SOLICITATION No.: 72068820R00005

ISSUANCE DATE: 5/19/2020

CLOSING DATE AND TIME: 6/18/2020 at 17:00 GMT

SUBJECT: Solicitation (72068820R00005) for US or TCN Personal Services Contract (US/TCN PSC) – Senior Acquisition and Assistance Specialist

Dear Prospective Applicants:

The United States Government, represented by the United States Agency for International Development Mali, is seeking applications from qualified individuals interested in providing Personal Services Contractor (PSC) services as described in this solicitation.

Applicants must be in accordance with Attachment 1 of this solicitation.

Incomplete or unsigned applications will not be considered. Applicants should retain copies of all offer materials for their records.

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

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

Sincerely,
DOUGLAS WILLIAM
QUIGGLE (affiliate)
Douglas Quiggle
Supervisory Executive Officer (CO)
I. GENERAL INFORMATION

1. SOLICITATION NO.: 72068820R00005

2. ISSUANCE DATE: 5/19/2020

3. CLOSING DATE AND TIME FOR RECEIPT OF OFFERS: 6/18/2020 at 17:00 GMT

4. POINT OF CONTACT: HR Unit, email at bamakoaidmalipsc@usaid.gov

5. POSITION TITLE: Senior Acquisition and Assistance Specialist

6. MARKET VALUE: $78,681 - $102,288 equivalent to GS-13

   Final compensation will be negotiated within the listed market value (GS-13 grade range). Candidate’s work experience and educational background would be considered. Salaries over and above the top of the pay range will not be entertained or negotiated.

7. PERIOD OF PERFORMANCE: The base period will be for two years, estimated to start on December 2020, however, immediate upon receipt of Security/Medical clearances. Based on Agency need, the Contracting Officer may exercise additional option periods for three years for the dates estimated as follows:

<table>
<thead>
<tr>
<th>Period</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Period</td>
<td>o/a December 2020 to December 2022</td>
</tr>
<tr>
<td>Option 1</td>
<td>o/a December 2022 to December 2023</td>
</tr>
<tr>
<td>Option 2</td>
<td>o/a December 2023 to December 2024</td>
</tr>
<tr>
<td>Option 3</td>
<td>o/a December 2024 to December 2025</td>
</tr>
</tbody>
</table>

   The exercise of OPs will be pursuant to the FAR 52.217-9, therefore the total duration of this contract, including OP, will not exceed five years.

8. PLACE OF PERFORMANCE: Bamako, Mali (with possible travel as stated in the Statement of Duties).

   Mali is considered by the U.S Government as an Adult EFMs (age 21 and over) only post, with 25% danger pay & 30% post differential salary supplement.


   In accordance with ADS 309.3.1.4, the CO decides to issue this combined solicitation open to eligible US/TCN PSCs. Therefore, the preference will be given to offers received from USPSC candidates and who will also be evaluated first; TCNPSC offerors will only be considered if there are no qualified USPSC candidates available.

10. SECURITY LEVEL REQUIRED: The successful applicant will be required to obtain a “Secret” Clearance (if a USPSC) or a Facility Access security clearance (if a TCNPSC).

11. STATEMENT OF DUTIES:

   A. General Statement of Purpose of Contract

   The Office of Acquisition and Assistance (OAA) plays a pivotal role in the successful execution of USAID/Mali Development Goals and Objectives through the planning, solicitation, award and administration of contracts and agreements. OAA staff includes a stationed and warranted Contracting/Agreement Officer (CO/AO) and Cooperating Country
Nationals (CNN), all of whom work with the technical teams to develop, award and administer programs. This Senior Acquisition and Assistance Specialist (US/TCNPS) is the primary assistant and team leader to the Contracting Officer assisting USAID/Mali Development Objective Teams (DOTs) with achieving implementation results and DO goals and objectives. The incumbent works independently on activity design and implementation of A&A assignments, and is responsible for a wide range of A&A actions of all types. The incumbent must be able to apply professional procurement skills for any sector, program and will be expected to fulfill a leadership, training and supervisory role for USAID/Mali CCN employees. The incumbent is also required to work with multiple U.S. and host government entities and cross-cultural issues.

