SOLICITATION NUMBER: 72062418P00001-CCN

ISSUANCE DATE: January 18, 2018
CLOSING DATE/TIME: No later than 5pm GMT, February 1, 2018

SUBJECT: Solicitation for a Cooperating Country National Personal Service Contractor (CCN/PSC) (Local Compensation Plan)

Dear Prospective Offerors:

The United States Government, represented by the U.S. Agency for International Development (USAID), is seeking offers from qualified persons to provide personal services under contract as described in this solicitation.

Offers must be in accordance with Attachment 1, Sections I through V of this solicitation. Incomplete or unsigned offers will not be considered. Offerors should retain copies of all offer materials for their records.

This solicitation in no way obligates USAID to award a PSC contract, nor does it commit USAID to pay any cost incurred in the preparation and submission of the offers.

Any questions must be directed in writing to the Point of Contact specified in the attached information.

Sincerely,

[Signature]

Re Christopher Gabus
Supervisory Executive Officer

USAID WEST AFRICA – P.O. BOX 1630 ACCRA
I.  GENERAL INFORMATION

1. SOLICITATION NO.: 72062418P00001-CCN

2. ISSUANCE DATE: January 18, 2018

3. CLOSING DATE/TIME FOR RECEIPT OF OFFERS: No later than 5pm GMT, February 1, 2018.

4. POSITION TITLE: PROGRAM MANAGEMENT SPECIALIST (BIODIVERSITY & CLIMATE CHANGE)

5. MARKET VALUE: GHC 91,930.00 – 137,910.00 equivalent to FSN-11
   In accordance with AIDAR Appendix J and the Local Compensation Plan of USAID/West Africa.

   Final compensation will be negotiated within the listed market value.

   PERIOD OF PERFORMANCE: One year with an option to extend. Extensions will be contingent on satisfactory performance, continued need for the services and availability of funds.

6. PLACE OF PERFORMANCE: Accra with possible travel as stated in the Statement of Work.

7. SECURITY LEVEL REQUIRED: Employment Authorization

8. STATEMENT OF DUTIES

   BASIC FUNCTION OF POSITION

   USAID/West Africa has expanded its activities in climate change adaptation and mitigation. The Regional Biodiversity and Climate Change Advisor (the ‘Advisor’) will provide expert technical input and policy advice on a broad range of issues related to the USG’s global climate change (GCC) initiative, biodiversity, water-sanitation-hygiene (WASH), and natural resource management (NRM). He/she will coordinate with the technical programs of USAID/West Africa, USAID Missions in ‘presence’ and ‘non-presence’ countries, USAID/Washington, U.S. Embassies, more broadly with US Government (USG) agencies, ECOWAS and its member institutions, as well as other African institutions and conventions such as the Mano River Union and the Abidjan Convention.

   The overall aim will be to advance USAID’s environment strategies, including climate change, to mainstream climate change into development planning, and to work with all technical teams to incorporate environmental considerations into their portfolios of
technical programs. He/she will assist with designing and managing the implementation of contracts, grants, implementation letters and/or inter-agency agreements. The ‘Advisor’ will work with other team members concerned with NRM, biodiversity, climate change, WASH and environmental impact assessment.

The position is based in Accra, Ghana with the USAID/West Africa Regional Economic Growth Office, Environment Team.

**MAJOR DUTIES AND RESPONSIBILITIES**

**Program Planning, Development and Technical Support (40%)**

1. Serve as a key regional technical and analytical "focal point" for USAID’s Biodiversity programs, particularly for forestry, wildlife anti-trafficking, and Climate Change Initiative (CCI) programs, including providing timely information on emerging biodiversity and climate problems, actions, resources and needs.

2. Maintain collaborative and team working relationships with USAID field missions in ‘presence and non-presence’ countries in West Africa and USAID/Washington on strategic planning, development, implementation and reporting of environment, biodiversity and climate change activities, including those that mitigate wildlife trafficking, deforestation, greenhouse gas emissions, promote and advance REDD+ and that contribute to adaptation to climate change across sectoral portfolios; e.g., Biodiversity, Integrated Water Resource management/WASH, Trade/Investment, Health, Education and Peace/Security.

