and participatory governance of natural resources, particularly water and biodiversity. Projects that strengthen trans-boundary, national and/or local environmental governance institutions[8] to achieve specific integrated environmental and good governance outcomes will be more competitive. Illustrative areas of focus include:

- Strengthening legal frameworks and capacity of legal and rights actors to partner with environmental actors and to use these frameworks to advocate for environmental governance;
- Supporting democratic decision-making, including improving transparency and accountability, around natural resource issues;

---

[8] Institutions are defined as a significant practice, relationship, system or organization in a society. They may be formal or informal.

- Improving skills for government authorities to manage citizen demands for resource management;
- Promoting public participation in decision-making and strengthening environmental advocacy;
- Improving implementation of and compliance with environmental laws through civil society and local government partnerships;
- Advancing social learning and media approaches to environmental governance; and,
- Promoting a rights-based approach to natural resources management.

Special consideration will be given to applications that focus on water and sanitation.

**Target geographic area(s):**
Swaziland

**Mission Goals/Objectives:**
For more information about current USAID/Southern Africa programs, links to current and past implementing partners, and recent documents, please visit:

- http://transition.usaid.gov/locations/sub-saharan_africa/countries/rcsa/
- http://www.usaid.gov/southern-africa-regional

# Country: Tajikistan

**Language(s) for Concept Papers:** English

**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:** Email to - Corey Hancock chancock@usaid.gov, Andrew Segars asegars@usaid.gov, and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreements or grants

**Maximum size of Awards:** Up to $2 million

**Life of award:** 2 to 3 years

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Microenterprise**

Programs should support the start-up and expansion of self-employment and micro and small enterprises owned and operated by low-income people. Programs will address women and their involvement in productive enterprises. Activities may include foreign and domestic business advisory services, business incubators, or any other means of supporting small and medium enterprises. Objectives may include increasing the accessibility, availability, relevance, and sustainability of business services, training and extension, inputs, equipment, and technologies that equitably respond to the needs and capacities of female and male-owned micro-scale firms; improving laws, regulations, and policies that limit the availability of business services for women- and men-owned micro and small enterprises; helping microbusinesses and small-scale producers take advantage of and meet the requirements of higher-value end markets (domestic, regional, or international), usually by partnering with larger scale firms; and promoting effective entrepreneurship development and support models for adults and youth. Priority will be given to programs that work to expand the Small and Medium Enterprise (SME) base in rural and urban areas of southwest Khatlon region and that encourage or expand cross-border business partnerships in conjunction with the Feed the Future Tajikistan strategy: http://www.feedthefuture.gov/country/tajikistan-0

**Water for Food Security – Water Supply, Sanitation, and Hygiene**

Programs should support improvements in water supply, sanitation, and hygiene. Programs will address women and their involvement in planning, use and management in the water sector. Programs should directly contribute to improved food security through nutrition. Unsafe water, poor sanitation and insufficient hygiene are commonly linked to diarrheal disease, which further exacerbates under-nutrition and intensifies the risk and severity of illness, particularly among children and women of

reproductive age.  Thus, improved access to safer drinking water is critical to the success of improving nutrition and food security in Tajikistan. <u>Development Hypothesis:</u>  If at the household level, better food utilization and sanitation behaviors are combined with improved access to safer drinking water, then nutritional status of family members will be further improved. Activities may include: small-scale household level point-of-use (POU) drinking water improvements or multi-use system improvements, hygiene and sanitation promotion (including hand washing), safer household water storage, and interpersonal communication and social mobilization campaigns. Objectives may include improved access to safer drinking water, improved sanitation and hygiene.  Priority will be given to programs in southwest Khatlon region in conjunction with the Feed the Future Tajikistan strategy: http://www.feedthefuture.gov/country/tajikistan-0

**Water for Food Security – Irrigation Water**

Programs should support improvements in water supply and water irrigation management. Programs will address women and their involvement in planning, use and management in the water sector.  Programs should directly contribute to improved food security through agricultural production.  Agriculture in Tajikistan and particularly in Khatlon region is dependent on irrigation water supply systems for farming and often also for household use water supply. Water management and use is critical and is best served though community-level organizations that know best how to efficiently and equitability manage irrigation water. To that end, water users associations (WUAs) community-level organizations to manage irrigation water infrastructure have been established. <u>Development hypothesis:</u> If water users associations are supported and strengthened, then management of the irrigation water systems will improve resulting in higher productivity, timely irrigation, and more land in use for agricultural production. In addition, if irrigation water systems are improved, then additional water will reach small holder farms and food production will increase for market sale and/or for home consumption.  Activities may include: capacity building and strengthening of water user associations on the community level or public-private sector policy level. Objectives may include more efficient management of water for agriculture and improved water productively to enhance food security. Priority will be given to programs in southwest Khatlon region in conjunction with the Feed the Future Tajikistan strategy: http://www.feedthefuture.gov/country/tajikistan-0

