



# USAID | RWANDA

FROM THE AMERICAN PEOPLE

Solicitation No.: SOL-696-14-000008  
Issuance Date: March 03, 2014  
Question Due Date/Time: March 10, 2014 at 5:30 pm (Kigali Time)  
Closing Date/Time: April 3, 2014 at 5:30 pm (Kigali Time)

**SUBJECT:** Solicitation for US Personal Services Contractor (PSC) for Health Office Director

Ladies/Gentlemen:

The United States Government, represented by the US Agency for International Development (USAID), is seeking applications from qualified U.S. Citizens, U.S. Resident Aliens to provide personal services as described in this solicitation. USAID/Rwanda anticipates awarding one contract as a result of this solicitation, subject to availability of funds.

Submissions shall be in accordance with the instructions provided in this solicitation, at the place and time specified.

Interest applicants must submit all the materials required by the solicitation such as (but not limited to):

- (i) A signed U.S. government OF-612 which is available at the USAID website <http://inside.usaid.gov/forms/>,
- (ii) The applicant's detailed CV and a cover letter of application; and
- (iii) Three (3) to five (5) references, who are not family members or relatives, with telephone and email contacts.

Electronic submission is authorized and the most preferred. Electronic application packages are to be submitted by email to: [KIGALIHR@USAID.GOV](mailto:KIGALIHR@USAID.GOV). Please quote the number and position title of this solicitation on the subject line of your email application. Be sure to include the announcement number at the top of each of the additional pages. For those who wish to send hard copies of their application by mail, address package to:

Hadiza Linganwa  
Executive Officer  
USAID/Rwanda  
2657 Avenue de la Gendarmerie  
B.P. 2848  
Kigali, Rwanda

To ensure consideration of applications for the intended position, please reference the solicitation number on your application and as the subject line of cover letter. Highly ranked applications may be selected for interview. Any questions regarding this solicitation should be submitted in writing to Hadiza Linganwa, Executive Officer via email at [hlinganwa@usaid.gov](mailto:hlinganwa@usaid.gov); no later than March 10, 2014 at 5:30 p.m. (Kigali Time).

Applications must be received no later than April 3, 2014 at 5:30 p.m. (Kigali Time), as

stated in the solicitation. Please note that USAID/Rwanda does not accept responsibilities for delays transmission or receipt of application. Applications received after that date and/or time specified will not be considered.

USAID/Rwanda reserves the right to award, or not award a contract as a result of this solicitation. This solicitation does not represent a commitment on behalf of USAID. Additionally, the US Government is not obligated to pay any costs associated with the preparation of an application in response to this solicitation.

Only shortlisted applicants will be contacted; no response will be sent to unsuccessful Applicants.

Sincerely,

Martin Fischer  
Contracting Officer

Attachment: Solicitation: SOL-696-14-000008

**Attachment to Solicitation No. SOL-696-14-000008**

1. **SOLICITATION NO.:** SOL-696-14-000008
2. **ISSUANCE DATE:** March 03, 2014
3. **QUESTIONS DUE DATE/TIME:** March 10, 2014 at 5:30 p.m. (Kigali Time)
4. **CLOSING DATE/TIME:** April 3, 2014 at 5:30 p.m. (Kigali Time)
5. **POSITION TITLE:** Health Office Director
6. **MARKET VALUE:** Position is classified at GS-15 with annual salary range of \$100,624 to \$130,810. The actual salary will be negotiated based on qualifications, work experience and previous salary history of the successful candidate.
7. **PERIOD OF PERFORMANCE:** Two years. Level of effort is full time (40 hours per week)
8. **PLACE OF PERFORMANCE:** Kigali, Rwanda
9. **SUPERVISION:** Contractor will report to the Deputy Mission Director
10. **SECURITY ACCESS:** Secret Level
11. **MEDICAL CLEARANCE:** The apparently successful applicant shall be required to obtain a Department of State Medical clearance to Live and/or work in Rwanda as a pre-condition for employment and/or residence in Rwanda.
12. **WHO MAY APPLY:** U.S. Citizens