3. Serve as a key regional technical and analytical "focal point" for Biodiversity and climate change affairs, including:
   - Provide timely information on emerging biodiversity and climate change problems, actions, resources and needs;
   - Provide expert technical assistance, training, and leadership at the highest levels to West Africa regional organizations and bilateral USAID missions within the West Africa region, and periodically other parts of Africa, regarding biodiversity and climate change and related policies, program and activity planning, evaluation and dissemination of results; and
   - Serve as a resource to USAID Bureaus, Missions, Offices and staff in planning and finalizing procurements in the environment sector and in sectors with programs having potential negative impacts on the environment or human health.

4. Serve as a resource to USAID Bureaus, Missions, Offices and staff in planning and finalizing procurements with the aim of ensuring environmental awareness and considerations are taken into account and of responding or adapting to biodiversity threats and climate change as appropriate. The Advisor will bring expertise to bear in identifying new opportunities, in designing solicitations and will participate in the technical review of applications and proposals.
5. Provide USAID liaison and leadership at the highest levels with governmental and non-governmental development partners, stakeholders, clients and customers concerning environment issues and climate change response in policies and related issues within the West Africa region.

6. Work closely with Agency and any Regional Global Development Alliance advisors to create and expand public-private sector partnerships to achieve and sustain greater developmental impacts in environmental improvements and climate change mitigation. In addition to environmental impact, opportunities in the realm of carbon finance will be evaluated in light of equity and how they might provide incentives for securing access and rights to natural resources and public environmental benefits.

7. Provide briefings to visitors to USAID/WA and to the press on the status of USAID’s climate adaptation and mitigation-related activities and on climate change issues in the region.

8. Represent USAID/WA at meetings, workshops and conferences organized by various organizations, including other donors and international organizations. If called for, the ‘Advisor’ will prepare and deliver presentations relating to biodiversity and climate change at these venues.

9. Work collaboratively with technical teams in USAID Missions to prepare reports on the status of each Mission’s activities regarding biodiversity and climate change and how programs advance USAID’s overall environment strategies.

10. Provide technical assistance in the identification, design and development of regional and bilateral biodiversity and climate change policies and regulations. To this end, the ‘Advisor’ will work to strengthen host country capacities in biodiversity and climate-sensitive program design/assessment, monitoring and evaluation. As a secondary priority, the ‘Advisor’ will promote the flow and use of information and analyses for biodiversity conservation and climate change policy formulation in West Africa.

Program Management (30%)

1. The ‘Advisor’ will be required to prepare activity approval and pre-obligation documentation as part of the activity development process. The ‘Advisor’ will serve as a requestor in the USG’s new ‘Global Acquisition and Assistance System (GLAAS)’. He/she will serve as a Contracting/Agreement Officer’s Representative (AOR/COR), provide administration and oversight for biodiversity and climate change adaptation and mitigation activities, including monitoring activities through site visits and the review of work plans and progress reports; ensuring compliance with USAID’s ‘Environmental Procedures’ (22CFR216) and environmentally sound design (ESD); track expenditures and accruals against obligations.
2. The ‘Advisor’ will make recommendations to implementing partners to increase project impact and enhance sustainability and will monitor project results. He/she will draft official USAID documents required for reporting the status of activities, such as the Annual Operational Plans, Performance Plan and Review, action memoranda, and procurement documents. He/she may be called on to lead the development of the performance monitoring plan for adaptation and mitigation-related activities including data quality assessments and ensure activities achieve planned results. The ‘Advisor’ may document developmental impacts and resolve any implementation issues in an efficient and professional manner.

3. As a member of the USAID/West Africa Environment Team, the ‘Advisor’ will help prepare subject matter documentation for and participate in Environment strategic planning sessions and portfolio reviews, annual reports, environmental compliance reports, Congressional Budget Justifications and other reporting documentation.

Mentoring and Training (15%)

1. Identify, develop, promote, and conduct training activities that address key technical, programmatic and policy issues and that increase the technical competence of personnel in biodiversity and climate change as related to agriculture, health, infrastructure and other USAID investment sectors. The target audience for these training activities will be USAID Missions, NGOs, PVOs and host-country government representatives in the West Africa region.

2. Prepare/deliver, if required, training manuals and related information on emerging issues in biodiversity conservation and climate change sectors on best practice in adaptation/mitigation; and conduct regular training courses on the same.

