



**Issuance Date:** March 18, 2015  
**Deadline for Submission of Questions:** April 8, 2015 (5:00 p.m Bogota, Colombia Local Time)  
**Closing Date for Application Submission:** May 19, 2015 5:00 PM Bogota, Colombia local time

**Subject:** Request for Applications (RFA) 514-15-000009 USAID Reintegration and Prevention of Recruitment program

Ladies and Gentlemen:

The United States Agency for International Development (USAID) Mission in Colombia is seeking applications from qualified U.S. and non-U.S. organizations and institutions for an Assistance Agreement to provide funding in support of a program to support the Reintegration and Prevention of Recruitment program

Subject to the availability of funds, USAID intends to provide funding between \$20,000,000 and \$24,000,000 to be allocated over a 3 years period. USAID reserves the right to fund any or none of the applications submitted in response to this RFA.

The program will be implemented through a cooperative agreement subject to the requirements outlined in this Request for Applications (RFA). In accordance with the Federal Grants and Cooperative Agreement Act, USAID encourages competition in order to identify and fund the best possible application to achieve program objectives. Therefore, the Recipient will be responsible for ensuring achievement of the program objectives as described in the Program Description. Please refer to the Program Description in Section I for a complete statement of goals and expected results. The Applicant must submit an application by the closing date and time listed at the top of this cover letter. Applications must be directly responsive to the terms and conditions of this RFA. To be eligible for award, the applicant must provide all required information in its application, including all the requirements found in any attachments/annexes to this RFA.

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

The Mandatory and Optional Standard Provisions which will be selected for inclusion in the award, based on the applicability of each provision, can be accessed by clicking on the following hyperlink <http://www.usaid.gov/policy/ads/300/303may>.

This RFA consists of this cover letter and the following:

Section I	Program Description
Section II	Federal Award Information
Section III	Eligibility Information
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Annex A	Standard Provisions
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Annex C	Cost Application Forms
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For the purposes of this RFA, the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer".

Any clarification questions concerning this RFA should be submitted in writing to Curtrice Dorsey, Agreement Officer, via e-mail at [cdorsey@usaid.gov](mailto:cdorsey@usaid.gov) copy to Nubia Farfan , Acquisition and Assistance Specialist at [nfarfan@usaid.gov](mailto:nfarfan@usaid.gov) by the date and time listed at the top on this cover letter. The e-mail transmitting the questions must reference the RFA number and title on the subject line of the e- mail.

Electronic submission of applications is required. The Applicant must submit the application in two separate parts: (a) technical, and (b) cost or business application. Applications must be sent via email to Curtrice Dorsey, Agreement Officer, via e-mail at [cdorsey@usaid.gov](mailto:cdorsey@usaid.gov) with a copy to Nubia Farfan, Acquisition and Assistance Specialist at [nfarfan@usaid.gov](mailto:nfarfan@usaid.gov). Telegraphic or fax applications are not authorized for this RFA and will not be accepted.

Award will be made to the responsible applicant(s) whose application(s) offers the best value to the U.S Government. Issuance of this RFA does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for costs incurred in the preparation and submission of an application. In addition, final award of any resultant cooperative agreement(s) cannot be made until funds have been fully appropriated, allocated and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant. Should circumstances prevent USAID from making an award, all preparation and submission costs are at the applicant's expense.

Sincerely,



Curtrice Dorsey  
Deputy Agreement Officer

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## SECTION I – PROGRAM DESCRIPTION

### 1. PROGRAM DESCRIPTION

#### A. Acronym List

GOC	Government of Colombia
ICBF	Instituto Colombiano de Bienestar Familiar (Welfare Institution)
CDCS	Country Development Cooperation Strategy
CORE	Community-Oriented Reintegration of Ex-Combatants
CHS	Child Soldiers
ELN	Ejército de Liberación Nacional (Armed Group)
FARC	Fuerzas Armadas REvolucionarias de Colombia (Armed Group)
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
ADS	Agency Directive System
AAPD	Acquisition and Assistance Policy Directive
CIB	Contract Information Bulleting
AO	Agreement Officer
AOR	Agreement Officer Representative
DDR	Demobilization, Disarmament and Reintegration
OVP	Officer of Vulnerable Population

#### B. Introduction

The United States Agency for International Development in Colombia (USAID/Colombia) Country Development Cooperation Strategy (CDCS) goal is to support Colombia to be more capable of successfully implementing a sustainable and inclusive peace. To achieve this goal, USAID will work with the Government of Colombia (GOC), the private sector, and civil society organizations to strengthen institutions that provide services to conflict victims and support the social and economic reintegration of former combatants into society, as well as to promote efforts to help Colombians as a whole heal from the conflict by acknowledging the truth and suffering of the past. This healing will be achieved through mechanisms for truth-telling, justice, reparations, restoration of relationships and socio-economic inclusion, with special attention to the needs of women and ethnic communities.

To contribute to this overall goal, one focus of the Office of Vulnerable Populations (OVP) is to ensure that “reconciliation is advanced among victims, ex-combatants and other citizens.” Building on past experiences and lessons learned, USAID will support the GOC to develop and provide services that foster sustainable social and economic reintegration of ex-combatants and disengaged children.

#### **Theory of Change**

USAID/Colombia’s theory of change linking this activity to the four proposed objectives is: If motivations and incentives for violence and participation are changed among disengaged child soldiers and ex-combatants to mitigate recidivism, and community members are engaged in the reintegration process, then ex-combatants are more likely to become law-abiding members of society accepted by their communities. This theory of change is based on the assumption that successful reintegration will be achieved not only through a focus on adults and child ex-combatants, but also through inclusion of community members in the reintegration process. As noted above, such an approach directly links to OVP’s development objective

of advancing reconciliation among victims and ex-combatants, and contributes to the overall CDCS objective.

This description details the background considerations relating to the Colombian context, defines the activity's main objectives, territorial scope, results expected, suggests performance indicators for monitoring and evaluation purposes, and identifies several considerations related to peace building and conflict dynamics in the targeted regions.

Please note that the terms of or any agreement that outlines the reintegration process will be led by the GOC, which has already demonstrated a high level of capacity to implement such efforts. The applicant will therefore work in a support capacity in collaboration with USAID and the GOC institutions responsible for implementing demobilization, disarmament and reintegration (DDR) efforts. The implementer will need to have a flexible but effective approach that is responsive to the needs of the GOC at the initial phase and throughout the reintegration process.

### **C. Background**

Colombia's decades-long internal armed conflict has left many parts of the country devastated, its central and local governmental institutions weakened, and its most vulnerable populations in economically and socially precarious positions. There are more than seven million registered victims of the conflict, including almost six million displaced persons. In addition to the conflict, violence driven by illegal activities has been rampant. Women and members of ethnic minority groups have borne a disproportionate share of the violence. Reconciliation among victims, former combatants, and society in general is critical to achieving the national healing required to obtain a sustainable peace.

On September 4, 2012, President Santos announced the signing of a General Agreement for the Termination of the Conflict between the Government of Colombia and the *Fuerzas Armadas de Colombia* (FARC by its acronym in Spanish); setting in motion the fourth official peace talks with this group. The agenda includes: 1) rural development; 2) the guarantee of functional political opposition and civic participation; 3) the end of the conflict (laying down arms and reintegration into civilian life); 4) illegal drugs; 5) rights of victims; and 6) implementation and verification. Preparatory talks began in Oslo on October 17, 2012 and substantive dialogues, in Havana, began on November 19, 2012. The parties have already reached agreements on rural development, political participation and illegal drugs.

On June 10, 2014, the GOC announced that exploratory talks with the *Ejército de Liberación Nacional* (ELN by its acronym in Spanish) were also taking place to define an agenda for peace talks. These initial meetings began in January 2014, and the issues of victims and societal participation are anticipated to be the first two agenda points. The GOC and ELN will release information on the progress of the exploratory talks as it evolves.

Based on the current nature of the negotiating agenda, it is expected that the resulting agreements will restructure Colombia's existing DDR process, generating new institutional and social challenges.

Through USAID/Colombia's CDCS, the mission is prepared to support the GOC to address new demobilization, reintegration, and reconciliation challenges, with a special emphasis on building a durable, sustainable peace.

Current USAID-funded reintegration programs end in 2015, and include the Disengaged Child Soldiers and Youth at Risk of Recruitment (CHS) program and the Community-Oriented Reintegration of Ex-combatants (CORE) program. These activities have contributed greatly to the peace process, and continuing some of their objectives will be crucial to post-conflict implementation.