**INTRODUCTION**

USAID/Rwanda's Health Office oversees an annual budget of approximately \$95 million. The health portfolio covers child survival (immunization, integrated management of childhood illness), reproductive health (family planning, safe motherhood, fistula), infectious diseases (HIV/AIDS, malaria), nutrition, water and sanitation, and health systems strengthening. HIV/AIDS activities are implemented through the President's Emergency Plan for AIDS Relief (PEPFAR) together with the U.S. Centers for Disease Control and Prevention (CDC), Department of Defense, State Department and Peace Corps. Malaria activities are implemented, together with CDC, with funding from the President's Malaria Initiative (PMI). Rwanda is a GHI Plus country and a Feed the Future priority country.

The Health Office, led by an Office Director and Deputy Director, comprises three sub-teams: Health and Social Welfare Promotion (HSWP), Health Service Delivery (HSD), and Health Systems Strengthening (HSS). Each team manages an integrated portfolio of activities and works closely with the other teams to build capacity in Rwanda for sustained and improved health outcomes by providing innovative and responsive technical and financial assistance. Each team

is led by a US Direct Hire Team Leader with support from a Malaria Technical Advisor and a program support team of three Rwandan assistants.

The HSWP team is cross-cutting and also works integrally with other USAID programs in agriculture, democracy and governance, education and economic growth. The team goal is to help Rwandans develop and sustain protective health behaviors, increase their capacity to demand health and social services and products, and receive adequate protection against adverse circumstances and shocks that threaten their livelihoods and affect their ability to achieve and sustain wellbeing.

The HSWP team is responsible for activities that promote healthy behaviors and prevent illness, disability and death, for example use of family planning, safer sexual practices, breastfeeding, hand-washing, and appropriate care-seeking (antenatal care, safe delivery, malaria treatment, etc.). The new nutrition component of the Health and Social Welfare Promotion portfolio aims to address very high rates of chronic malnutrition in children under five years of age by targeting nutrition during pregnancy and the first two years of life. This exciting new component of the portfolio will address a wide range of influences, such as changing feeding practices in the target group; increasing access to a diversified diet throughout the year through increased assets, better post-harvest storage, and improved production of maize, beans and dairy; promoting point of use fortification and in the longer term staple food fortification to address micronutrient deficiencies; informing multi-sector evaluations, plans and activities in support of improved food and nutrition security; access to safe water and sanitation, and the promotion of good hygiene; and earlier identification of nutritional deficits and referral for interventions in health facilities. Lastly, the team oversees efforts to improve the well-being of orphans and vulnerable children through a comprehensive package of health and social welfare services. The HSWP team works in partnership with other Mission programs to decrease the impact of poor health (especially due to HIV/AIDS) on an individual's social welfare, such as promoting access to education (for orphans and vulnerable children), legal aid, income generating activities and capacity building for civil society organizations. The prevention, health promotion, nutrition, and social welfare portfolios all require close coordination with the agriculture, economic growth and democracy/governance (DG) teams – not only to advise on programmatic linkages but to design, monitor and evaluate the use of health funds provided in support of predominantly economic growth, agricultural, environmental, and DG activities according to USG laws, policies, and regulations.