**Country:** Ukraine

**Language(s) for Concept Papers:** English
**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**
Email to vnimenko@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreement or Fixed Obligation Grant (FOG)

**Maximum size of award:** Up to $2m for Cooperative Agreement, $1.5m for FOG

**Life of the award:** Up to 3 years for Cooperative Agreement and FOG.

**Sector(s) of Focus or Development problem(s) to be addressed:** Water

**Access to safe water in selected healthcare facilities in Southern Ukraine**

Ukraine as a whole, and its southern regions in particular (i.e., Crimea, Kherson, Mykolayiv, Odesa), continue to face challenges in providing safe drinking water to its communities including schools, kindergartens and health facilities. These challenges are due to several factors such as limited sources of water in these regions; outdated water supply infrastructure; lack of financial resources in local budgets to improve the water quality and water supply; and insufficient knowledge among the general population about the necessity for good water quality for general health. In some of these regions, Kherson and Crimea, the problems with water supply systems and availability of safe drinking water are even more acute than in other southern regions. The USAID/Ukraine supported WASH project that improved water supply and infrastructure at selected Crimean health facilities in 2010-2011 covered only 10% of the existing need in clean water of all health care patients.

**Target geographic area(s):** The Mission will consider proposals focusing on the improvement of water supply and sanitation in health facilities of two regions of the following four southern regions of Ukraine: Crimea, Kherson, Mykolayiv and Odesa.

**Illustrative Activities**
- Increase access to safe drinking water and improve water quality in selected healthcare facilities in two regions (preferably Kherson region and the Autonomous Republic of Crimea), to ensure that vulnerable population groups such as children, elderly patients, disabled people, HIV + people, and pregnant women have access to safe and clean water.
- Promote sustainable partnerships between the local government, local water supply organizations and private entities that would result in improved management of local water supply systems and accountability of the government before the communities for the quality of water in the future.

- Support capacity building and partnership activities with other NGOs to educate beneficiaries on water safety and sanitation, emphasizing the quality of water for one's health and safe hygiene principles and practices and sustain the practices.

## Access to water in selected communities in Crimea

Provision of adequate water services is one of the most critical challenges facing Crimea, in particular in agrarian raions, where the old water supply infrastructure is worn out, inefficient and, in many places dysfunctional. The lack of basic access to water services affects human health and impairs economic development. Rural communities often use the same infrastructure for both irrigation and drinking water, affecting both the quality and availability of the water supply. The lack of adequate water resources also limits the economic development, in particular, the development of high value agriculture.

Absence of effective regulatory policies in the sector, lack of management capacity within the utility companies, and non-transparent tariff setting policies, all have further exacerbated water supply and quality problems. The situation is worse where the responsibility for maintaining water systems and providing water services was transferred to village councils, which do not have any sufficient funds to maintain or improve the deteriorating water systems.

Local government authorities can delegate and are reportedly prepared to make either long-term concessions for rural water supply or contract private sector organizations to manage existing water systems. Alternatively, local water management cooperatives can be formed with participation of local governments, citizens, and private companies to assume the ownership and management of local water utilities. Either approach requires an economically sustainable and predictable water use fee system to ensure proper maintenance and development of the utility based on a stable income stream.