According to GOC statistics, estimates of uniformed combatants of the FARC range from 7,800 to 10,000, of which at least 20% (1,800) are children under 18 years old. There are wildly varying figures on the number of non-uniformed militias<sup>1</sup> and support networks. Additionally, the GOC estimates that the ELN currently has approximately 1,300 armed guerrilla members, with three thousand people believed to comprise its support networks. If and when a negotiated settlement is reached between the FARC and GOC, group demobilizations may start a few months after on a continuous, but not simultaneous, schedule. Following disarmament, FARC combatants may reside in assembly areas or cantons for a period of time.

Since the recruitment of children is a war crime, there are implications for the FARC's chances for legal leniency. Some analysts fear that the FARC will follow the paramilitaries' decision to release children secretly. A back-door exit makes it very difficult for the GOC to find and assist these children. Others hope that the GOC will succeed in negotiating a large-scale disengagement. Under either view, it is expected that these children will return to their homes or nearby municipalities, mostly rural, or opt to resettle in areas selected by their commanders. Given that the Colombian Family Welfare Institute (ICBF by its acronym in Spanish) has assisted over 5,400 disengaged children in the last 14 years (and 1,100 over the last four years), it is evident that the addition of 1,800 children over a short-period of time will put enormous strain on existing capacity.

USAID believes that by making reparations to victims of the conflict pursuant to Colombian law, integrating ex-combatants and former child soldiers into society, preventing recidivism and recruitment into criminal gangs and illegal armed groups, reducing levels of gender-based violence, fostering inclusion of ethnic communities and telling the truth about the conflict, Colombia will be more able to come to terms with the past and transform the future with a more inclusive, peaceful vision for a society moving beyond labels of "victims" or "perpetrators."

#### **D. General Description of the Program**

The United States Agency for International Development in Colombia (USAID/COLOMBIA) is soliciting responses to a Request for Applications (RFA) to support the Government of Colombia (GOC) to develop and provide services that foster sustainable social and economic reintegration of adult ex-combatants and disengaged children from illegal armed groups and prevent recruitment into such illegal armed groups.

This three-year Program aims to support the GOC reintegration approaches in line with the ongoing negotiations between the GOC and the Revolutionary Armed Forces of Colombia (FARC) and/or the National Liberation Army (ELN).

The Program should directly improve the capacity of GOC institutions tasked with reintegrating demobilized combatants, rehabilitating former child soldiers, and preventing recruitment of children and adolescents through technical assistance and support. Their reintegration into society will help to prevent recidivism and recruitment into criminal gangs or illegal armed groups, and promote the healing process.

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<sup>1</sup> Militias are not reflected in this document because there is too much uncertainty as to their status and eligibility for services following a negotiated settlement. Some analysts believe that militias will not be made visible in the process, leaving them in place to continue carrying out military operations of the FARC to achieve political gains or advance key interests. In any event, decisions on the status of the militias in a post-conflict scenario are subject to the ongoing negotiations.

## E. Objectives

### **The Program will have four objectives:**

- (1) Provide strategic technical assistance to support the early reintegration efforts of the GOC during the demobilization roll-out phase — including support to national and/or international verification initiatives;
- (2) Support the GOC implementation of strategies for prevention of recruitment of children and re-recruitment of adults and children in conflict affected areas, including linking services of the National Family Welfare System (ICBF) and the Colombian Agency for Reintegration (ACR) (and/or any equivalent GOC entity) to private sector initiatives in rural and urban areas;
- (3) In alliance with the public and private sector, support GOC efforts to advance legal processing and service delivery to ex-combatants and disengaged children in rural and urban conflict areas in a participatory, tailored and community-focused manner; and
- (4) Support GOC knowledge management, information systems and communication efforts to support the clarification of judicial status of ex-combatants, with special emphasis on reintegration processes.

### **OBJECTIVE 1: Provide strategic technical assistance to support the early reintegration efforts of the GOC during the demobilization roll-out phase —including support to national and/or international verification initiatives.**

*(Note: Depending on the GOC approach to verification, the applicant may need to support verification initiatives as well as maintain the flexibility to support new initiatives that may be needed as a result of the ongoing peace process).*

Objective 1 Problem Statement: Over the past thirty years Colombia has successfully implemented a wide range of reintegration models with different illegal armed groups. Yet, the nature of current negotiations continues to evolve and may require a more comprehensive and, potentially, complex set of agreements and reintegration models. There may also be a need to increase inter-institutional coordination to streamline the DDR processes offered by the national GOC entities in close coordination with local authorities. Oversight of implementation and service delivery by the responsible GOC agency(ies) to former combatants and receptor communities is essential. A neutral impartial third party to transparently verify, monitor and inform the progress of the implementation of the peace agreement is also an important element of the ongoing negotiations, and this Program should be positioned to support the verification process.

Conflict considerations: In the event of a signed peace agreement, it is anticipated that the roll out stage of demobilization efforts will be accompanied by a parallel communication strategy that not only explains the reintegration process to the Colombian public, but includes participation from rural communities that will be most impacted by the return of ex-combatants. Engaging the public early in the process will not only help build broad support for the GOC's reintegration program, but also serve as an opportunity to mitigate any potential concerns in key communities.

### Objective 1 Expected Results

- (1) GOC's capacity to rapidly roll out early reintegration activities increased;
- (2) GOC efforts in verifying and overseeing the DDR process supported; and
- (3) GOC's ability to process all information of demobilized ex-combatants accurately and in a timely manner increased.

Measure of success for Objective 1: When an agreement is signed between illegal armed group(s) and the GOC, the GOC will have the needed capacity to implement reintegration activities throughout the DDR process that reflect the legal framework.

*The following listed activities and indicators are not intended to limit the types of activities that can occur in the different phases of project implementation. In addition to the mentioned activities and indicators, the applicant is encouraged to propose innovative approaches and additional indicators needed to achieve the desired results.*

Illustrative Activities for Objective 1:

- Provide support in identifying critical needs for preparing and implementing large scale reintegration processes of the FARC and/or other illegal armed groups.
- Provide flexible support to the GOC to launch a community focused socio-economic reintegration program for ex-combatants.

Illustrative Indicators for Objective 1:

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- |   |
|---|
| <ul style="list-style-type: none"><li>- <b>Number of GOC initiatives to support preparedness for reintegration implemented.</b></li><li>- <b>Number of reintegration activities supported (fast track).</b></li><li>- <b>Inter-institutional coordination improved.</b></li></ul> |
|---|

**OBJECTIVE 2: Support the GOC implementation of strategies for the prevention of recruitment of children and re-recruitment of adults and children in conflict affected areas, including linking services of the National Family Welfare System and the Colombian Agency for Reintegration (and/or any equivalent GOC entity) to private sector initiatives in rural and urban areas.**

Objective 2 Problem Statement: Young adult ex-combatants and children are at particular risk of recruitment by illegal armed groups and criminal gangs. The Inter-Institutional Committee for Prevention and Use of Children and Adolescents (CIPRUNA) has refined the criteria provided by the Policy CONPES 3673 issued in 2010, which defines the core risk factors in recruitment of children and adolescents (CH&A). The major risk factors identified include the presence of armed groups in local communities, diverse forms of violence and exploitation against CH&A, institutional weakness, and lack of recognition of CH&A as people with rights.

Recidivism or “re-recruitment” of demobilized ex-combatants is also a concern. In fact, a recent study shows that 24% of adult ex-combatants have engaged in activities that are considered to be “re-offenses”. Factors for recidivism include the presence of illegal armed groups and the persistence of illegal economies, lack of economic opportunities and the psychosocial dynamics inherited from dysfunctional homes and under-served poor and remote areas.

Conflict considerations: In order to mitigate recidivism among ex-combatants and reduce the incentive for demobilized populations to rejoin other illegal armed groups or remain linked to illicit activities, it is crucial to promote comprehensive, holistic interventions that merge social and economic reintegration. Providing assistance to ex-combatants has the potential to exacerbate longstanding grievances between victims of the conflict and reintegrated populations if it is done in a way that appears to unfairly benefit one group. There is also potential friction with citizens in communities that are not necessarily victims, but have been historically poor and marginalized. Therefore, it is essential that both victims and ex-combatants participate and benefit from the reintegration process to ensure that these incentives “do no harm.”