The HSS team is cross-cutting and also works integrally with other USAID programs, such as DG. The HSS team goal is to support the organization, management, and governance of the Rwandan health care system to enable the delivery of quality health services that are accessible and affordable to the entire Rwandan population. The HSS team is responsible for activities along the six building blocks with the following long-term expected results:

- **Information Systems** improved for routine data collection, program monitoring and evaluation, and dissemination of health information
- **Health Financing** system streamlined
- **Pharmaceutical Management and Procurement** improved especially regarding availability and use of quality health commodities
- **Human Resources for Health** - Workforce hiring, training, and retention plans, practices, and policies developed and implemented
- **Quality Improvement** approach, which includes top-down supervision, peer-peer collaboration, and financial incentives, integrated
- **Leadership and Governance** capacity of the Government of Rwanda (GOR) to create and enforce regulatory standards is improved with increased participation in health sector development by non-state actors, and increased transparency and accountability in procurement and financial management systems

The HSD team oversees a portfolio that cuts across all sources of health funding, including HIV/AIDS, malaria, tuberculosis, pandemic influenza, maternal/child health, family planning, nutrition, and water & sanitation. The HSD team vision is to support the delivery of high quality health services that lead to improved health outcomes, and particularly reduce maternal and under-five morbidity and mortality. The HSD team is responsible for activities that promote improved health outcomes through health services at community and facility levels. The team's long-term expected results are to: 1) improve quality of facility and community-based family health (FH) services; 2) expand access to FH services, primarily by increasing the number of skilled health care providers; and 3) strengthen management of facility and community-based FH services. Critical components of four US Presidential Initiatives form the HSD portfolio, including care and treatment programs for HIV/AIDS under PEPFAR; prevention, treatment, and control interventions for malaria under PMI; community- and facility-based nutrition activities aimed primarily at high rates of chronic malnutrition in children under five years of age (by targeting nutrition during pregnancy and the first two years of life) in support of the President's Feed the Future Initiative; and high impact interventions for improved maternal, child and reproductive health under GHI.

## **BASIC FUNCTION**

USAID/Rwanda requires the services of a Senior Health Advisor who will serve as Health Office Director. The Director will provide strategic, technical, resource and administrative leadership for the management and coordination of all health activities and the personnel assigned to oversee them within the USAID/Rwanda health program. The Director is responsible for a broad range of planning, monitoring, coordination, capacity building and implementation of activities within the three team's portfolios. The Director will be responsible for the oversight of all projects within the portfolio, and s/he will play a key role in working with the GOR and other donors to ensure USG support is provided according to national plans and strategies, and that USG appropriately provides expert advice, financial support and other assistance in harmony with USG foreign assistance policies. S/he will lead and supervise or oversee an office of 21 staff, including 13 Rwandan, four direct hires, and four expatriate staff. S/he will provide mentoring, direction and supervision to a team largely new to USAID, either as Rwandan staff new to the Agency or as Foreign Service Officers on second or third tours or advisors on contract to USAID. S/he will lead the health office senior management group, liaise closely with other team leadership, and represent USAID's health portfolio with other USG agencies, the GOR and other Rwandan institutions, and development partners.

### **I. Duties and Responsibilities of the Position:**

#### **1. General**

The Health Office Director serves as the principal manager and consultant to USAID/Rwanda senior management on all issues and programs pertaining to health.

The Director will be responsible for: 1) managing the three teams for HSD, HSWP and HSS; 2) devising appropriate strategies and plans for supporting health in Rwanda; 3) leading the design and implementation of cost-effective programs/activities that produce meaningful results, including new direct financing to Rwandan civil society and the Rwandan government; 4) facilitating the proper coordination and integration of USAID health activities within the Mission's portfolio broadly; 5) ensuring that all Mission health activities are coordinated with, complementary to, and supportive of similar assistance activities of other U.S. government agencies, especially from the Department of Health and Human Services/Centers for Disease Control and Prevention, and also including the Embassy, Department of Defense, and Peace Corps; 6) ensuring that the design and

implementation of all health activities are fully coordinated with international organizations and bilateral donors active in this area; 7) ensuring that all Mission health activities support Rwandan national policies and plans and are coordinated with relevant national and local authorities; 8) providing policy advice and analyses to senior Mission management, USG leadership, Rwandan authorities within government and the private sector on topics related to health development in Rwanda.