**Target geographic area(s):** The Mission will consider proposals focused on rural areas in Crimea.

**Illustrative Activities**
- Increase irrigated high-value crop production and yields in pilot communities
- Mobilize and establish rural community commitment to and engagement in water resource management
- Provide access to community-owned improved infrastructure
- Create water management cooperatives based on public-private partnerships (PPPs)
- Develop and implement sustainable financing mechanisms for water management systems

**Country:** Vietnam

**Language(s) for Concept Papers:** English
**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**
Email to vietnam.partnerships@usaid.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreement, Simplified Grant, or Fixed Obligation Grant (FOG)

**Maximum size of award:** $1 million for Cooperative Agreement, $1 million for FOG

**Life of the award:** Up to 3 years

**Sector(s) of Focus or Development problem(s) to be addressed:**

## Sustainable Economic Development of Ha Long Bay

This program area seeks to develop an alliance of local organizations, public and private partners to protect and restore Ha Long Bay, a UNESCO World Heritage Site and one of Vietnam's premier tourism destinations. In 2012, Ha Long Bay attracted 7 million visitors, generated $192 million in revenue in Quang Ninh Province, and created or sustained tens of thousands of jobs for people in the province. Despite its international recognition and classification as a UNESCO World Heritage Site, the bay's natural integrity and surrounding communities are at risk of being destroyed by overfishing, backfilling of the bay for urban and industrial development, deforestation, uncontrolled tourism activities and coal mining.

The program endeavors to foster multi-sectorial cooperation to ensure the sustainability of the Bay by raising the awareness and capacity of local non-governmental and governmental organizations to effectively manage natural resources. Efforts that support the recommendations of the UNESCO World Heritage Center relating to a) urban and industrial development, b) tourism management, c) fishing and aquaculture, and d) an integrated planning approach are preferred.

**Targeted Geographic Area:** Quang Ninh Province, Vietnam

**Illustrative Activities:** The following list of activities is only illustrative - other innovative ideas are welcome.

- Carry out a needs assessment for a sustainable Ha Long Bay;
- Establish a forum for problem-solving and sharing of best practices among local and national government officials, businesses, scientists, NGOs, and community organizations;
- Raise awareness levels of local residents and businesses of the need to protect and restore Ha Long Bay;

- Conduct capacity-development on adaptation for resilient eco-tourism development in Ha Long Bay;
- Capacity development or strengthening of the park and biosphere reserve management.

## Climate Change Adaptation and Youth

Red River Delta of Vietnam is an area that is projected to be seriously affected by climate change impacts including salinity intrusion, sea level rise, fresh water shortages, and temperature increase.  Salinity has already intruded into the Delta.  Salinity intrusion 35 km into the mainland was recently observed in Thai Binh province, affecting about one third of the province's areas suitable for rice farming, the only livelihood option for the local communities.  The Delta is also subject to severe tropical storms and typhoons which can arrive suddenly and cause extensive damage.  The impact of storms is likely to become more severe as global climate change projections indicate that the intensity of severe tropical storms is likely to increase along with paths of storms tending to track further northwards.  In Vietnam this may mean more typhoons in the northern areas, including the Red River Delta, rather than the historically disaster-prone central coast region. Programs are needed that can develop a participatory climate change adaptation plan with the involvement of communities, including youth, and to implement the plan in affected provinces and districts of the Red River Delta.  Climate change action plans will help address two critical needs of the Delta including livelihoods and fresh water.

**Target geographic area(s):** Red River Delta provinces, Vietnam

**Illustrative Activities:** The following list of activities is only illustrative - other innovative ideas are welcome.

- Develop capacity for provincial, district and commune decision makers; and youth unions on participatory planning and climate change.
- Conduct a district vulnerability assessment with the involvement of youth and other relevant stakeholders.
- Work together with provincial, district and commune decision makers, and youth unions to identify suitable livelihoods options.
- Introduce flood and salinity resistant water supply options to the district decision makers, commune leaders and youth union.
- Conduct stakeholder consultation workshops to: (1) map out available resources and ecosystem; and (2) brainstorm potential solutions to address risks identified through vulnerability assessment basing on the health of ecosystems.  The potential solutions combine with inputs from vulnerability assessment will be inputs for district climate change adaptation plans.
- Support implementation of some actions identified in district climate change action plans.

## Land Tenure and Property Rights Awareness with Emphasis on Gender
The Government of Vietnam is in the process of revising its Land Law.  According to land experts, although women's rights to acquire, use, inherit and transfer land are

protected by law, in practice they are not fully realized. Although women make up the majority of agricultural land users in Vietnam, there is very limited knowledge about the gender-related impacts of the country's land laws and related policies – both existing and proposed - including such issues as the loss of use of agricultural and availability of alternative livelihood options for women as different from men. Generally, rural women have fewer options for off-farm employment than men; they often have lower literacy rates, have worked in agriculture their entire lives and have few other skills.