Objective 2 Expected Results:

- (1) Recruitment of children and re-recruitment of demobilized ex-combatants decreased, and
- (2) GOC's ability to track risk factors of recruitment at national and local levels is increased.

Measure of success: The GOC has a prevention of recruitment strategy in place and is able to measure the impact of the prevention of recruitment initiatives for adult ex-combatants and at-risk youth.

*The following listed activities and indicators are not intended to limit the types of activities that can occur in the different phases of project implementation. In addition to the mentioned activities and indicators, the applicant is encouraged to propose innovative approaches and additional indicators needed to achieve the desired results.*

Illustrative Activities for Objective 2:

- Support the GOC in providing support to youth with the highest risk for recruitment.
- Facilitate local action to prevent re-recruitment and recidivism among young adults.

Illustrative Indicators for Objective 2:

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- **% of disengaged child soldiers and adult ex-combatants that show a change in attitudes against violence and illegal activities.**
- **Number of actions by local authorities based on recruitment warnings issued.**

**OBJECTIVE 3: In alliance with the public and private sector, support GOC efforts to advance legal processing and service delivery to ex-combatants and disengaged children in rural and urban conflict areas in a participatory, tailored and community-focused manner;**

Objective 3 Problem Statement: It is anticipated that a new reintegration model may be articulated during negotiations between the FARC and GOC on the "End of the Conflict." The timely provision of adequate legal, psycho-social and economic services that provide stability to former combatants and their families might be included in these discussions. Effective and comprehensive service delivery and solid coordination with security and protection agencies will help prevent recidivism and be crucial in moving Colombia into a post-conflict state. Inclusive reintegration strategies that are respectful of age, ethnicity and gender (including LGBTI) beneficiaries are prone to speed up the interventions and generate sustainability. Of course, the private sector plays a huge role in creating economic opportunities for demobilized ex-combatants by providing jobs.

The activity will therefore consider the promotion of inclusive protocols and services that incorporate different approaches for demobilized adults and disengaged children with due consideration of their gender, age, and ethnic origin and for people with different physical and mental abilities.

It is critical that the applicant have a solid understanding of the conflict dynamics that may exist in the rural and urban communities where reintegration efforts will likely focus. Any activities supporting direct service provision for reintegrated former combatants and/or communities should include a conflict-

sensitive, *Do No Harm Approach*<sup>2</sup> to ensure, at a minimum, that any such activities do not exacerbate underlying conflict dynamics.

Conflict considerations: When development assistance is delivered in conflict environments, it can negatively or positively impact the conflict. It is important to tailor activity approaches to various levels and kinds of demobilized ex-combatants such as high-level, mid-level and rank and file combatants. A tailored approach will also be required based on one's gender, age, and ethnicity.

Objective 3 Expected Results:

- (1) The Legal Framework for Peace implemented,
- (2) GOC's ability to provide inclusive reintegration services to demobilized ex-combatants according to their age, ethnicity and gender (including LGBTI population) increased, and
- (3) Capacity of the GOC's entity responsible for providing reintegration services in rural and urban communities to demobilized ex-combatants increased.

Measure of success: At least 75% of ex-combatants will directly benefit from the legal, social and economic services of the GOC reintegration route

*The following listed activities and indicators are not intended to limit the types of activities that can occur in the different phases of project implementation. In addition to the mentioned activities and indicators, the applicant is encouraged to propose innovative activities approaches and additional indicators needed to achieve the desired results.*

Illustrative Activities for Objective 3:

- Flexible support to the GOC to adapt, design and implement large-scale programs that support reintegration of child soldiers and adult ex-combatants
- Support GOC economic reintegration strategies in-line with market needs and absorptive capacity.

Illustrative Indicators for Objective 3:

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- **Number of ex-combatants contributing to truth telling mechanisms.**
  - **Number of ex-combatants with judicial processes advanced pursuant to the legal framework for peace.**
  - **Number of mid-level commanders receiving tailored reintegration services.**
  - **Number of ex combatants who are involved in income generating activities and also law abiding after graduation.**
  - **% of child soldiers and adult ex-combatants receiving tailored services (by age, gender, ethnicity).**
  - **% of ex-combatants who feel they are accepted into their communities.**
  - **Number of reintegration routes adapted to provide services in rural areas.**
  - **Public funds leveraged attributable to new USG reintegration program (million USD)**
  - **Number of private-public partnerships (PPPs) formed**
  - **Private sector funds leveraged attributable to new USG reintegration program (USD Million)**

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<sup>2</sup> Information on CDA's *Do No Harm* Framework and Reflecting on Peace Practice can be found at: <http://cdacollaborative.org/>

**OBJECTIVE 4: Support GOC knowledge management, information systems and communication efforts to support or ensure the clarification of judicial status of ex-combatants, with special emphasis on reintegration processes.**

Objective 4 Problem Statement: Accurate and effective management of the reintegration process and those involved in it is essential to long term success of the effort. The need for a comprehensive monitoring system that allows for constructive synergies among relevant entities, but is also able to detect (and correct) bottlenecks will be important in a post-conflict Colombia. Unclear understanding of the regulations or a lack of effective implementation of the law might generate mistrust among different institutional actors and within the society at large, and in extreme cases, serve as a root of conflict.

Additionally, the Framework for Peace Decree, issued in 2012, added a new layer of legal procedures to an already complex set of laws regulating the reintegration process. The legal and quasi-legal concepts as they relate to the reintegration process and ex-combatants (increased truth and reparations to obtain reduced sentences, and guarantees of no repetition) should be communicated to Colombians to promote understanding and reconciliation among victims, former child soldiers, ex-combatants, and Colombians who were not directly exposed or affected by the conflict.

Conflict considerations: a consistent monitoring and evaluation strategy is vital to identify the impacts of the interventions supported. Inter-institutional processes can be challenging to coordinate but building on previous experience is advantageous as it can expedite legal processing of ex-combatants and reparations of victims. Further, efforts to advance truth telling processes based on collective memory will contribute to peace building and sustained results.

Objective 4 Expected Results:

- (1) Inter-institutional coordination to facilitate implementation of reintegration processes with emphasis on legal status and economic and social reintegration is increased,
- (2) The GOC's Transitional Justice Inter-institutional Database expanded, improved and available to relevant entities, and
- (3) Communication strategy and information to increases public knowledge regarding reintegration effectively disseminated.

Measure of success: The Transitional Justice Inter-institutional Database will include functional modules to reflect the existing legal framework and demobilized ex-combatants' knowledge and understanding of the reintegration process will be increased.

*The following listed activities and indicators are not intended to limit the types of activities that can occur in the different phases of project implementation. In addition to the mentioned activities and indicators, the applicant is encouraged to propose innovative approaches and additional indicators needed to achieve the desired results.*

Illustrative Activities Objective 4:

- Enhanced support to the existing Transitional Justice Inter-institutional Database to allow different GoC agencies to share information in order to better prepare for delivery of tailored services to adult ex-combatants and disengaged children.
- Provide technical assistance to adapt existing information mechanisms to reflect improved tracking of reintegration processes as may be agreed in negotiations.

Illustrative Indicators Objective 4:

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- **Number of entities that share information through the Transitional Justice Inter-institutional Database systems.**
- **Number of modules added, customized or adapted within the Transitional Justice Inter-institutional Database.**
- **Number of people who have an increased acceptance of the Legal Framework for Peace as a result of communication initiatives by the GOC.**

**F. Geographic Focus:**

Given the uncertainties of what a final agreement to end the conflict will entail, it is difficult to know which municipalities will be prioritized; therefore, USAID prefers to identify the criteria for determining the target municipalities of the activity:

- Municipalities where 75% of adult and child ex-combatants are concentrated;
- Areas at high risk of recruitment by illegal armed groups;
- Conflict affected areas in need of community conflict mitigation programs with historic presence of illegal armed groups.

The recipient should provide ongoing, on-site technical assistance at the national level and in the municipalities identified for intervention. It is expected that cooperation with other key stakeholders such as departmental governments (*departamentos*), local governments (*alcaldes*), central government entities, private sector companies, and civil society organizations will all be critical to achieving results in so far as sustainable reintegration requires their cooperation, commitments and resources..

**G. Other considerations**

Coordination with Other USAID Activities:

It is expected that the Reintegration Program will benefit and contribute to synergies of other USAID funded programs that are operating in the same municipalities.