The Director will serve as a principal technical resource on health and as the Mission's primary point of contact on matters related to programming under USAID's Assistance Objective for "Health" and relevant Program Areas and Elements under the USAID foreign assistance framework which are designed and being implemented in partnership with the GOR and in close consultation with concerned Rwandan private sector partners, other USG agencies and development partners. The Director will also serve as a day-to-day liaison with other U.S. Government agencies (mainly CDC, DOD, and Peace Corps) and international organizations and foreign donors engaged in providing assistance for health. Specifically, the Director will serve as the USG representative on the Country Coordination Mechanism and as the lead USG representative in the Health Sector Working Group.

#### **A. Specific Duties and Responsibilities:**

The Director's major duties and responsibilities include:

##### ***Health Assistance Portfolio Management (30% LOE)***

- Manage the Mission health portfolio on a day-to-day basis, including managing and overseeing all health projects funded by USAID/Rwanda; identifying and resolving program issues, assuring that all activities are carried out in a technically sound and cost-effective manner, assigning responsibility for program management and implementation matters to subordinates, and assure that activities are carried out in accordance with all applicable Mission and Agency directives and requirements.
- Plan and design new health projects and activities and/or oversee the design of new activities led by members of the health office to meet Mission and Agency foreign assistance goals.
- Ensure monitoring and reporting systems are in place to assess progress in health assistance in achieving Mission goals; provide technical input in the development of performance monitoring plans (PMPs) for both specific projects and activities and for the portfolio as a whole.
- Ensure the timely review and approval of health implementation partner annual work plans and budgets as well as compliance with approved work plans and budgets.
- Manage and oversee the health program budget and finances in coordination with Financial and Program office leadership; ensure that program/activity expenditures and pipelines are monitored and that corrective action is taken when needed; ensure appropriate and timely funding.
- Oversee the review and documentation of health implementing partner performance through regular site visits, routine reports, assessments and evaluations, and participation in technical working groups and other forums to monitor activities and verify asset use; ensure that issues are identified in a timely manner and that recommend follow-up actions are carried out. Lead the health office's participation in, support of, and responses to audits of health assistance.

- Ensure that health program and activity management files are in order, up to date, and complete.
- Provide strategic, technical and administrative guidance on all supported health activities.
- Ensure that health activities are integrated into overall USAID-supported development activities (especially education, agriculture, economic growth and democracy and governance) and coordinate these activities with the MOH, other government bodies and civil society and private sector organizations to avoid duplication of efforts and programming gaps.

### ***Strategic and Technical Leadership in Health (30% LOE)***

- Provide analysis, expert advice, and recommendations to senior Mission management and staff regarding the formulation of Mission strategy for assistance in health and on the management and implementation of related activities in the Mission's portfolio; identify short and long-range achievable, sustainable strategies and participate, as required, in the development of Mission strategic plans, results analysis, resource requests, and other strategic planning and reporting documentation.
- Provide expert technical advice, leadership and strategic direction on health on behalf of USAID/Rwanda in policy dialogue and planning undertaken in collaboration with Rwandan authorities and partners, other USG agencies, and development partners; Represent USAID/Rwanda at meetings, seminars and conferences on health.
- Determine the additional analyses, assessments, or reviews required for sound health strategies and activities; design and oversee the implementation of such analyses or assessments; and follow up as necessary.
- Participate in, coordinate, or manage USAID inputs into assessments conducted in conjunction with other USG Agencies (especially CDC and DOD), international organizations, or other donors.
- Maintain close contact, provide technical advice, and engage in policy dialogue as appropriate with staff and senior representatives of, for example, the Rwandan government, the Rwandan civil society community, private sector entities as appropriate, international organizations, and foreign donors active in providing assistance, as well as with USAID implementing partners and other U.S. Government agencies.
- Lead coordination efforts between USAID's health implementing partners and facilitate coordination with concerned parties within Rwandan and development partner institutions; represent USAID and proactively participate in coordination of activities and issues with GOR, other donor agencies, appropriate local public sector and non-governmental entities, Global Fund, and others; represent USAID with multi-lateral donor coordination organizations and in defining the donor technical, policy and program agenda with the GOR.
- Ensure that all activities are consistent with internationally accepted best practices and relevant to Rwanda.