3. Provide technical backstopping and on-the-job training to professionals, scholars and scientists collaborating in regional research and policy networks on topics related to biodiversity conservation and climate change.

4. Mentor and train staff in USAID/WA and in bilateral missions on biodiversity conservation and climate change response and in programming USAID resources toward climate change adaptation and mitigation.

Knowledge Management (15%)

1. Collect and serve as a source of information on biodiversity, forest conservation and climate information, climate response, and emerging policy issues in the W/Africa region. Keep abreast of reports and data available from regional initiatives in the biodiversity and climate change sectors funded by USAID, the World Bank, the African Development Bank and other donors. Organize these findings into reports, computer files and memos appropriate for informing technical specialists and related policy decision-makers within and outside of USAID. As
appropriate, disseminate these and other relevant findings within USAID, to West Africa governments, private sector organizations and other donors and also provide feedback on these efforts and make necessary changes as needed to better inform decision-makers.

2. Take responsibility for the preparation and dissemination of information on issues, accomplishments and worldwide best practices in biodiversity conservation and climate change adaptation and mitigation to Mission staff, USAID/Washington and implementing partners. Prepare and disseminate reports as required on the impact and results of region-wide NRM activities as related to other sectors and initiatives (e.g., Tropical Forestry, Biodiversity and Climate Change, Agriculture).


The contractor is eligible for temporary duty (TDY) travel to the U.S., or to other Missions abroad, to participate in the "Foreign Service National" Fellowship Program, in accordance with USAID policy.

POSITION ELEMENTS

a. **Supervision Received**: Work will be performed in consultation with the Environment Team Leader who will provide guidance on policy and program implementation issues for technical soundness, appropriateness and conformity to policy and program requirements of USAID. The ‘Advisor’ will receive minimal oversight in achieving his/her day-to-day tasks and longer-term work objectives.

b. **Supervision Exercised**: The ‘Advisor’ is expected to help mentor the Environmental Compliance Officer and other technical/managerial staff as necessary in biodiversity and Climate Change issues in general and in USAID’s Climate Change Strategy in particular.

c. **Available Guidelines**: The incumbent must have the ability to understand and to operate within USAID’s policies and regulations regarding procurement, management, budgeting, earmarks, reporting and other aspects of project oversight and management. The ‘Advisor’ will be expected to be quickly become familiar with USAID processes, procedures and rules as presented in the ADS -200 Series. The ‘Advisor’ will be required to be proactive in keeping abreast of evolving guidelines and policies, including but not limited to the Automated Directives System (ADS), Mission Orders/Notices, USG Procurement regulations, and USAID Program Strategy and Policy Documents. In addition, technical and support staff and counterparts in USAID/Washington are available as resources to provide advice and guidance.

d. **Exercise of Judgment**: The incumbent will exercise a high degree of independent judgment in providing guidance and assistance to a wide variety of high-level professionals in the West Africa Mission, to other Missions as well as to Government officials, other donor counterparts and implementing partners. As a recognized expert and highly qualified professional, substantial reliance will be placed on the ‘Advisor’ to independently plan,
prioritize and carry out the duties and responsibilities of the position. He/she will be expected to address problems that arise through thoughtful analysis and by applying applicable guidance. The use of initiative, discretion and patience is expected of the ‘Advisor’ in dealing with USAID co-workers as well as representatives of other donor organizations to resolve problems that arise during the course of work for which there is often no clear or immediate solution. In the event no guidance exists, he/she will propose solutions in consultation with the supervisor. The ‘Advisor’ will follow and adhere to USAID’s Code of Ethics and Conduct.

This is a position of substantial complexity. The ‘Advisor’ must demonstrate leadership and exceptional poise to overcome work-related difficulties and challenges. The position requires the ability to plan, follow-up/implement and work in a team setting and as an individual. The ‘Advisor’ will be expected to be highly productive and meet short deadlines. The ability to operate in highly complex developing country environments is essential. The ‘Advisor’ must be able to devise solutions for situations that may involve conflict between stakeholders, political instability, unclear policies, weak institutions and extreme poverty. He/she will rely on his/her professional knowledge and integrity, and in-depth experience in gathering and interpreting analytical data and reviewing published data on the performance of the relevant environment sector in the region.