This Program will be a continuation of ongoing USAID assistance provided to the GOC for reintegration of adult ex-combatants and restitution of rights of disengaged children, a key area of USAID/Colombia's Office of Vulnerable Population (OVP) portfolio. Other technical offices that are also implementing peace building activities, and providing support to related initiatives, may overlap in terms of territory and objectives. This Reintegration Program is to be aligned with the USAID/Colombia Mission strategy including the Democracy, Governance and Human Rights (DGR) Office, The Office of Consolidation, Land and Livelihoods (CLL) and the Environment Office. The recipient should engage with other USAID implementing partners to avoid duplication and maximize synergies.

Coordination with Other Donors:

It is expected that over the next several years, other donors will continue to support the GOC efforts on Demobilization, Disarmament and Reintegration (DDR). USAID will coordinate closely with other donors to minimize the duplication of efforts among donors and maximize the degree of coordination and program effectiveness.

Reporting:

As discussed elsewhere in this RFA, the recipient will be expected to issue various reports and other documents through the life of the Program. It is important to note that such materials shall be submitted in the English language. Accordingly, any application should provide a clear understanding of this requirement and ensure that the proposal anticipates the employment of one or more individuals with a high level of English communication and writing skills.

**I. Gender Issues**

As a policy and as a goal in itself, USAID promotes gender equality, “in which both men and women have equal opportunity to benefit from and contribute to economic, social, cultural, and political development, enjoy socially valued resources and rewards; and realize their human rights. (ADS 201.3.9.3)

[END OF SECTION I]

## SECTION II – FEDERAL AWARD INFORMATION

### 1. ESTIMATE OF FUNDS AVAILABLE

Subject to the availability of funds, USAID intends to provide funding between \$20,000,000 and \$24,000,000.00 for this program. USAID expects to award one (1) cooperative agreement based on this RFA. However, USAID reserves the right to fund any or none of the applications submitted.

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

### 2. PERIOD OF PERFORMANCE

The anticipated period of the award is for 3 years beginning in approximately August 15, 2015.

### 3. TYPE OF AWARD AND SUBSTANTIAL INVOLVEMENT

USAID intends to award a Cooperative Agreement under this RFA.

USAID anticipates having substantial involvement throughout the implementation of this cooperative agreement in accordance with ADS 303.3.11. The specific areas of USAID involvement will include:

1. Approval of the recipient's annual work plans, reports, monitoring and evaluation plan, and all modifications that describe the specific activities to be carried out under the Cooperative Agreement;
2. Approval of and any changes to specified key personnel; and
3. Agency and recipient collaboration or joint participation (areas of collaboration and joint participation will be determined based on the selected program and coordinated with the recipient prior to award)

### 4. AUTHORIZED GEOGRAPHIC CODE

The Authorized Geographic Code is 937 for the procurement of goods and services under the resulting award. Code 937 is defined as the United States, the cooperating/recipient country, and developing countries other than advanced developing countries, and excluding prohibited sources.

### 5. AUTHORIZING LANGUAGE AND APPLICABLE REGULATIONS AND POLICIES

The Authority for the RFA and any resulting award is from the Foreign Assistance Act of 1961, as amended.

For U.S. Organizations, 2 CFR 700, 2 CFR 200, applicable policies of ADS 303 and ADS 303maa, Standard Provisions for U.S. Non-governmental Organizations are applicable.

For Non-U.S. Organizations, applicable policies of ADS 303 and ADS 303mab, Standard Provisions for Non-U.S. Non-governmental Organizations will apply.

**While for-profit firms may participate, pursuant to 2 CFR 200 and 2 CFR 700 profit, which is any amount in excess of allowable direct and indirect costs, is not allowed for recipients of USAID assistance awards.**

[END OF SECTION II]

### SECTION III – ELIGIBILITY INFORMATION

1. In accordance with the Federal Grants and Cooperative Agreement Act, USAID encourages competition in the award of Grants and Cooperative Agreements in order to identify and fund the best possible applications to achieve program objectives. This is full and open competition, under which any type of organization,(large or small, commercial (for profit) firms, faith-based, and non-profit organizations, Public International Organizations (PIOs)) are eligible to apply.
2. USAID encourages applications from potential new partners.
3. USAID will accept a maximum of one (1) application per organization for consideration under this RFA.
4. USAID will not accept applications from individuals. All applicants must be legally recognized organizational entities under applicable law. There are no additional minimum qualifications other than those described herein.
5. All applicants must be registered in Dun and Bradstreet Universal Numbering System (DUNS) Number and System for Award Management (SAM) - <http://www.sam.gov/> - **prior to submitting the application** to be considered eligible. (Proof of registration must be submitted as part of the application.)
6. Cost Share. Cost Share refers to the resources a recipient contributes to the total cost of an agreement. Cost share becomes a condition of an award when it is part of the approved award budget. The cost share must be verifiable from the recipient's records; for U.S. organizations it is subject to the requirements of 2 CFR 200.306, and for non-U.S. organizations it is subject to the Standard Provision "Cost Share"; and can be audited.

The provision of cost share under this activity is suggested, but not required, at 20% of the estimated program amount. At their discretion, applicants may propose a cost share in cash, in kind, or a combination of both. All cash and in-kind contributions committed by partners must be documented.

[END OF SECTION III]

## SECTION IV – APPLICATION AND SUBMISSION INFORMATION

### 1. POINTS OF CONTACT

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

Nubia Farfan  
Acquisition and Assistance Specialist USAID/Bogota  
Cra 45 # 24 B-27  
Phone: (571) 2754138  
[nfarfan@usaid.gov](mailto:nfarfan@usaid.gov)

[Cutrice](#) Dorsey  
Acting Director, Contracting Office USAID  
USAID/Bogota  
Cra 45 # 24 B-27  
Phone: (571) 2754147  
[cdorsey@usaid.gov](mailto:cdorsey@usaid.gov)

### 2. CONTENT AND FORMAT OF APPLICATION SUBMISSION

Submit applications to USAID/Colombia Mission according to the instructions below:

Applicants **must** be registered in SAM- System for Award Management and have a DUNS number - Dun and Bradstreet Universal Numbering system before submitting its application, in accordance with requirements set for in 2 CFR 25.

**See exceptions at 2 CFR 25.110(b) or (c), or 2 CFR 25.110(d))**

The applicant must provide a valid DUNS number, <http://fedgov.dnb.com/webform>,

in its application; and

Continue to maintain an active SAM - <http://www.sam.gov/> -registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency. §25.205 Effect of noncompliance with a requirement to obtain a unique entity identifier or register in the SAM.

- (a) An agency may not make an award to an entity until the entity has complied with the requirements described in §25.200 to provide a valid unique entity identifier and maintain an active SAM registration with current information (other than any requirement that is not applicable because the entity is exempted under §25.110).
- (b) At the time an agency is ready to make an award, if the intended recipient has not complied with an applicable requirement to provide a unique entity identifier or maintain an active SAM registration with current information, the agency:
  - (1) May determine that the applicant is not qualified to receive an award; and
  - (2) May use that determination as a basis for making an award to another applicant.

Required Format for Applications:

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

Electronic: E-mail submissions must include the following in the subject line:

- a. “Technical application under RFA 514-15-000009, submitted by: {name of Applicant Organization}
- b. “ Cost application under RFA 514-15-000009, submitted by: {name of Applicant Organization}”

Send e-mails to the following e-mail addresses: [cdorsey@usaid.gov](mailto:cdorsey@usaid.gov) with copy to [nfarfan@usaid.gov](mailto:nfarfan@usaid.gov).

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

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

## **A. TECHNICAL APPLICATION FORMAT**

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

The application must be written in English and is limited to 35 pages for the main portion of the **Technical Application** and 35 pages for the **Annexes**. PAGES EXCEEDING THESE PAGE LIMITS WILL NOT BE EVALUATED. The application shall be typed on standard A4 sized paper with at least one inch margins and with each page numbered consecutively. Fonts used must not be less than 11 points.

The main portion of the **Technical Application** (35 pages maximum) must follow the following format:

**1. Cover Page** (1 page limit - not included in page limit)

The Cover Page must include: the RFA Number; the name of organization(s) submitting application; the name of a contact person and title or position with the organization; the e-Mail Address, telephone and fax numbers (if applicable), and the postal and physical addresses of the organization(s).

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

**2. Table of Contents** (optional, not included in page limit) listing all parts of the technical application, with page numbers and attachments.