This program area aims to strengthen the reach and efficacy of land related rights for farmers, particularly women. There is a need for land-related awareness-raising for farmers, particularly women, to ensure fairness and transparency under the existing and the proposed Land Law. If a new law is passed, advocacy efforts will be needed to ensure the new guidelines and regulations assess potential gender implications and that land use monitoring activities are gender sensitive.

**Target geographic area(s):** While the Mission will consider proposals for any region of Vietnam, preference will be given to activities that focus on Vietnam's rural agricultural areas, particularly but not limited to the Central Highlands.

**Illustrative Activities:** The following list of activities is only illustrative - other innovative ideas are welcome.

- Targeted legal awareness and information for rural communities related to land rights and land administration and management processes;
- Support to existing coalitions bringing gender perspective, especially on the development of implementing guidelines should the draft law be enacted;
- Foster comparative learning opportunities for civil society organizations (CSOs)/others on how to engage economic development for women with a focus on property rights;
- Support access to justice initiatives that relate to women's land rights enforcement; and,
- Provide technical support to Vietnam women's union economic development program, with an initial focus on property rights.


## Expanding Local Capacity in Support of Women Farmers

Although Vietnam's rural, ethnic minority groups make up less than 15 percent of the population, they account for nearly 50 percent of the nation's poor. Since Oct 2011, the Sustainable Cocoa for Farmers (SCF), program has worked to improve the economic well-being of Vietnamese smallholder farmers through the growth of a socially, economically, and environmentally sustainable cocoa industry. The project has enrolled farmers, nursery owners, and fermentary operators in training programs that promote sound agricultural practices while building strong local technical and management capacity for long-term economic and environmental sustainability. While rural women make up the largest part of Vietnam's agricultural labor force, only 28% of participating farmers in the SCF program are women. Increasing the role of women in agriculture production, business management and trade activities is a central goal under USAID/Vietnam's strategic commitment to inclusive and sustainable growth.

This program area seeks to develop the capacity of individuals, CSOs, and mass organizations to substantially expand the participation of women in training, mentorship, and social networking opportunities relating to agriculture and rural livelihoods. Identification of and support for such capacity development organizations such as farm cooperatives, local University extension programs, and other innovative approaches to support women farmers would help address inclusive growth goals and help meet the evolving needs of some of Vietnam's poorest, most socially and economically remote populations.

**Target geographic area(s):** The Mission will consider proposals for activities that focus on improving the role of women from ethnic minority groups of the Central Highlands, Vietnam.

**Illustrative Activities:** The following list of activities is only illustrative - other innovative ideas are welcome.

- Short-term agricultural sector productivity or food security training;
- Identify and support organizations to meet women farmer's needs not addressed by available or existing services, including adult education, child care, land holding rights education and advocacy, and public health related needs;
- Improve rural leadership by growing programs aimed at supporting women farmers by encouraging participatory decision-making for more self-reliant, informed clubs and cooperatives;
- Encourage broader transfer of the SCF cocoa development approach to local institutions to enhance local capacity through the formation of new and perhaps non-traditional high-impact partnerships including greater engagement with private sector partners and CSOs;
- Provide village-based evening Vietnamese language classes and related learning opportunities for ethnic minority children in the region to help improve basic literacy and broaden future economic and employment opportunities beyond subsistence farming; and,
- Develop "community-based agricultural service centers" headed by a capable farmer in each commune in the target area to provide on-site, hands-on training on high value agricultural crops, and develop cultivation handbooks for each high value crop as the training materials for farmers.


## Services for Vulnerable Populations: Disability

In Vietnam, more than 12 million people are identified as having some kind of disability (Vietnam General Statistic Office, 2006). The number of persons with disabilities (PWDs) continues to grow, with road accidents, unexploded ordnance (UXO), and violence contributing to the increase. According to the United Nations Development Program (UNDP), 80% of PWDs in Vietnam live in rural areas, and there is strong evidence linking disability with poverty. While Vietnam has achieved impressive economic growth rates in recent years, the quality of life for PWDs has remained poor. Only about 30% of children of disabilities have access to education. Vietnam suffers

from a serious shortage of vocational rehabilitation and education facilities for PWDs, and only 6.5% of PWDs have earned vocational training certificates.  From 25-30% of PWDs are employed, and their wages are often lower than those of non-disabled workers.  Low education, poorly designed workplaces, a lack of assistive devices, and negative attitudes about employees with disabilities are key barriers to the employment of PWDs.