The ‘Advisor’ will have an excellent understanding and grasp of biodiversity and climate change adaptation/mitigation approaches and of USAID’s policies, procedures and processes in related sectors. He/she provides in-depth advice and technical direction to USAID Missions throughout the West Africa region in the i) application of NRM and climate science; ii) results of climate change negotiations and their impact on policy, planning and program implementation; and iii) development and application of USAID’s NRM and climate change strategies. Further, he/she will undertake TDY assignments to Missions throughout the Region. It is expected that regional travel will occupy a significant portion of the ‘Advisor’ time.

e. Authority to Make Commitments: The ‘Advisor’ cannot make financial commitments on behalf of the USG. However, because of his/her expertise and standing as a highly qualified professional in his/her field, weight will be given to his/her conclusions and recommendations when commitments are made by those with the authority to do so. The ‘Advisor’ must take action and establish priorities based on the available guidelines and professional judgment.

f. Nature, Level, and Purpose of Contacts: The ‘Advisor’ will maintain contacts with people and organizations working in the forefront of development work relating to NRM and climate change; he/she will work with USAID/staff in West Africa including regular interaction with the USAID/West Africa Mission Director, Deputy Director and other senior staff, with senior staff in other Missions, and with the USAID E3 Bureau and Africa bureau staff to provide policy and procedural guidance and to obtain information relative to programs and activities. Within US Embassy Accra, contacts include but are not limited to the Environment, Science and Technology Officer and on occasion the Deputy Chief of Mission and Ambassador as required. Other contacts may include high-ranking USG
officials and Government officials from counterpart agencies to the Ministerial level. In those USAID presence countries that support environment and climate change-related activities, the ‘Advisor’ will be expected to interact regularly with client mission officers, Office Directors and Mission management, especially with regard to any ongoing or planned climate change and NRM activities that directly or indirectly impact their programs. In USAID limited or non-presence countries, the incumbent will be expected to liaise effectively with USAID representatives or with appropriate Embassy staff.

The ‘Advisor’ occupies a high profile and important position in USG foreign assistance to West Africa. She/he provides policy recommendations, as well as strategic and tactical advice to senior officials of USAID/USG -Ambassadors, USAID Mission Directors/technical staff, Agency Environmental Coordinator, Bureau Environmental Officers, USAID E3 Bureau & Africa Bureau technical staff and other USG agencies. The incumbent must represent the Mission at the highest-levels in inter-agency settings. The ‘Advisor’ will be required to establish and maintain professional contacts/relationships with senior government authorities and private sector leaders as well as with senior people in regional, multilateral and donor institutions. He/she will develop and maintain professional and productive relationships with counterparts in African regional organizations, host governments, donor institutions, civil society and the private sector, and relevant stakeholders. Examples of organizations in the previously noted categories include but are not limited to host countries (Permanent Secretaries and Department Heads); Executive Secretaries and Directors General of regional governmental and technical organizations (ECOWAS, CILSS, AGRHYMET); multi-lateral development partners (World Bank, African Development Bank); NGOs and private sector executives.

g. Time Expected to Reach Full Performance Level: The incumbent must be able to perform the full range of duties upon arrival at Post. Although the ‘Advisor’ might not have a working knowledge of USAID’s activity management and administrative procedures, it is expected these proficiencies will be acquired within the first three months on the job.

AREA OF CONSIDERATION: The position is opened to Cooperative Country Nationals. All US and non-Ghanaian citizens, who are not family members of USG employees officially assigned to post and under Chief of Mission authority, must attach copies of the required work and residency permit to their applications to be eligible for consideration. No relocation expenses are provided to the job location, Accra-Ghana. If transportation to Accra is required, it will be the employee’s responsibility.

PHYSICAL DEMANDS
The work requested does not involve undue physical demands.

POINT OF CONTACT: acpersonnel@usaid.gov

II. MINIMUM QUALIFICATIONS REQUIRED FOR THIS POSITION
Education: Post-graduate degree - MSc/MA - in an environmental, ecological, biological, climate or agricultural science or engineering other relevant discipline required.
Prior Work Experience: At least 7 years of progressively responsible professional experience in technical, scientific and policy issues in two or more of the following technical areas: i) climate change adaptation/mitigation; ii) integrated water resources management, including watershed management, impacts from dams, and environmental flows; iii) environmental impact assessment; iv) biodiversity conservation; v) sustainable natural resources use and conservation; vi) diversified livelihoods for natural resource-dependent communities; vii) public policy and financing, including carbon financing; viii) environmental regulations and enforcement; or ix) other technical areas related to assessing vulnerability to climate change and the design of adaptation and mitigation measures in response to projected impacts. Of total experience (professional and research), five (5) years of documented experience in some aspect of climate change is required.