3. **Acronym List** (optional, not included in page limit)
4. **Executive Summary** (counts toward the page limitation and will not exceed 2 pages): Briefly describe: a) the proposed vision and goals of the program and b) the managerial approach and resources that the applicant will bring to bear on the overall management of the program.
5. **Technical Application Body**

The technical application body shall be organized using the same headings as the technical evaluation criteria. The sections are listed and further described below:

Section 1: Technical Approach

Section 2: Personnel

Section 3: Management and Logistic

### **Section 1: Technical Approach**

Criteria below are ranked in order of importance.

- 1.1 Approach: Extent to which the overall approach demonstrates a clear plan that is creative, well-conceived, logical, flexible, technically sound, and feasible with an integration among activities that leads to achieving project objectives and results.
- 1.2 Understanding: Extent to which the proposed technical approach reflects understanding of the Colombian context, realities and challenges.
- 1.3 Conflict Sensitivity: Extent to which potential conflict/peacebuilding issues are identified and addressed, including plans to ensure the specific conflict considerations outlined in the Program Description are addressed during award implementation.
- 1.4 Performance Monitoring and Evaluation Plan (PMEP): Extent of clarity, appropriateness, soundness, feasibility and specificity of the proposed PMEP. The PMEP will be evaluated based on the degree to which indicators reliably, validly and feasibly measure project progress and impact.  
Coordination: Extent to which approaches for partnering and coordinating with government counterparts, civil society organizations, other USAID development projects, and other donors' local governance projects are meaningfully and realistically addressed.

### **Section 2: Personnel**

Application provides qualifications and relevant experience of proposed technical personnel. Proposed staff should have strong management experience, relevant technical skills with experience working with reintegration processes, excellent interpersonal relations, ability to work under difficult circumstances, and the ability to form productive relationships with host country counterparts.

- 2.1 Application includes appropriate proposed technical positions (expats and host country nationals and long and short term) that correspond to the RFA and the application's proposed technical approach.
- 2.2 Staffing reflects sufficient capacity in English to liaise effectively with USAID and other USG entities. Key personnel responsible for liaising with USAID must be fluent in written and oral English and Spanish.
- 2.3 Staffing includes significant representation by Colombian professionals who are able to work effectively with the target populations. Applications that demonstrate diversity to gender, ethnicity and culture will receive preference.

### **Section 3: Management and Logistic**

- 3.1 An overall staffing plan with a majority of Colombian long- and short-term experts and staff who have the relevant experience, knowledge and skills related to their roles, in order to achieve program objectives. Expatriate and Colombian experts and staff will be evaluated based on the skill areas proposed and their appropriateness to the technical approach outlined in the application as well as on their academic background, expertise and years of related experience.
- 3.2 Applicant must articulate how its management structure will support the technical approach to achieve results. Application includes organogram and describes lines of reporting and decision making among the prime, its local partners, and headquarters.
- 3.3 Application includes proposed local partners by program objective that demonstrate value added in achieving the expected results.
- 3.4 Application demonstrates rapid program start-up which includes establishment of home office within the first forty-five days and the establishment of regional offices during the first sixty to ninety days of the award.

### **B. COST APPLICATION FORMAT Budget Preparation and Submission Instructions**

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

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

- (1) Applicants must submit all the required certifications described in ADS 303.3.8 (<http://www.usaid.gov/policy/ads/300/303sad.pdf>), and listed below. These documents are also found in Annex B to this RFA.
  - a. A signed copy of Certifications, Assurances, and Other Statements of the Recipient, which include:
    - Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs (This assurance applies to Non-U.S. organizations, if any part of the program will be undertaken in the U.S.);
    - Certification on Lobbying (22 CFR 227);
    - Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206);
    - Certification Regarding Terrorist Financing; and
    - Certification of Recipient
  - b. Other certifications and statements found in Certifications, Assurances, and Other Statements of the Recipient, which include:

- A signed copy of Key Individual Certification Narcotics Offenses and Drug Trafficking, (ADS 206.3.10) when applicable;
- A signed copy of Participant Certification Narcotics Offenses and Drug Trafficking (ADS 206.3.10) when applicable;
- The Survey on Ensuring Equal Opportunity for Applicants;
- Other Statements of Recipients.

Applicants are encouraged to provide a cost share contribution under this program. Type of costs acceptable for cost share are consistent with 2 CFR 200.306, including overhead and/or indirect costs.

The Cost or Business Application must be submitted completely separately from the technical application.

Certain documents are required to be submitted by an applicant in order for the Agreement Officer to make a determination of responsibility.

The following sections describe the documentation that applicants for an assistance award must submit to USAID prior to award. While there is no page limit for this portion, applicants are encouraged to be as concise as possible, but still provide the necessary level of detail.

A Cost Application consists of:

- The SF-424, Application for Federal Assistance; SF-424A, Budget Information – NonConstruction Program; and SF-424B, Assurances – Non-Construction Programs.
- A summary budget and a detailed/itemized budget (the required budget format is embedded below);
- A budget narrative explaining costs estimated and providing the rationale and the basis on which they were derived including sufficient information to determine the reasonableness of proposed salaries, equipment, vehicles, etc.; and
- Other administrative documentation as required.

**RFA Budget Template**

The required budget format is included as an annex to this RFA:

Detailed/itemized budgets must be submitted in this Excel format, must be unlocked and must show ALL formulas used to derive calculations. Further instructions are included in the template.

The budget must include:

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

A budget narrative must accompany the detailed budget and must explain all costs estimations and provide the rationale and the basis from which they were derived. The budget narrative must include sufficient information to allow the Agreement Officer to determine the reasonableness and realism of proposed salaries, equipment, vehicles, etc. The applicant must include all estimated costs associated with branding and marking and environmental compliance in its proposed budget.

Identified below are some of the common cost elements in a budget:

a) Salaries

Please provide a separate line item for each proposed individual and identify each by name, title and the level of effort and salary rate. Also include position descriptions for all employees and consultants whose compensation will be charged as a direct cost to the agreement. This information will also be required for sub-recipients. Also, specify key personnel and all essential personnel under the program and include CVs for all those individuals and salary history.

b) Fringe Benefits

Please provide a breakdown of proposed fringe benefits. This breakdown must include the rate at which the benefit is charged and the base against which it is applied.

c) Travel/Per Diem

Please provide the destination and duration of each trip, the individuals traveling, and a breakdown between the per diem and airfare and the basis for each.

d) Other Direct Cost

Please provide a breakdown and explanation for all other direct costs (ODCs).

**Budget Notes:** The application must provide budgetary notes for all costs and explain how the costs were derived.

**Salary and Wages** - Direct salaries and wages must be proposed in accordance with the applicant's personnel policies.

**Fringe Benefits** - If the applicant has a fringe benefit rate that has been approved by an agency of the Government, such rate will be used and evidence of its approval must be provided. If a fringe benefit rate has not been so approved, the applicant will propose a rate and explain how the rate was determined. If the latter is used, the narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., unemployment insurance, workers compensation, health and life insurance, retirement, etc.) and the costs of each, expressed in dollars and as a percentage of salaries.

**Travel and Transportation** - The application will indicate the number of trips, domestic and international, and the estimated costs. Specify the origin and destination for each proposed trip, duration of travel, and number of individuals traveling. Per diem must be based on the applicant's normal travel policies (applicants may choose to refer to the Federal Standardized Travel Regulations for cost estimates).

**Other Direct Costs** - This includes communications, report preparation costs, passports and visas fees, medical exams and inoculations, insurance (other than insurance included in the applicant's fringe benefits), equipment (procurement plan for commodities), office rent abroad, etc. The narrative will provide a breakdown and support for all and each other direct costs.

**Branding and Marking.** The cost application must incorporate the estimated cost for Branding and Marking. Additional guidance is available in ADS 320 <http://www.usaid.gov/policy/ads/300/320.pdf>.

**Indirect Costs for Local Institutions.** Local Institutions usually do not have a Negotiated Indirect Cost Rate Agreement (NICRA) letter with the US Government. Therefore no indirect costs will be included in the cost/business application submitted by local NGOs. Local institutions submitting applications will treat all indirect costs as direct costs.

**Monitoring and Evaluation Costs.** Pursuant to ADS 203.3.5 Monitoring Activities/Implementing Mechanisms, recipients are required to provide in the budget a separate line item for Monitoring and Evaluation (M&E). The line item must include costs for data collection, analysis, and reporting. This line item will be tracked during implementation of the activity. The applicant will propose to USAID the most cost-efficient and effective way to address this requirement.