- Continuously gather information about, and keep current on, developments pertaining to health in Rwanda and reporting such developments as required to Mission management and staff.

### ***Health Office Management and Supervision (30% LOE)***

- Serve as Director of the health office, and oversee a staff of up to 23: 13 Foreign Service Nationals (FSNs) and up to four US contractors or Fellows.
- Assist in the mentoring of junior/second tour foreign service officers, particularly the four serving within the health office.
- Set staff annual work objectives; conduct staff performance evaluations; review and revise position descriptions; manage staffing issues and determine staff assignments; approve requests for leave and travel; develop and manage staff training plans; and determine the need for TDY assistance.
- Provide technical, administrative and managerial leadership for the health office, convene office meetings, ensure information sharing and collaboration among staff and projects, and raise issues with senior management as necessary.
- Ensure proper management of the administrative health budget and finances (for program design, management, administration and oversight), including procurement planning, use of program funds, and monitoring pipelines to avoid funding gaps.
- Ensure response by the health office to Program Office requests for information or participation, such as participation in strategic planning exercises, or providing project information for USAID/Washington inquiries, etc.

### ***General Management (10% LOE)***

- Carry out such other tasks related to Mission health activities as might be assigned from time-to-time by Mission and Health Management.
- The incumbent will handle all assigned work either independently or, as required, as part of teams, according to established Mission policies, practices and programmatic guidance, as in effect and in accordance with all applicable USAID regulations and guidance as provided in the USAID ADS and elsewhere.
- The incumbent is expected to make independent judgments that can be defended as necessary. As a highly qualified professional, substantial reliance is placed on the employee to independently plan and carry out the specific activities entailed in fulfilling major duties and responsibilities.
- The employee will resolve problems that arise by determining the approaches to be taken and methodologies to be used; developing, coordinating, and clearing proposed solutions with all necessary parties; and then taking appropriate actions necessary to resolve the problem.

**B. Period of Performance**

The Personal Services Contract will be for 2 years, with possible extensions. Extensions will be contingent on the need of continued services, satisfactory performance and availability of funds.

**C. Qualifications/Selection Criteria:**

The following technical evaluation criteria will be used to evaluate the applications. These criteria will be assigned values from a total of 100 points set forth below.

a)	<i>Education</i>	<i>10 points</i>
b)	<i>Experience</i>	<i>30 points</i>
c)	<i>Knowledge</i>	<i>15 points</i>
d)	<i>Skills and Abilities</i>	<i>20 points</i>
e)	<i>Language Proficiency</i>	<i>10 points</i>
f)	<i>Past Performance</i>	<i>15 points</i>
	<b><i>TOTAL</i></b>	<b><i>100 points</i></b>

The technical criteria will be evaluated and scored by the technical evaluation committee. Additional guidance regarding the technical evaluation criteria are set forth below.

**Education 10 points**

A Master's Degree or PhD in public health or a related area (such as economics, international health, or development) is required.

**Experience 30 points**

A minimum of 10 years of progressively responsible experience in the field of health development in developing countries is required. Demonstrated experience in strategic planning, policy formulation, providing technical leadership, and program management in a complex and highly sensitive environment is required. A minimum of seven years of experience in team work is required. A minimum of five years of supervisory experience is required.

**Knowledge 15 points**

In-depth expert knowledge of health systems strengthening issues and interventions is required, including health-related policies, regulations and precedents applicable to development and administration of national/international public health and development programs.

Good working knowledge of team management techniques to plan, organize and direct multidisciplinary teams and activities is required.

Good working knowledge of the administration and management of contracts/cooperative agreements/grants/purchase requisitions is desired.