Language Proficiency: Level 4 in English and level 4 in French are required. Must have a demonstrated ability to function as a technical specialist in francophone countries, e.g. conduct environment-related training, participate in meetings and provide technical assistance in the French language.

Job Knowledge: Broad knowledge of international development programs and policies relating to NRM and climate change within key development sectors - biodiversity conservation, integrated water resource management/WASH, health and agriculture.

Detailed knowledge of technical, scientific and policy issues in two or more of the following technical areas, including climate change adaptation/mitigation; integrated water resources management, including watershed management, impacts from dams, and environmental flows; environmental impact assessment; biodiversity conservation; sustainable natural resources use and conservation; diversified livelihoods for natural resource-dependent communities; public policy and financing, including carbon financing; environmental regulations and enforcement; or other technical areas related to assessing vulnerability to climate change and the design of adaptation and mitigation measures in response to projected impacts.

Demonstrated knowledge of the design, management and delivery of NRM/climate change training courses with the ability to prepare manuals and guidelines that encompass analytical analyses of climate issues. Demonstrated capacity to manage for results and implement policies and procedures in accordance with established regulations.

Skills and Abilities: Ability to assess developmental assistance needs in the climate/environment sector among cooperating countries and ability to negotiate with the highest level government officials on sensitive political, policy and country program priorities. Demonstrated ability to influence government priorities in these areas.
Demonstrated ability to effectively plan, strategize, direct, administer, monitor and supervise effective climate-focused programs is required. Demonstrated skills in integrating the social, economic, and environmental aspects in development assistance programming, and the processes that underlie sustainable governance will be required. Other required skills include: project design, implementation and grant and contract management, financial management, performance monitoring and evaluation. Analytical ability and skill in interpreting public policies and assisting in the revision of policies, as required, that improve the enabling environment for climate change programming across sectors as related to sustainable economic development. Strong interpersonal skills and the ability to work in a multi-cultural setting. Demonstrated ability to work on his/her own, as a member of a team or office and as a mentor to junior staff. Ability to achieve consensus on policy, project and administrative matters, effectively motivate and train staff, understand basic human needs, respect national pride and sensitivity of others. The ability to work effectively under pressure to carry out specific, results-oriented tasks in developing countries given constraints in time, information, and logistical support. Experience supervising and/or leading teams of professionals.

Excellent verbal communication skills, tact, and diplomacy are required to make and maintain productive contacts with senior government officials, non-governmental and private sector officials. Verbal communication skills are also needed to advise senior USAID and US Embassy officials, negotiate activity plans and resolve activity implementation issues with counterparts, partners and team members. Excellent written communication skills are required to prepare regular and ad hoc reports, activity documentation and briefing papers.

Good computer skills (word processing, spreadsheet applications and PowerPoint) are necessary to plan against objectives and targets and to report progress and achievements. Demonstrated strong English writing and analytic skills are necessary to meet tight deadlines with clear and effective reports and analyses. Computer and language proficiencies will be tested.

III. EVALUATION AND SELECTION FACTORS

Applicants meeting the minimum eligibility qualifications (above) for the position will be evaluated on the detailed criteria noted below based on information presented in his/her application and through reference checks. Applications must include the names of at least three (3) references with contact e-mail addresses and telephone numbers and a brief explanation of how each referee knows the candidate.

a) Education (10%)

A minimum of a Master's Degree in a field related to the duties described above. This could include climate science, NRM, ecology, biological, integrated water resources management, environmental economics or forestry.
b) Knowledge, Skills and Abilities (40%)

Broad knowledge of international development programs and policies relating to NRM and climate change within key development sectors - biodiversity conservation, integrated water resource management/WASH, health and agriculture.

Ability to assess developmental assistance needs in the climate/environment sector among cooperating countries and ability to negotiate with the highest level government officials on sensitive political, policy and country program priorities. Demonstrated ability to influence government priorities in these areas.