**Program Income:** If it is expected that program income might be generated under this project, then program income earned under the resulting award shall be added to the project and used to further eligible project objectives as agreed upon by USAID. Applicants should describe how program income might be generated under the proposed activities and how it envisions program income being utilized to successfully accomplish project objectives.

**Audit:** A non-Federal entity that expends \$750,000 or more during the non-Federal entity's fiscal year in Federal awards must have a single or program-specific audit conducted for that year. Applicants must incorporate the estimated cost for the program audit.

The successful applicant will be required to progressively report earned program income and its proposed use. Program Income will be accounted for in accordance with 2 CFR 200 (or the Standard Provision entitled Program Income for non-U.S. organizations).

NOTE: USAID will not reimburse potential applicants or the selected awardee for any pre-award costs. Also include in the cost application:

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

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

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

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

- Copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID;
  - Projected budget, cash flow and organizational charts; and
  - A copy of the organization's accounting manual.
- e) Applicants should submit additional evidence of responsibility they deem necessary for the Agreement Officer to make a determination of responsibility. The information submitted should substantiate that the Applicant:
    - Has adequate financial resources or the ability to obtain such resources as required during the performance of the award.
    - Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant, non-governmental and governmental.
    - Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance.
    - Has a satisfactory record of integrity and business ethics; and
    - Is otherwise qualified and eligible to receive a cooperative agreement under applicable laws and regulations (e.g., EEO).

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

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

**Unnecessarily Elaborate Applications** - Note that unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this RFA are not desired and may be construed as an indication of the applicant's lack of cost consciousness. In the event that an organization chooses to submit a hard copy application in addition to the required electronic submission, elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

**Proprietary Information** – Applicants which include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes, should:

1. Mark the title page with the following legend:

"This application includes data that should not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a cooperative agreement is awarded to this applicant as a result of - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting agreement. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in pages \_\_\_; and"

2. Mark each sheet of data it wishes to restrict with the following legend:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

**Explanation to Prospective Applicants** – Any prospective applicant desiring an explanation or interpretation of this RFA must request it in writing. Questions should be sent by April 8, 2015 to allow a reply to reach all prospective applicants before the submission of their applications. Oral explanations or instructions given before award of a Cooperative Agreement will not be binding. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment of this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

**Telegraphic or Faxed Applications** – Telegraphic or faxed applications will not be considered; however, applications may be modified by written or telegraphic notice, if that notice is received by the time specified for receipt of applications.

**Language** – All applications must be in English.

**Unsuccessful Applications** - Unsuccessful applications will not be returned to the Applicant.

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

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

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

Electronic submission is required. Software for e-mail attachments: Microsoft Word (for narrative text) or Excel (for tables or budgets) may be submitted. If an applicant submits a .pdf file, it must be accompanied by a duplicate in Microsoft Word or Excel. Please convert your documents to one of these software programs before sending them to USAID. Zipped files cannot be accepted due to firewall restrictions. Applicants are responsible for confirming that their complete applications were received electronically by USAID. Telegraphic or fax applications will not be considered.

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

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

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

## **OTHER SUBMISSION REQUIREMENTS**

### **PRE-AWARD SURVEY**

For organizations that are new to working with USAID or for organizations with outstanding audit findings, USAID may perform a pre-award survey to assess the applicant's management and financial capabilities. If notified by USAID that a pre-award survey is necessary, applicants must prepare, in advance, the required information and documents. Please note that a pre-award survey does not commit USAID to make any award.

### **MARKING AND BRANDING**

All USAID-funded foreign assistance (including programs, projects, activities, public communications, or commodities) must be communicated, promoted, and marked as coming from the American people through USAID. Specific communications and promotion measures must be described in the "Branding Strategy" and "Branding Implementation Plan," and specific marking will be described in the "Marking Plan" for the this award. Branding and marking under this award must comply with the USAID Automated Directive System Chapter 320 Branding and Marking (ADS320).

ADS 320 requires that, after the evaluation of the applications, the USAID Agreement Officer will request the Apparently Successful Applicant to submit a Branding Strategy that describes how the program, project, or activity is named and positioned, how it is promoted and communicated to beneficiaries and cooperating country citizens, and identifies all donors and explains how they will be acknowledged. USAID will not competitively evaluate the proposed Branding Strategy. ADS 320 may be found at the following website:

<http://www.usaid.gov/sites/default/files/documents/1868/320.pdf>

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In preparation of the branding implementation plan and the marking plan, the Applicant will use the templates for these documents which are included as attachments to this RFA. Additional guidance is available at <http://www.usaid.gov/branding>. The cost application must incorporate the estimated cost of the proposed Branding Implementation and Marking Plans.

[END OF SECTION IV]

## SECTION V – APPLICATION REVIEW INFORMATION

Responsive applications shall be reviewed in two parts: 1) A technical evaluation committee will review technical applications, which will be reviewed in accordance with the technical evaluation criteria described below; and 2) Thereafter, the cost/business applications of all applicants will be evaluated for general reasonableness, allowability, allocability, effectiveness, and realism. At his/her discretion, the AO may request feedback from the TEC on the realism of proposed costs. Technical factors, when combined, are significantly more important than cost.

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

The award will be made to responsible applicant whose application offers the best value, when technical and cost factors are considered as determined by the responsible Agreement Officer.

### (1) EVALUATION OF THE TECHNICAL APPLICATION

Technical applications will be scored by a technical evaluation committee based on the criteria described below. The criteria presented below have been tailored to the requirements of this particular RFA. Applicants should note that these criteria serve to: (a) identify the significant matters which applicants must address in their applications and (b) set the standard against which all applications will be evaluated. To facilitate the review of applications, applicants must organize the narrative sections of their applications in the same order as the selection criteria using the outline provided below and in Section IV.

An outline of technical evaluation criteria are presented as follows:

Technical applications will be evaluated according to the following criteria. The relative importance of each criterion is indicated by the order, with the most important criteria listed first. Applicants should note that these criteria serve to: (a) identify the significant matters which should be addressed in applications; and (b) set the standard against which all applications will be evaluated. In order to facilitate the review of applications, submissions should be organized along the lines of the selection criteria below. After the final evaluation of the applications, the Agreements Officer will make the award to the Applicant whose application offers the “best value” to the Government, considering both technical and cost factors. Technical, cost and other factors will be evaluated relative to each other, as described herein.

#### **Criteria for Consideration by the Technical Evaluation Committee**

##### **1. Technical Approach: Criteria below are ranked in order of importance.**

- 1.1 Approach: Extent to which the overall approach demonstrates a clear plan that is creative, well-conceived, logical, flexible, technically sound, and feasible with an integration among activities that leads to achieving project objectives and results.
- 1.2 Understanding: Extent to which the proposed technical approach reflects understanding of the Colombian context, realities and challenges.

- 1.3 Conflict Sensitivity: Extent to which potential conflict/peacebuilding issues are identified and addressed, including plans to ensure the specific conflict considerations outlined in the Program Description are addressed during award implementation.
- 1.4 Performance Monitoring and Evaluation Plan (PMEP): Extent of clarity, appropriateness, soundness, feasibility and specificity of the proposed PMP. The PMP will be evaluated based on the degree to which indicators reliably, validly and feasibly measure project progress and impact.
- 1.5 Coordination: Extent to which approaches for partnering and coordinating with government counterparts, civil society organizations, other USAID development projects, and other donors' local governance projects are meaningfully and realistically addressed.

## **2. Personnel**

Application provides qualifications and relevant experience of proposed technical personnel. Proposed staff should have strong management experience, relevant technical skills with experience working with reintegration processes, excellent interpersonal relations, ability to work under difficult circumstances, and the ability to form productive relationships with host country counterparts.

- 2.1 Application includes appropriate proposed technical positions (expats and host country nationals and long and short term) that correspond to the RFA and the application's proposed technical approach.
- 2.2 Staffing reflects sufficient capacity in English to liaise effectively with USAID and other USG entities. Key personnel responsible for liaising with USAID must be fluent in written and oral English and Spanish.
- 2.3 Staffing includes significant representation by Colombian professionals who are able to work effectively with the target populations. Applications that demonstrate diversity to gender, ethnicity and culture will receive preference.