The Senior Specialist is a key assistant to the Contracting/Agreement Officer and team leader for specific acquisition and assistance actions within the Mali Office of Acquisition and Assistance. The Incumbent is a crucial player for assisting USAID/Mali Office of Acquisition and Assistance. The incumbent is readily able to apply comprehensive US Government contracting experience (either directly or via private industry experience performing US Government contracts at the prime and/or subcontract level) to a full range of Acquisition and Assistance challenges. The incumbent does this by applying high-level Acquisition and Assistance knowledge, skills and abilities while working as independently as possible on activity design and implementation related to Acquisition and Assistance assignments.

Responsibilities involve a wide range of Acquisition and Assistance actions, including a preponderance of complex actions, e.g., term, award fee or completion cost type contracts, task orders, international and interagency agreements, grants and cooperative agreements. The incumbent is responsible for all pre-award and post-award functions involving highly complex negotiated procurements of significant importance to the Agency. Requirements of the contracts, grants, cooperative agreements, and inter-agency agreements are typically highly specialized and involve complex systems or sensitive international programs. USAID/Mali has a varied and complex country program having multi-million-dollar Acquisition and Assistance actions, very complex multi-sector programs with numerous projects, high funding levels and significant infrastructure work. Besides being able to apply professional procurement skills through all manner of Acquisition and Assistance instruments, the incumbent will be expected to deal with multiple US and host government entities, and the complexities of cross-cultural business dealings.

B. Statement of Duties to be performed

The incumbent is the principal advisor for a broad range of USAID Acquisition and Assistance activities, to include high dollar, complex competitive procurement actions, but also assistance (grants and cooperative agreements), modifications, delivery and purchase orders, interagency agreements and supply schedule or other related actions. The incumbent exercises leadership skills in conducting technically proficient procurement and assistance, fully complying with all relevant laws, regulations and procedures and performed in a positive, team and customer-oriented manner. The incumbent has a formal decision-making authority in the many aspects of the broad areas of acquisition and assistance.

B.1. Pre-Award Expertise and Services

The incumbent performs or directs all actions required to conceptualize, plan, solicit, negotiate and award many kinds of acquisition and assistance actions of varying complexity. Conducts Acquisition and Assistance planning and subsequent pre-award activities fully supportive of USAID's strategic and special objectives and related results expectations and requirements.

a. S/He fully understands performance-based Acquisition and Assistance principles with a
resulting capability to meld Acquisition and Assistance services into specific contributions to appropriate USAID objectives and lower level indicators, outputs and inputs.

b. S/He organizes, directs, conducts and/or coordinates pre-bid/pre-proposal conferences for complex procurement actions, especially construction or architect-engineering actions, but also for complicated services and commodities. Ensures the proper establishment of requirements for bid and/or performance bonding in applicable requests for proposals.

c. S/He reviews requests for Acquisition and Assistance actions (to include consulting on scope of work or program description documents), and manages the Acquisition and Assistance process whereby the comprehensive requirements of the Federal and USAID Acquisition Regulations (FAR and AIDAR), Contract Information Bulletins (CIBs), Acquisition and Assistance Policy Directives (AAPDs), Procurement Executive Bulletins (PEBs), Code of Federal Regulations (CFR), Office of Management & Budget Circulars (OMB Circulars), Automated Directive System (ADS), etc., are used to competitively, (or when justified, via other means), proceed through the entire offer/application solicitation process.

The incumbent must manage the technical and cost/price evaluation process plus subsequent negotiation processes in all actions (competitive or otherwise) to arrive at business management-appropriate instruments, including grants and cooperative agreements, etc. This includes completing fully documented files with certifications, negotiation memoranda reflecting complete explanations for Contracting Officer decision rationales, a comprehensive record of commitments and obligations of the parties. Finally, the incumbent manages the award process from beginning to conclusion with fully executed contract or assistance documents.