**Skills and Abilities 20 points**

Strong oral and written communications skills are required to develop and maintain effective, sustainable working relationships for the achievement of results with diverse national and international working partners in a cross-cultural setting. The ability to clearly communicate new program and technical concepts to technical and non-technical counterparts is required.

Strong leadership skills are required to lead a results-driven team, motivate individuals and influence professional working groups.

Ability to readily analyze, understand, and discuss new program design, management, and implementation approaches as well as to identify priority actions, generate and complete work plans within short time frames is required. This includes the development of evaluation designs, use of reliable and valid instruments, and methods for data collection, analysis and reports.

Ability to exercise considerable ingenuity and tact in applying guidelines to unique and different settings is required.

Demonstrated attention to details, excellent organizational skills, and personal initiative in the management of multiple tasks within tight time deadlines is required.

Considerable innovation will be required to influence other collaborative organizations engaged in health and development programs to adopt appropriate strategies for their program activities.

Intermediate user level of word processing, spreadsheets and databases is required.

Strong quantitative and qualitative data analysis skills and their application to the interpretation of program monitoring and evaluation data are required.

### **Language Proficiency 10points**

Level IV (fluency – speaking/reading/writing) English is required.

### **Past performance / Professional reference checks 15 points**

Applicants must list at least three references and provide current contact information, preferably both an e-mail address and a telephone number. The applicants' past performance in positions that require similar skills to that required by this solicitation will be evaluated.

### **PHYSICAL DEMANDS**

The work is generally sedentary and does not pose undue physical demands.

### **WORK ENVIRONMENT**

Work is primarily performed in an office setting and site visits are conducted regularly to monitor implementing partners' activities and verify asset use, identify issues and recommend follow up actions and ensure that they are carried out.

### **Required Summary Statement**

Applicants are *required* to address the above selection criteria in a summary statement attached to the application. This summary statement, limited to two pages, must describe specifically and accurately what experience, training, education, and/or awards the applicant has received that are relevant to each selection factor above. The summary statement must include the name of the applicant and the announcement number at the top of each page. *Failure to provide this summary statement may result in lower scores against the selection criteria above.*

Those applicants determined to be competitively ranked will also be evaluated on interview performance. These interviews may be conducted by telephone. A writing test and samples of past work will be required.

## **OTHER RELEVANT INFORMATION**

### **A. Benefits**

#### **Benefits and Allowances**

As a matter of policy, and as appropriate, a USPSC is normally authorized to receive benefits and allowances in accordance with the AIDAR Appendix D. [A contractor meeting the definition a U.S. Resident Hire PSC, shall be subject to U.S. Federal Income Tax, but shall not be eligible for any fringe benefits (except contributions for FICA, health insurance, and life insurance), including differentials and allowances].

#### **1) BENEFITS**

- Employee's FICA Contribution
- Contribution toward Health & Life Insurance
- Pay Comparability Adjustment
- Annual Increase
- Eligibility for Worker's Compensation
- Annual and Sick Leave
- Medevac Insurance
- Access to Embassy medical facilities, commissary and pouch mail service
- Cost of Travel to/from Post
- Shipment of Unaccompanied Baggage
- Shipment and Storage of Household Effects
- Shipment of POV (Privately Owned Vehicle)

**2) ALLOWANCES** (if applicable, as found in the Standardize Regulations (DSSR)- sections cited below):

- Temporary Lodging Allowance (Section 120)
- Living Quarters Allowance (Section 130)
- Post Allowance (Section 220)
- Supplemental Post Allowance (Section 230)
- Separate Maintenance Allowance (Section 260)
- Educational Allowance (Section 270)
- Educational Travel (Section 280)
- Post Differential (Chapter 500)
- Payments during Evacuation/Authorized Departure (Section 600) and
- Danger Pay (Section 650)

### **B. Compensation**

This position is classified at GS-15 scale. The actual salary of the successful candidate will be negotiated within that pay range depending on qualifications, work experience and previous earning history.