## **3. Management & Logistics: Criteria are ranked in order of importance.**

- 3.1 An overall staffing plan with a majority of Colombian long- and short-term experts and staff who have the relevant experience, knowledge and skills related to their roles, in order to achieve program objectives. Expatriate and Colombian experts and staff will be evaluated based on the skill areas proposed and their appropriateness to the technical approach outlined in the application as well as on their academic background, expertise and years of related experience.
- 3.2 Applicant must articulate how its management structure will support the technical approach to achieve results. Application includes organogram and describes lines of reporting and decision making among the prime, its local partners, and headquarters.
- 3.3 Application includes proposed local partners by program objective that demonstrate value added in achieving the expected results.
- 3.4 Application demonstrates rapid program start-up which includes establishment of home office within the first forty-five days and the establishment of regional offices during the first sixty to ninety days of the award.

## **(2) EVALUATION OF THE COST APPLICATION**

Applications will be reviewed to ensure that proposed costs, including cost sharing, are in compliance with Office of Management and Budget and USAID policies. Cost applications will be reviewed by the Agreement Office for cost effectiveness and cost realism, as well as whether proposed costs are allowable, allocable, reasonable and necessary for the implementation of the program.

**(3) COST SHARE**

Per Section III. 6, cost share is voluntary but not required. Pursuant to 2 CFR 200.306, any proposed cost share will be considered in the cost effectiveness evaluation during the cost realism analysis, as described in Section V.1.B, but will not be evaluated as a separate, distinct review factor.

**(4) REVIEW AND SELECTION PROCESS**

Award will be made to responsible applicant whose application offers the greatest value, cost and other factors considered. The final award decision is made, while considering the recommendations of the TEC, by the Agreement Officer.

The Agreement Officer's decision about the funding of an award is final and not subject to review. Any information that may impact the Agreement Officer's decision must be directed to the Agreement Officer.

The Agreement Officer is the **only** individual who may legally commit the U.S. Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either an Agreement signed by the Agreement Officer or a specific, written authorization from the Agreement Officer.

[END OF SECTION V]

## SECTION VI – FEDERAL AWARD AND ADMINISTRATION INFORMATION

- (1) USAID reserves the right to make awards without discussions. Successful applicants can expect to receive a notice of award signed by the Agreement Office which serves as the authorizing document. Unsuccessful applicants will be notified by letter sent electronically from the Agreement Officer. Notification will be sent electronically to the person indicated on the cover page of the application. Debriefings will be considered if requested in writing within 10 days of notification from the Agreement Officer.
- (2) USAID does not anticipate any deviations from the Standard Provisions described in Section I herein.
- (3) **Reporting Requirements (REVIEW ACCORNDING TO 2 CFR 200.328 – 5 CFR 1320)**

The resulting award will require the following reporting requirements:

### a. Annual Work Plans

The Recipient will develop an annual work plan **within 60 days** of the effective date of the award. The plan will be reviewed and approved by the Agreement Officer's Representative (AOR) within thirty (30) days after receipt of the draft work plan. Sixty days before the end of each activity year, the Recipient will submit to the AOR an annual work plan for the following project/activity year. The work plans will include proposed activities for the given year, time frame for implementation of annual activities, detailed budget, review of previous year's accomplishments (if applicable), problems, and progress towards achieving award results and proposed annual accomplishments and progress towards achieving results.

All work plan activities must be within the program description. Work plan activities shall not alter the cooperative agreement program description or terms and conditions in any way; such changes may only be approved by the Contracting Officer, in advance and in writing. Thereafter, if there are inconsistencies between the work plan and the program description or other terms and conditions of the agreement, the agreement will take precedence over the work plan.

If a budget is requested with the annual workplan, the budget shall have provisions for tracking funding by stream (i.e. OVC, etc). This annual workplan budget should be consistent with the detailed budget estimate submitted and approved by the Agreement Officer. Additional approvals, such as for international travel or equipment purchases, may be required if deviations arise.

### b. Performance Monitoring and Evaluation Plan (PMEP)

**Within 60 days** of award, the Recipient will submit an PMEP Plan to the AOR for approval. The PMEP shall cover the life of the activity and will outline key program activities, indicators of achievement, and associated annual and life-of-activity targets. The plan will include indicators, mid-term milestones/benchmarks and end of activity results. For each indicator, the PMEP should provide interim and final targets, data sources, collection sources, collection methods and baselines information or a timeline for collecting baseline information. Routine data quality assessments are also required. During the initial planning period, the recipient will work closely with the AOR to develop the PMEP, including establishing a final list of indicators, baseline data and performance targets for each indicator.

The PMEP Plan should demonstrate understanding related indicators and reporting requirements, including a logical framework that explains how data will be collected, verified and reported to

document activity/program progress. Data quality is critical, therefore the recipient must develop systems to ensure data quality and be prepared for data quality audits. The plan will be revised as appropriate on an ongoing basis in collaboration with USAID/Colombia.

The recipient will ensure that indicators are aligned with the Mission's development objectives and intermediate results framework.

**c. Quarterly Performance Reports**

The Recipient will submit quarterly reports that give insight into the progress of planned activities. The narrative report will include qualitative and quantitative information describing activities carried out and specific results achieved during the quarter. In addition, the narrative report will indicate key implementation challenges encountered and how they were or are planned to be resolved. To the extent that the PMP includes quarterly targets, this should be reflected in the narrative report. Reporting periods will coincide with USAID fiscal year quarters, with reports due no later than thirty (30) days after the end of each quarter, e.g. (or by any other schedule agreed upon with the USAID AOR):

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

The report should also include budgeted versus actual expenditures (along with a brief analysis of any variance) and estimated accruals for the quarter.

**d. Quarterly Financial Reporting**

The Recipient shall submit on a quarterly basis an electronic copy via e-mail of the Standard Form 425 or Standard Form 425a, Federal Financial Report, to the Agreement Officer's Representative and the Agreement Officer, unless notified of a change in AO or AOR, in which you would then send the documents to the replacement. Financial Reports shall be in keeping with 2 CFR 200.327. Quarterly Financial Reports are due no later than 30 calendar days after the completion of each quarter, i.e., quarters ending on December 31, March 31, June 30, and September 30 for the life of the project

**e. Annual Reports**

Within 60 days after the close of each USAID fiscal year, the Recipient will submit to the AOR a comprehensive annual report that reflects the progress of program activities over the last year. (This report would complement, not replace, the relevant quarterly reports.) The report, based on the approved PMP but not necessarily limited to such, should indicate the results and impact the program is having on the target beneficiaries.

**f. Special Reporting**

Depending on the final results indicators agreed by USAID and the recipient, USAID may require additional annual reporting to fulfill Agency, congressional, or presidential requirements. The Recipient will be notified of these requirements in advance and expected to incorporate them into the program.

**g. Closeout Plan**

Six months prior to the completion date of the agreement, the Recipient will submit a demobilization plan to the AOR for approval. The demobilization plan shall include a) draft property disposition plan, b) plan for the phase-out of project operations, (c) delivery schedule for all reports or other deliverables required

under the agreement, and (d) timetable for completing all required actions in the demobilization plan, including the submission date of the final property disposition plan to the Agreement Officer

**h. Final Report**

The final performance report is a detailed report which summarizes the accomplishments and impact in relation to the expected results, in accordance with the approved PMP.

The report shall be submitted no later than 90 days after the end-date of the agreement to the Agreement Officer and the AOR. In addition, a copy must be submitted either:

Via E-mail: [docsubmit@dec.cdie.org](mailto:docsubmit@dec.cdie.org);

(b) Via U.S. Postal Service: Development Experience Clearinghouse, 8403 Colesville Road, Suite 210 Silver Spring, MD 20910, USA; or

(c) Online: <http://www.dec.org/index.cfm?fuseaction=docSubmit.home>.

**PROHIBITION AGAINST PROFIT**

Pursuant to 2 CFR 700.13(a)(1), no funds will be paid as profit to any non-Federal entity that is a commercial organization. Profit is any amount in excess of allowable direct and indirect costs.

[END OF SECTION VI]

**SECTION VII – FEDERAL AWARDING AGENCY CONTACTS**

- (1) See cover letter for appropriate contacts within USAID. Please note: Only the Agreement Officer is authorized to make commitments on behalf of USAID.