d. S/He develops long-range plans for new or complex programs. Responsible for procurement planning activities in assigned organizations, which may include reviewing and clearing project papers and representing OAA at program planning meetings. Identifies within assigned major program(s) those significant subsystems, components, equipment and services to be acquired by contract, grant or cooperative agreement or Inter-agency Agreement. Develops objectives for the program in terms of competition and price range, and constructs the contractual or assistance vehicle, which includes the use of pricing arrangements, subcontracting policy, set-aside polices, and similar considerations. Prepares and maintains current acquisition plans, appropriate milestone charts, and related schedules and keeps OAA management informed of anticipated workload demands. Anticipates problems and provides advice to project personnel on effective implementation and time frames required. Serves on project review committees.

e. S/He serves as advisor to program officials in project planning meetings, advises program officials of the procurement instruments to be used and assists in the preparation of statements of work. The incumbent provides guidance and training to new project/technical staff on USAID regulations and FAR requirements and collaborates in the development of evaluation criteria.

B.2 Post-award Expertise and Services.

The incumbent performs all actions required to administer the complete variety of Acquisition and Assistance instruments from contractor/recipient mobilization through to closeout. S/he relies on a comprehensive mastery of the Country Development Cooperation Strategy, FAR, AIDAR, ADS, CFR, OMB Circulars and other procurement/assistance guidance sources to conduct output-based administration which enhances achievement of the Mission's program and assures timely delivery of the purchased supplies and/or services.
a. S/He exercises a proactive role during the administration phase to include coordinating with technical, controller and legal officers, conducting meetings and conferences as required, maintaining good communications with contractors, recipients and grantees, interpreting contract or award provisions, and negotiating and finalizing instrument modifications when warranted.

b. S/He coordinates special requirements with other US Government offices and agencies, including the Office of Inspector General (OIG), Defense Contract Audit Agency (DCAA), General Accounting Office (GAO), and Small Business Administration. S/he ensures that the results contractually required are documented and that Acquisition and Assistance actions are properly closed out, to include final audits, resolving indirect cost matters and preparing any needed final modifications. Responds to Freedom of Information Act requests.

c. The incumbent provides backstopping services to the field regional personnel by advising on resolution of special procurement problems associates with waiver requests, expediting of deliveries, apparent overlapping of responsibilities, and resolution of claims. S/he conducts in-depth compliance review and evaluation of complex, unusual, or unprecedented contract actions requiring higher-level approval.

d. S/He is responsible for contract administration sufficient to ensure contract terms and conditions are met and that the contractor delivers the required goods or services in a timely manner to achieve the objectives of the Agency's projects and programs. Responsibilities typically include periodic site visits, approval of changes to incremental funding, preparation of rate and cost adjustments, redirection of level of effort, coordination of time extension, incorporation of change orders, preparation of stop work orders, sub-awards consents, approval of key personnel, equipment purchases, property disposition reviews and approvals, preparation of cure notices or show cause letters, and contract closeout. S/he advises technical office counterparts and contractors on their administration responsibilities contained in the contract. S/he evaluates the adequacy of the contractor's business management systems for areas such as personnel compensation, insurance subcontracting procedures, and results of the financial audits.

C. Development Objective (DO) Team Membership and Support Services.
The incumbent serves on one or more DO Teams and/or provides support to the AA Office. Collegially, s/he represents the Office of AA viewpoint with the objective of having all team members fully understand and appreciate the key nature of the procurement and assistance function, how to obtain needed services or assistance to meet DO time schedules, as well as the statutory and procedural requirements established by Federal and USAID authorities for the purpose of protecting the US Government's best interests.

D. Mission Support Services.
The incumbent provides crucial knowledge of the international and local contractor and NGO community via consultation and advice to Senior Mission Management. S/he establishes and maintains an authoritative Mission presence to include travel and provision of consultative advice on Acquisition and Assistance policies and procedures to external groups (e.g., other USG agencies, Non-Government Organizations (NGOs), public international organizations (PIOs), for-profit contractors, other donors, etc.).

a. S/He serves as a key trainer and advisor for Cooperating Country National (CCN) Acquisition and Assistance staff, providing advice, training and support for CCNs. The training/mentoring will be broad-based, to include job- specific technical training, informal day-to-day training and sharing of experience-based knowledge. The incumbent will counsel on consensus-building in a team environment, and methodology on professional
conflict resolution technique.

b. S/He responds to protests and audits findings and recommendations by researching and developing necessary analysis, documentation, and history of the awards. Works with the Regional Legal Officer in preparing the mission’s position and provide assistance to the Contracting/Agreement Officer to support the Government's defense on protests to the GAO, and programmatic and financial audits conducted by OIG and GAO.