### **C. Applicable Policy Directives and Regulations Pertaining to PSCs**

- (1) Acquisition and Assistant Policy Directives (AAPDs) or Contract Information Bulletins (CIBs) contain changes to USAID policy and General Provisions in USAID regulations and contracts. Those documents can be found at this websites:  
[http://transition.usaid.gov/business/business\\_opportunities/cib/subject.html#psc](http://transition.usaid.gov/business/business_opportunities/cib/subject.html#psc)
- (2) USAID Acquisition Regulation (AIDAR) applicable to award and administration of USFSC resident hires is contained in AIDAR Appendix D and can be found at:  
<http://www.usaid.gov/policy/ads/300/aidar.pdf>. The link comprises of prescribed Contract Schedule, General Provisions as appropriate, as well as the FAR Clauses to be incorporated in full text and by reference.
- (3) Standard of Ethical Conduct for Employees of the Executive Branch can be accessed at:  
[http://www.gpo.gov/fdsys/pkg/CFR-2007-title5-vol3/pdf/CFR-2007-title5-vol3-part\\_2635.pdf](http://www.gpo.gov/fdsys/pkg/CFR-2007-title5-vol3/pdf/CFR-2007-title5-vol3-part_2635.pdf)  
or <http://www.oge.gov/Laws-and-Regulations/Employee-Standards-of-Conduct/Employee-Standard-of-Conduct/>

### **D. Instructions to Applicants**

1. Interested applicants are requested to submit the following information:
  - a) A recent CV or resume. The CV/resume must include sufficient relevant information to evaluate the application in accordance with the stated evaluation criteria and must contain the following information:
    - (i) Personal Information: Full name, mailing address , email address, day and evening phone numbers, social security number, country of citizenship, highest federal civilian grade held (also give job series and dates held)
    - (ii) Education: High school, name, city and state, date of diploma or GED; colleges and universities, name, city and state, majors, type and year of any degrees received.
    - (iii) Work Experience: provide the following information for your paid and non-paid work experience related to the job for which you are applying (do not send job descriptions); job title (include series and grade if federal job), duties, and accomplishments, employer's name and address, supervisor's name and phone number, starting and ending dates (month and year), hours per week, salary. Indicate if we may contact your current supervisor;
    - (iv) Other Qualifications: other pertinent information related to the qualifications required for the position, as noted above including job-related training courses (title and year), job-related skills; for example, other languages, computer software/hardware, tools, machinery, typing speed, job-related certificates and licenses (current only), job-related honors, awards, and special accomplishments, for example, publications, memberships in professional or honor societies, leadership, activities, public speaking and performance as awards (give dates but do not send documents unless requested).

- b) Applicants are strongly encouraged to address each of the evaluation criteria above on a separate sheet describing specifically and accurately what experience, training, education, and/or awards they have received that are relevant to the criterion. Failure to address minimum selection and/or quality factors may result in your not receiving credit for all your pertinent experience, education, training, and awards. Broad general statements that are vague or lacking specificity will not be considered as effectively addressing particular selection criteria.
  - c) Applicants are required to provide three (3) to five (5) references with complete contact information including email address and telephone numbers. The Applicant's references must be able to provide substantive information about the applicant's past performance and abilities. USAID/Rwanda reserves the right to obtain from previous employers relevant information concerning the applicant's past performance and may consider such information in its evaluation.
  - d) Written cover letter of not more than one page.
  - e) Form OF-612 must be signed and those submitted unsigned will be rejected.
2. Applications should retain for their record copies of all enclosures that accompany their submissions.
  3. The number of this solicitation must be referenced on the application.
  4. Any attachments provided via email must be in or compatible with Microsoft Word Version 2020 or Adobe Acrobat Portable Document Format (PDF) and not "Zipped".
  5. Highly ranked applicants may be interviewed in person or by phone.

**[END OF SOLICITATION]**