Demonstrated ability to effectively plan, strategize, direct, administer, monitor and supervise effective climate-focused programs is required. Demonstrated skills in integrating the social, economic, and environmental aspects in development assistance programming, and the processes that underlie sustainable governance will be required. Other required skills include: project design, implementation and grant and contract management, financial management, performance monitoring and evaluation.

Analytical ability and skill in interpreting public policies and assisting in the revision of policies, as required, that improve the enabling environment for climate change programming across sectors as related to sustainable economic development.

c) Prior Work Experience (35%)

At least 7 years of progressively responsible professional experience in technical, scientific and policy issues in two or more of the following technical areas: i) climate change adaptation/mitigation; ii) integrated water resources management, including watershed management, impacts from dams, and environmental flows; iii) environmental impact assessment; iv) biodiversity conservation; v) sustainable natural resources use and conservation; vi) diversified livelihoods for natural resource-dependent communities; vii) public policy and financing, including carbon financing; viii) environmental regulations and enforcement; or ix) other technical areas related to assessing vulnerability to climate change and the design of adaptation and mitigation measures in response to projected impacts.

Of total experience (professional and research), five (5) years of documented experience in some aspect of climate change is required.

d) Interpersonal, Team and Communication Skills (15%)

Strong interpersonal skills and the ability to work in a multi-cultural setting. Demonstrated ability to work on his/her own, as a member of a team or office and as a mentor to junior staff. Ability to achieve consensus on policy, project and administrative matters, effectively motivate and train staff, understand basic human
needs, respect national pride and sensitivity of others. The ability to work effectively under pressure to carry out specific, results-oriented tasks in developing countries given constraints in time, information, and logistical support.

Excellent verbal communication skills, tact, and diplomacy are required to make and maintain productive contacts with senior government officials, non-governmental and private sector officials. Verbal communication skills are also needed to advise senior USAID and US Embassy officials, negotiate activity plans and resolve activity implementation issues with counterparts, partners and team members. Excellent written communication skills are required to prepare regular and ad hoc reports, activity documentation and briefing papers.

Good computer skills (word processing, spreadsheet applications and PowerPoint) are necessary to plan against objectives and targets and to report progress and achievements.

Demonstrated strong English writing and analytic skills are necessary to meet tight deadlines with clear and effective reports and analyses. Demonstrated experience preparing new technical designs, concept papers and result reports is required.

IV. PRESENTING AN OFFER

1. Eligible Offerors are required to submit application via email, post or hard copies with the subject line of the position title. Failure to state position title, in addition to signed cover letter, resume, photocopies of certificates and other relevant documents will disqualify applicant.

2. Offers must be received by the closing date and time specified in Section I, item 3, and submitted to the Point of Contact in Section I, item 11.

3. To ensure consideration of offers for the intended position, Offerors must prominently reference the Solicitation number in the offer submission.

V. LIST OF REQUIRED FORMS FOR PSC HIRES

Once the CO informs the successful Offeror about being selected for a contract award, the CO will provide the successful Offeror instructions about how to complete and submit the following forms.

1. Medical History and Examination Form (Department of State Forms)
2. Background Investigation Form
3. Finger Print Card (FD-258)

VI. BENEFITS/ALLOWANCES
As a matter of policy, and as appropriate, a PSC is normally authorized the following benefits and allowances:

1. **BENEFITS:**
   
   Medical Insurance  
   SSNIT  
   Local and American Holidays  
   Salary Advance (0% interest)  
   Annual Bonus

2. **ALLOWANCES (as applicable):**
   
   Miscellaneous Benefits Allowance  
   Meals Allowance

**VII. TAXES**

LE Staff are responsible for calculating and paying local income taxes. The U.S. Mission does not withhold or make local income tax payments.

**VIII. USAID REGULATIONS, POLICIES AND CONTRACT CLAUSES PERTAINING TO PSCs**

USAID regulations and policies governing CCN/TCN PSC awards are available at these sources:


4. **Ethical Conduct.** By the acceptance of a USAID personal services contract as an individual, the contractor will be acknowledging receipt of the “Standards of Ethical Conduct for Employees of the Executive Branch,” available from the U.S. Office of Government Ethics, in accordance with General Provision 2 and 5 CFR 2635. See [https://www.oge.gov/web/oge.nsf/OGE%20Regulations](https://www.oge.gov/web/oge.nsf/OGE%20Regulations)