E. Supervisory relationship
The incumben works closely with all members of OAA and reports directly to Contracting/Agreement Officer. S/he is directly supervised by the Contracting/Agreement Officer or his/her designee, who makes assignments by defining objectives, priorities, and deadlines. Under the administrative oversight of the Contracting/Agreement Officer the employee independently plans his/her work; carries out successive steps of assignments; handles problems and/or deviations that arise in accordance with instructions, policies, and guidelines; and, refers new or controversial issues to the supervisor for direction. The supervisor reviews work products from an overall standpoint in terms of feasibility, compatibility with other works, or effectiveness in meeting requirements.

F. Supervisory Controls
S/He serves as a key trainer and advisor for Cooperating Country National (CCN) Acquisition and Assistance staff, providing advice, training and support for CCNs. The training/mentoring will be broad-based, to include job-specific technical training, informal day-to-day training and sharing of experience-based knowledge.

The incumbent must be able to apply professional procurement skills for any sector, program and will be expected to fulfill a leadership, training and supervisory role for USAID/Mali CCN employees.

In accordance with ADS 309.3.3.2, if a third country national (TCN) is selected for award, during the period of this contract, the TCN personal services contractor must provide, at 2 years of training to cooperating country nationals (CCNPSC) designated by USAID/Mali. The PSC Supervisor will establish a training plan including an estimate of the time required for that training and its beneficiaries, with benchmarks to measure the TCNPSC’s progress toward achieving this training deliverable.

12. PHYSICAL DEMANDS:
The work requested does not involve undue physical demands. The incumbent works in an office environment and must follow U.S. Embassy regulations regarding safety and precautions, including security rules from the Regional Security Office and participation in drills.

II. MINIMUM QUALIFICATIONS REQUIRED FOR THIS POSITION
In order to be considered for the position, a candidate must meet the Minimum Qualifications. USAID/Mali reserves the right to conduct interviews with the most highly ranked applicants and make the interview a deciding factor in selection. Applications will be pre-screened and only those that meet the Minimum Qualifications will be considered. These are the position minimum qualifications used to determine which offers must be rejected, and which can advance to evaluation:
a) A **Bachelor's degree** in one of the following fields: accounting, business, management, finance, law, or economics. The Bachelor’s degree should include at least 24 semester/36 quarter hours in any combination of the following fields: accounting, business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management. (*Educational requirement must be met at the time of application for the subject position*).

b) **At least eight years of previous employment** oriented to actions in the acquisition and assistance with U.S. government department or agencies or other international development organizations field is required. (*Work experience requirements must be met at the time of application for the subject position*).

c) **Language** - Fluent English (spoken/written) is required and ability to demonstrate writing, presentation and communication skills in French (or FSI S2/R2 level) is required.

d) Demonstrated **skills & abilities** to:
   1. Work independently, manage competing due dates, and/or manage a complex negotiation, to apply professional procurement skills for any sector, program
   2. Fulfill a leadership, training and supervisory role,
   3. Apply comprehensive U.S. Government contracting experience (either directly or via private industry experience performing U.S. Government contracts at the prime and/or subcontract level) to a full range of acquisition and assistance challenges,
   4. Apply professional procurement skills through all manner of acquisition and assistance instruments,
   5. Deal with multiple U.S. and host government entities, and the complexities of cross-cultural business dealings.

e) **Be a United States Citizen OR**
   **Be a Third Country National Personnel Service Contractor (TCNPSC)**
   “Third Country National” means an individual: (1) Who is neither a citizen nor a permanent legal resident alien of the United States nor of the country to which assigned for duty (Mali), and (2) Who is eligible for return to his/her home country or country of recruitment at U.S. Government expenses.

f) Submit a **complete application package** including degrees, diplomas, certificates and other pertinent documents as outlined in the section titled APPLYING & INSTRUCTIONS TO APPLICANTS.