This program area aims to improve the Vietnamese Students with Disabilities' access to school facilities (including water and sanitation, classrooms, ramps, braille or sound signs) and to inclusive education.  Lack of physical access to school facilities as well as access to education that is inclusive (textbook, teaching aid such as text to speech software, sign language interpretation, etc.), information and communication tools have been identified as key constraints to student with disabilities' education.

In addition, the project's scope would include strengthening the technical capacity of the local schools and social workers.  Partnerships with the private sector are also encouraged.  The project will work closely with Vietnam's Ministry of Education and Ministry of Labor, Invalids and Social Affairs to achieve the sustainability.

This program area also aims to develop the capacity of local organizations, particularly Disabled Persons Organizations and Parent of Children with Disability Associations in advocating for the rights to education for children with disabilities.  The specific categories of assistance targeted under this program are specialized health and education services that address the evolving needs of disabled person population.

**Target geographic area(s):** While the Mission will consider proposals for any region of Vietnam, preference will be given to activities that focus on the high disability prevalence.

**Illustrative Activities:** The following list of activities is only illustrative - other innovative ideas are welcome.

- Promote participation of children with disabilities and parents in the designing, constructing and maintenance of school's facilities that meet the needs of children with disabilities;
- Expand the application of assistive technologies to improve students with disabilities' education;
- Increase the role of disabled persons organizations and parent organizations in advocating for the right to education for children with disabilities;
- Increase participation of private sectors in providing services for disabled persons and disabled children; and,
- Enforce the Vietnam barrier-free access codes and standards to construction, transportation, and information.

**Country:** Yemen

**Language(s) for Concept Papers:** English

**Language(s) for Full Applications:** English

**Required format for submission of Concept Papers and Full Application:**
Electronic copy – to yemendgp@state.gov and copy DGP@usaid.gov by local time on *due date*

**The types of awards:** Cooperative Agreement, Simplified Grant, or Fixed Obligation Grant (FOG)

**Maximum size of award:** $100,000 to $2 million (type of grant will be based on details of the concept and amount requested - not to exceed Agency maximums. Concepts must demonstrate a 25% community contribution in cash, in-kind or services for all NGOs/CSOs/non-profits)

**Life of the award:** 1 to 4 years (Life of Project)

**Sector(s) of Focus or Development problem(s) to be addressed:**

Priority consideration will be given to geographic focus on communities hardest hit by the humanitarian crisis, IDP migration, and in the seven governorates identified below.

Projects in the following areas will be considered:

A) Under the mandate of the State Building Working Group, Yemen strives to establish the new political shape of Yemen at both the national and governorate level. Concepts that aim to support the success of Yemen's new state, assertion of state identity, and rule of law and good governance will be considered. Under this project area, concepts in public financial management at the local and governorate levels will also be considered.
B) Yemen is experiencing scarce water resources. Concepts that aim to support 1) improving access to water for a community; 2) improving water sanitation at the community level; or 3) technological upgrades and improvements for home, commercial, or agricultural use of water will be considered.

**Target geographic area(s):** While the Mission will consider proposals for the governorates of Sana'a, Dhamar, Raymah, Ibb, Taiz, Lahj, Abyan, Aden, and Al Dhale'e of Yemen, priority consideration will be given to communities hardest hit by the Humanitarian crisis, IDP migration, and where USAID is already working.

**Illustrative Activities**

The following list of activities is only illustrative - other innovative ideas are welcome.

- Rainwater Harvesting for Domestic Household Use and Small Scale Horticulture. Install, build, or manage rooftop rainwater harvesting (RWH) units for home or commercial use.
- State Building. Provide assistance to the prospective regional governments to foster their regional judicial system which will be the foundation for their legitimacy and success.
- State Building. Provide assistance to help the regional governments establish financial budget processes to streamline their daily financial affairs.
- Water Management for Agricultural Use. Install, build, or provide assistance for drip irrigation technology to be more widely used for small and larger scale horticulture.