The offeror must not be listed as an excluded party in the System for Award Management (SAM.gov).

**III. EVALUATION AND SELECTION FACTORS**

The Government may award a contract without discussions with offerors in accordance with FAR 52.215-1. The CO reserves the right at any point in the evaluation process to establish a competitive range of offerors with whom negotiations will be conducted pursuant to FAR 15.306(c). In accordance with FAR 52.215-1, if the CO determines that the number of offers that would otherwise be in the competitive range exceeds the number at which an efficient competition can be conducted, the CO may limit the number of offerors in the competitive range to the greatest number that will permit an efficient competition among the most highly rated offers. FAR provisions of this solicitation are available at [https://www.acquisition.gov/browse/index/far](https://www.acquisition.gov/browse/index/far).

USAID policy specifies that U.S. citizens or resident aliens (USNs) are preferred over third country nationals (TCNs). Therefore, USN and TCN offers will not be evaluated together. USAID will
evaluate USN offers first and if the CO determines that there are no qualified USNs, only then will USAID evaluate TCN offers.

The Evaluation Factors listed will be the basis for evaluating and ranking applicants for the position. Only finalists will be contacted by USAID/Mali with respect to their applications. Applicants must submit a supplemental document outlining their responses to the evaluation factors in order to be considered. USAID/Mali reserves the right to interview only the highest ranked applicants in person or by phone OR not to interview any candidate.

**Factor #1: Knowledge (30 points)**
In 1000 words or less, Outline how you have demonstrated your knowledge in Acquisition and Assistance; provide examples of your success in one or more of the position’s responsibilities: planning, solicitation, analysis of proposals, award negotiation, cost and price analysis, etc.

**Factor #2: Experience (35 points)**
In 500 words or less, outline how you have demonstrated an ability to work independently, manage competing due dates, and/or manage a complex negotiation.

**Factor #3: Education/Continuous Learning/Training (10 points)**
In 500 words or less, outline how you applied what you learned in formal education to the workplace, compared to what you have learned through on-the-job experience.

**Factor #4: Writing, presentation and communication – Language (10 points)**
In less than 500 words, outline the extent to which you will meet or exceed the required oral and written language ability set forth above. The summary statement and writing sample submitted will be considered in scoring this factor.

**Factor #5: Supervisory Experience (15 points)**
In 500 words or less, outline how you will be able to apply professional procurement skills for any sector, program and to fulfill a leadership, training and supervisory role for USAID/Mali CCN employees.

Total Possible Points: 100

After the closing date for receipt of applications, a committee will convene to review applications that meet the minimum requirements and evaluate them in accordance with the evaluation criteria. Applications from candidates who do not meet the minimum requirements will not be scored. As part of the selection process, finalist candidates will be interviewed. Reference checks will be made only for applicant considered as successful and suitable for the position.

Satisfactory Professional Reference Checks – Pass/Fail (no points assigned)

**Note:** Due to the high volume of applications we receive for each role, we will only contact candidates who are being considered.
IV. SUBMITTING AN OFFER

All offers must be submitted by e-mail with the subject line SOL: 72068820R00000
- Senior Acquisition and Assistance Specialist to bamakoidmalipsc@usaid.gov

Attention: Executive Office
Human Resources Section
USAID/Mali

Qualified applicants must submit the following documents in English, or their application will not be considered for this position:


2. Cover Letter (not more than 2 pages).

3. Her/his resume or most current curriculum vitae (CV) - The CV/resume must contain enough relevant information to evaluate the application in accordance with the stated evaluation criteria.

4. Supplemental document with written responses to the evaluation factors describing specifically what experience, training, education, etc., the applicant has received relevant to each selection criteria (maximum 3 pages).

5. Applications must be received by the closing date and time specified in this solicitation to USAID/Mali PSC applications mail Box at bamakoidmalipsc@usaid.gov

6. Offeror submissions must clearly reference the number of this Solicitation to ensure the offer is for the position in this Solicitation.

7. List of minimum three (3) professional references who are not family members or relatives, with complete name, title, organization where he/she works, description of relationship, with working/accurate telephone and e-mail numbers. The applicant’s references must be able to provide substantive information about his/her past performance and abilities. USAID/Mali reserves the right to obtain from previous employers, relevant information concerning the applicant’s past performance and may consider such information in its final decision. At least one reference must be from a current or former supervisor (1 page).

V. LIST OF REQUIRED FORMS

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

(a) Security Clearance Investigation (Form AID 6-1)
(b) Medical History and Examination (Forms DS-6561)
(c) Medical clearance - Contractor Physical Examination (AID Form 1420-62)
(d) Questionnaire for Sensitive Positions for National Security (SF-86), or
(e) Questionnaire for Non-Sensitive Positions (SF-85)
(f) Fingerprint Card (FD-258)
(g) Employment Eligibility Verification form (I-9)
VI. BENEFITS AND ALLOWANCES
As a matter of policy, and as appropriate, a PSC is normally authorized the following benefits and allowances in accordance with AIDAR Appendix D – Appendix J and other relevant Agency and Mission policies:

1. BENEFITS (if applicable)
   (a) Employer’s FICA & MEDICARE
   (b) Contribution toward Health & Life Insurance
   (c) Pay Comparability Adjustment
   (d) Annual Increase (pending a satisfactory performance evaluation)
   (e) Eligibility for Worker's Compensation
   (f) Annual & Sick Leave

2. ALLOWANCES (if applicable or when Eligibility Requirements are met)

   Section numbers refer to rules from the Department of State Standardized Regulations (Government Civilians Foreign Areas), available at https://aoprals.state.gov/content.asp?content_id=282&menu_id=101

   (a) Temporary Lodging Allowance (Section 120)
   (b) Living Quarters Allowance (Section 130)
   (c) Cost of Living Allowance (Chapter 210)
   (d) Post Allowance (Section 220)
   (e) Separate Maintenance Allowance (Section 260)
   (g) Education Allowance (Section 270)
   (h) Education Travel (Section 280)
   (i) Post Differential (Chapter 500)
   (j) Payments during Evaluation/Authorized/Ordered Departure (Section 600)
   (k) Danger Pay Allowance (section 650)

Note: Standardized Regulations (Government Civilian Foreign Areas) based on the type of appointment and Mission Policy. For TCNPSC, benefits and/or allowances out the LCP, are applicable as specifically approved by the Mission Director per AIDAR Appendix J, sec. 4(c)(2)(ii).

VII. TAXES

It is the responsibility of the selected candidate to abide by the tax regulations. USPSCs are required to pay Federal income taxes, FICA, Medicare and applicable State Income taxes.

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

USAID regulations and policies governing USPSC awards are available at these sources:

<table>
<thead>
<tr>
<th>ITEM No. (A)</th>
<th>SUPPLIES/SERVICES (DESCRIPTION) (B)</th>
<th>QUANTITY (C)</th>
<th>UNIT (D)</th>
<th>UNIT PRICE (E)</th>
<th>AMOUNT (F)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0001</td>
<td>Base Period - Compensation, Fringe Benefits and Other Direct Costs (ODCs) - Award Type: Cost - Product Service Code: R497 - Accounting Info: 688PROGRAM</td>
<td>1</td>
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<td>$TBD</td>
<td>STBD at Award after negotiations with Contractor</td>
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4. AAPD 06-10 – PSC MEDICAL PAYMENT RESPONSIBILITY

5. AAPD 15-02 – Authorization of Family and Medical Leave for U.S. Personal Services Contractors (USPSCs) AAPD

6. AAPD 18-02 - Medical Evacuation (MEDEVAC) Services AAPD

7. 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,” 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)

**EQUAL EMPLOYMENT OPPORTUNITIES:**

USAID is an equal employment opportunity/affirmative action employer and provides equal opportunity and fair and equitable treatment in employment to all people. All qualified offerors will be considered regardless of age, race, color, sex, creed, national origin, lawful political affiliation, non-disqualifying disability, marital status, sexual orientation, affiliation with an employee organization, or other non-merit factor.

~End of Solicitation~