**Country:** Zimbabwe

**Language(s) for Concept Papers:**  English

**Language(s) for Full Applications:**  English

**Required format for submission of Concept Papers and Full Application:**

Email to hmapira@usaid.gov, rtawonezvi@usaid.gov and copy DGP@usaid.gov; and hard-copy hand-delivered and addressed to Hanifa Mapira, USAID Mission, 1 Pascoe Avenue, Belgravia, Harare by local time on *due date (please leave with guard).*

**The types of awards:**  Grant or Cooperative Agreement

**Maximum size of award:**  $1.5million

**Life of the award:**  Up to 3 years

**Target Geographic Area(s):**  While the Mission's Economic Growth program is working in all provinces, it is targeting specific districts and wards within those provinces. Preference will be given to those activities which focus on the areas surrounding the agricultural hubs where the Mission's Agriculture Income and Employment Development (Zim-AIED) program is working.  The agricultural hubs are located in the following districts:  Mutoko, Mazowe, Chipinge, Mutasa, Gutu, Kwekwe, Gweru, Chirumanzu, Gwanda, Bulilima, Insiza, Umzingwane, Hwange, Lupane, Goromonzi, Guruve, Gokwe South, Murehwa.

**Sector(s) of Focus or Development problem(s) to be addressed:**

**Water Supply, Sanitation, and Hygiene (WASH)**

Despite gradual improvements, chronic food insecurity and periodic epidemics of cholera and typhoid continue to plague Zimbabwe. Initial recovery following the economic crisis in 2007-2009 has met obstacles related to low liquidity and a massive shift in production from large-scale commercial agricultural producers to smallholder farmers, following the chaotic land reform process. The July 2012 *Zimbabwe Vulnerability Assessment Committee* (ZimVAC) report estimated that about 1.668 million people in rural areas would need food assistance during the 2012-2013 hunger season, comprising approximately 19 percent of the total rural population (about 8.7 million people). This represents an increase of 61 percent or more than 600,000 people from 2011/12, and illustrates the vulnerability caused by reliance on rain-fed agriculture. Matabeleland North and South, and Masvingo provinces recorded the highest food insecurity prevalence and experienced the highest maize prices in 2011-2012. Current initial estimates of grain production suggest that a similar number of the rural poor will require food assistance in the 2013-2014 hunger season.

Although the availability of food throughout Zimbabwe has generally improved since the crisis years, chronic malnutrition rates remain high. The 2010-2011 *Zimbabwe*

*Demographic and Health Survey (DHS)* showed consistent stunting rates in children under five, with 34 percent in 1999, 35 percent in 2005-2006, and 32 percent in 2010-2011. The 2010 *Zimbabwe National Nutrition Survey* found stunting rates above 35 percent in 24 of the 60 rural districts. The report also indicated that very few young children consume the recommended number of meals or the recommended number of food groups for their age—protein-rich foods such as eggs, meat, milk products, and legumes are rarely included in the diets of young children. Current nutrition and health research reveals that poor water, sanitation, and hygiene compound these problems.

The Mission's Food For Peace (FFP) Office has in recent years provided substantial amounts of food aid, much of it in the context of a "food for assets" strategy in which productive community assets such as irrigation schemes and livestock dip tanks and pens are either constructed or rehabilitated using community labor in exchange for food resources. There has also been substantial emphasis placed on improving resilience within very poor communities.

FFP's program strategy is shifting to longer-term development programming that aims to reduce chronic food insecurity and under-nutrition and to decrease the number of Zimbabweans requiring emergency food assistance. The program development objective is to sustainably increase food security among vulnerable populations in Zimbabwe. In mid-2013 FFP will begin implementation of a Development Food Aid Program (DFAP) in Zimbabwe that will focus on: (1) increasing household and micro-enterprise productivity and income through market-orientated approaches; (2) improving nutrition among women of reproductive age, pregnant and lactating women, and children under five; and (3) increasing household resilience to shocks. The program will address both the root causes of chronic food insecurity as well as chronic malnutrition, with an integrated nutrition approach.

The Mission's Economic Growth (EG) Office is currently implementing a four and half-year Zimbabwe Agricultural Income and Employment Development (Zim-AIED) program designed to improve food security through interventions that target both availability and access to food. With respect to availability, the programming focuses on improving yields and increasing production of staple foods such as maize, ground nuts, small grains, sweet potatoes, and Irish potatoes. With respect to access to food, the programming focuses on income generation via production of higher value crops including bananas, horticulture, sweet and Irish potatoes, and livestock /dairy. This program places substantial emphasis on improving yields via improved agricultural practices, farming as a business, and linkages to markets. Much of the work with higher value crops takes place on irrigation schemes, while much of the staple crop production takes place in dryland cropping areas in agricultural production and agribusiness hubs where irrigation is not feasible.

The new FFP DFAP program partially addresses the third pillar of food security related to utilization, but this is not addressed in any way by the current EG Office programming. A key issue in food utilization and nutrition is the interplay between Water and Sanitation (WASH) and consumption of nutritious food in a balanced diet. Where the water supply is contaminated, or households do not observe good hygiene practices, malnutrition and disease frequently are the result, even if a balanced diet is consumed.

The Mission is seeking proposals from partners to address the interrelated issues of water supply, sanitation, and natural resource management, with a special focus on their

impact on the food security issue of food utilization and malnutrition. Specific areas of interest are the following:

- Improve access to, and utilization of, low-cost household and community water and sanitation facilities, and good hygiene practices.
- Improve soil and water conservation to improve water infiltration, reduce soil erosion, and reduce pollution of water sources from fertilizer and pesticide runoff.
- Facilitate multi-use water management activities that improve the quality and reliability of water sources for vulnerable households and livestock use. This can include catchment management, stream bank protection, designated livestock watering points, and water harvesting and community or household storage.
- Where appropriate, facilitate improved local policies and decision making pertaining to water utilization and sanitation.

The proposed WASH program should target the rural communities surrounding the agricultural production and agribusiness hubs and irrigation schemes receiving assistance from the Mission EG Office's Zim-AIED program. The selected implementing partner should work with the lead farmers and irrigation management committees in these areas as critical community partners in program implementation. Linkages with other USAID-funded activities (specifically the FFP's new DFAP five-year program, Health, and OFDA programs in the country), with other donor activities (e.g., UNICEF and GIZ), and with basic community services will be important to create a layering approach and leverage the impact of the proposed program as households benefit from multiple interventions focusing on food security, economic opportunities, and health. In addition, all concept notes and full applications for any proposed WASH programs should clearly articulate and address relevant gender-related issues and proposed solutions.

## APPENDIX 2: ORGANIZATIONAL ASSESSMENT AND INSTITUTIONAL CAPACITY DEVELOPMENT

*Capacity development* of civil society organizations is an important objective of the DGP, and focuses on the ongoing processes and actions necessary for an organization to regularly identify its own organizational and constituent needs, plan appropriate responses to those needs, raise and efficiently manage the resources required to meet those needs, and systematically identify achievements and remedy shortcomings in meeting evolving needs in a changing environment.

The illustrative capacity development activities listed below represent a small sample of the types of activities that an organization might consider as part of a capacity development plan. For greater detail on the types of capacity development areas an organization might include in a capacity development plan, review the references listed below.

1       Training to improve staff skills in human resources management, financial management, program management, monitoring and evaluation, fundraising, strategic or interpersonal communication, board development, relationship building, networking, public relations and/or working with the media, or other core operating skills;

2       Hiring professional consultants or capacity development organizations to work closely with an organization to train staff on any of the areas referenced in point 1 above;

3       Exposure visits to well-established organizations or projects to learn how to scale up or otherwise improve organizational systems, policies, processes and practices, and activities.

4       Holding workshops with staff, management and beneficiaries/constituents to establish participatory feedback mechanisms to keep organizations accountable to those they serve.

5       Reaching out and establishing within and cross sector relationships to identify opportunities for win-win collaboration and action.

6       In those instances where it is essential to achievement of development objectives, strengthening a partner's ability to effectively engage in policy advocacy and to perform government monitoring and oversight activities in the development sectors of concern to them.


## Capacity Assessment Information and Resources

There are a number of well-recognized organizational capacity assessment tools that are widely available on the internet. Below are additional resources which contain guidance on which kind of assessment to choose, as well as the self-assessment tools themselves (such as USAID's Institutional Development Framework Assessment Tool or the Bruner Foundation's Modified Evaluative

Thinking Assessment Tool). Even if the Applicant chooses not to conduct a rigorous self-assessment, the below resources are useful when deciding upon capacity development objectives and designing a plan.

The USAID provides a useful starting point for organizations just beginning to think about institutional capacity with its publication entitled "Performance Monitoring and Evaluation TIPS, Measuring Institutional Capacity" which can be found at http://pdf.usaid.gov/pdf_docs/pnadw115.pdf

For more information about **how to select an organizational assessment tool**, an article entitled Capacity Building Perspectives: Understanding Organizational Assessment" by Evan Bloom, Meg Kinghorn, and Betsy Kummer, published on the Impact Alliance website http://www.impactalliance.org/ev_en.php?ID=7442_201&ID2=DO_TOPIC has helpful information. While many of the links to the tools this site discussed are no longer valid, the article is helpful for deciding what kind of tool to utilize.

For a **list of readily available organizational capacity self-assessment tools**, Reflect&Learn has compiled a number to tools, some of which may be useful for the application: http://www.reflectlearn.org/discover/self-assessment-tools

One relatively straight-forward tool with automatic calculations in a single Excel file is the Bruner Foundation **Modified Evaluative Thinking Assessment Tool**: http://reflectlearn.org/all/bruner-foundation-effectiveness-initiatives-evaluative-thinking-assessment-tool

- "OCAT" is based on "Organizational Assessment Capacity Tool: A Handbook on Participatory Monitoring and Evaluation" (PACT, 1996). http://www.pactworld.org/galleries/resource-center/Intro%20to%20OD%20First%20Edition.pdf


- "DOSA" stands for Discussion-Oriented Organizational Self-Assessment http://portals.wdi.wur.nl/files/docs/ppme/dosa.pdf and a discussion of it can be found here http://pdf.usaid.gov/pdf_docs/PNACG624.pdf

- "TTAP" is based on "Training and Technical Assistance Plan" (Counterpart International, 1999).  An example of its use can be found at http://pdf.usaid.gov/pdf_docs/PDABY950.pdf

- "ISA" is the "Institutional Strength Assessment" Methodology developed under the USAID/PVC-supported Child Survival Technical Support Project (CSTS) implemented by Macro International, Inc.

- "IDF" refers to the Institutional Development Framework developed for USAID by Management Systems International (MSI) and can be found here in English, Spanish, French, Russian and

Portuguese: http://www.ngoconnect.net/resources/idf

- "OCI" is the "Organizational Capacity Indicator" scale of the Christian Reformed World Relief Committee (CRWRC) drawn from "Partnering to Build and Measure Organizational Capacity" (CRWRC, 1997).

- "Fisher" is based on <u>Non Governments: NGOs and the Political Development of the Third World</u>, by Julie Fisher (Kumarian Press, 1997).

For **more about local capacity developers**, there are several good articles on http://www.capacity.org/capacity/opencms/en/index.html including: http://www.capacity.org/capacity/opencms/en/topics/local-capacity-developers/index.html

In his paper prepared for USAID in February, 2000 entitled "A Composite Framework for Assessing the Capacity of Development Organizations," Jerry VanSant of Duke University compiled a **helpful list of the common categories of institutional capacity**, listed below. The full text (6 pages) of VanSant's paper can be found here: http://www.g-rap.org/docs/icb/usaid_2000_capacity_assessment.pdf or http://pdf.usaid.gov/pdf_docs/PNADY217.pdf

*Institutional Resources*
Legal structure and governance
Human resources
Management systems and practices
Financial resources
*Institutional Performance*
Program results
Networking and external relations
Application of technical knowledge
Constituency empowerment
*Institutional Sustainability*
Organizational autonomy
Leadership Organizational learning

In this article, VanSant goes on to describe 8 commonly used institutional capacity development tools. Any of these tools would be an appropriate starting point for a DGP Applicant to do an initial self-assessment of organizational capacity

"ISR" (Institutional Self Reliance) is based on "Institutional Self Reliance: A Framework for Assessment" by Jerry VanSant (Center for International Development Working Paper, Research <u>Triangle Institute, 1991).</u>

In addition to these resources, USAID is launching a knowledge and experience sharing online platform, called Learning Lab (www.usaidlearninglab.org).  The

Local Sustainability Division operates a working group, within which you can ask & answer questions on capacity and service delivery challenges.  This is a free platform that is open to all interested organizations.

**ANNEX 3: MANDATORY STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL RECIPIENTS**

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

**Annex 4: STANDARD FORMS 424, 424A AND 424B, APPLICATION FOR FEDERAL ASSISTANCE, BUDGET INFORMATION-NON-CONSTRUCTION PROGRAMS AND ASSURANCES-NON-CONSTRUCTION PROGRAMS**

The SF 424, SF 424A and SF 424B documents are not included but can be found at the following website:
**http://www.grants.gov**


**[END OF THE RFA DOCUMENT]**