Any question concerning this RFA must be submitted in writing to: Miss Curtrice Dorsey, Agreement Officer, via e-mail to [cdorsey@usaid.gov](mailto:cdorsey@usaid.gov) with copy to Mrs. Nubia Farfán at [nfarfan@usaid.gov](mailto:nfarfan@usaid.gov)

[END SECTION VII]

## SECTION VIII – OTHER INFORMATION

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

(2) Other relevant information:

a. Environmental Compliance

Section 117 of the Foreign Assistance Act of 1961, as amended, requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Part 204 (<http://www.usaid.gov/policy/ADS/204/>), which require that any potential environmental impacts of USAID financed activities be identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. In case of a conflict between host country and USAID regulations, the latter will govern. The Applicant's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFA. In addition, the Applicant must comply with host country environmental regulations unless otherwise directed in writing by USAID.

[END OF SECTION VIII]

## **ANNEX A – STANDARD PROVISIONS**

Resulting awards to Non-U.S. Non-Governmental Organizations will be administered in accordance with ADS-303 and Standard Provisions for Non-U.S. Non-Governmental Organizations.

ADS 303 is available at: <http://www.usaid.gov/ads/policy/300/303>

Standard Provisions for Non-U.S. Non-Governmental Organizations are available at: <http://www.usaid.gov/ads/policy/300/303mab>

Resulting awards to Public International Organizations (PIOs, or IOs) will be administered in accordance with Chapter 308 of USAID’s ADS including the Standard Provisions set forth in ADS-308.3.14.

ADS-308 is available at: <http://www.usaid.gov/ads/policy/300/308>

### **LIMITING CONSTRUCTION ACTIVITIES (AUGUST 2013)**

a) Construction is not eligible for reimbursement under this award unless specifically identified in paragraph d) below.

b) Construction means —construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration and refurbishment. The term includes, without limitation, roads, power plants, buildings, bridges, water treatment facilities, and vertical structures.

c) Agreement Officers will not approve any subawards or procurements by recipients for construction activities that are not listed in paragraph d) below. USAID will reimburse allowable costs for only the construction activities listed in this provision not to exceed the amount specified in the construction line item of the award budget. The recipient must receive prior written approval from the AO to transfer funds allotted for construction activities to other cost categories, or vice versa.

d) Description

Construction is not eligible for reimbursement under this award.

e) The recipient must include this provision in all subawards and procurements and make vendors providing services under this award and subrecipients aware of the restrictions of this provision.

[End of Provision]

### **USAID IMPLEMENTING PARTNER NOTICES (IPN) PORTAL FOR ASSISTANCE (JULY 2014)**

(a) Definitions

“USAID Implementing Partner Notices (IPN) Portal for Assistance (“IPN Portal)” means the single point where USAID posts proposed universal bilateral amendments for USAID awards, which can be accessed

electronically by registered USAID recipients. The IPN Portal is located at <https://sites.google.com/site/usaidipnforassistance/>.

“IPN Portal Administrator” means the USAID official designated by the Director, M/OAA, who has overall responsibility for managing the USAID Implementing Partner Notices Portal for Assistance.

“Universal bilateral amendment” means those amendments with revisions or new requirements or provisions that affect all awards or a designated class of awards, as specified in the Agency notification of such revisions or new requirements.

(b) By submission of an application and execution of an award, the Applicant/Recipient acknowledges the requirement to:

- (1) Register with the IPN Portal if awarded an assistance award resulting from this solicitation, and
- (2) Receive universal bilateral amendments to this award and general notices via the IPN Portal.

(c) Procedure to register for notifications.

Go to <https://sites.google.com/site/usaidipnforassistance/> and click the “Register” button at the top of the page. Recipient representatives must use their official organization email address when subscribing, not personal email addresses.

(d) Processing of IPN Portal Amendments

The Recipient may access the IPN Portal at any time to review all IPN Portal amendments; however, the system will also notify the Recipient by email when the USAID IPN Portal Administrator posts a universal bilateral amendment for Recipient’s review and signature. Proposed USAID IPN Portal amendments distributed via the IPN Portal are applicable to all awards, unless otherwise noted in the proposed amendment.

Within 15 calendar days from receipt of the notification email from the IPN Portal, the Recipient must do one of the following:

- (1) (a) verify applicability of the proposed amendment for their award(s) per the instructions provided with each amendment; (b) download the amendment and incorporate the following information on the amendment form: award number, organization name, and organization mailing address as it appears in the basic award; (c) sign the hardcopy version; and (d) send the signed amendment (by email or hardcopy) to the AO for signature. The Recipient must not incorporate any other changes to the IPN Portal amendment. Bilateral amendments provided through the IPN Portal are not effective until the both the Recipient and the AO sign the amendment;
- (2) Notify the AO in writing if the amendment requires negotiation of additional changes to terms and conditions of the award; or
- (3) Notify the AO that the Recipient declines to sign the amendment.

Within 30 calendar days of receipt of a signed amendment from the Recipient, the AO must provide the fully executed amendment to the Recipient or initiate discussions with the Recipient.

[End of Provision]

## **CENTRAL CONTRACTOR REGISTRATION AND UNIVERSAL IDENTIFIER (DECEMBER 2014)**

- a. Requirement for Central Contractor Registration (CCR). Unless you are exempted from this requirement under 2 CFR 25.110, you as the recipient must maintain the currency of your information in the CCR until you submit the final financial report required under this award or

receive the final payment, whichever is later. This requires that you review and update the information at least annually after the initial registration, and more frequently, if required by changes in your information or another award term.

- b. Requirement for Data Universal Numbering System (DUNS) numbers. If you are authorized to make subawards under this award, you:
  - (1) Must notify potential subrecipients that no entity (see definition in paragraph c. of this award term) may receive a subaward from you unless the entity has provided its DUNS number to you.
  - (2) May not make a subaward to an entity unless the entity has provided its DUNS number to you.
- c. Definitions. For purposes of this award term:
  - (1) Central Contractor Registration (CCR) means the Federal repository into which an entity must provide information required for the conduct of business as a recipient. Additional information about registration procedures may be found at the CCR Internet site (currently at [www.ccr.gov/](http://www.ccr.gov/)).
  - (2) Data Universal Numbering System (DUNS) number means the nine-digit number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities. A DUNS number may be obtained from D&B by telephone (currently 866-705-5711) or the Internet (currently at [fedgov.dnb.com/webform](http://fedgov.dnb.com/webform)).
  - (3) Entity, as it is used in this award term, means all of the following, as defined at 2 CFR 25, subpart C:
    - (i) A governmental organization, which is a State, local government, or Indian tribe;
    - (ii) A foreign public entity;
    - (iii) A domestic or foreign nonprofit organization;
    - (iv) A domestic or foreign for-profit organization; and
    - (v) A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.
  - (4) Subaward:
    - (i) This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you, as the recipient, award to an eligible subrecipient.
      - (ii) The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see 2 CFR 200 subpart F Audit Requirements).
      - (iii) A subaward may be provided through any legal agreement, including an agreement that you consider a contract.
  - (5) Subrecipient means an entity that:
    - (i) Receives a subaward from you under this award; and
    - (ii) Is accountable to you for the use of the Federal funds provided by the subaward.

ADDENDUM (JUNE 2012):

- d. Exceptions. The requirements of this provision to obtain a Data Universal Numbering System (DUNS) number and maintain a current registration in the Central Contractor Registration (CCR) do not apply, at the prime award or subaward level, to:
  - (1) Awards to individuals
  - (2) Awards less than \$25,000 to foreign recipients to be performed outside the United States (based on a USAID determination)
  - (3) Awards where the Agreement Officer determines, in writing, that these requirements would cause personal safety concerns.

- e. This provision does not need to be included in subawards.

[END OF PROVISION]

## **REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)**

### **a. Reporting of First-Tier Subawards.**

(1) **Applicability.** Unless you are exempt as provided in paragraph d. of this award term, you must report each action that obligates \$25,000 or more in Federal funds that does not include Recovery funds (as defined in section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5) for a subaward to an entity (see definitions in paragraph e. of this award term).

(2) **Where and when to report.**

(i) You must report each obligating action described in paragraph a.(1) of this award term to [www.fsrcs.gov](http://www.fsrcs.gov).

(ii) For subaward information, report no later than the end of the month following the month in which the obligation was made. (For example, if the obligation was made on November 7, 2010, the obligation must be reported by no later than December 31, 2010.)

(3) **What to report.** You must report the information about each obligating action that the submission instructions posted at [www.fsrcs.gov](http://www.fsrcs.gov) specify.

### **b. Reporting Total Compensation of Recipient Executives.**

(1) **Applicability and what to report.** You must report total compensation for each of your five most highly compensated executives for the preceding completed fiscal year, if –

(i) The total Federal funding authorized to date under this award is \$25,000 or more;

(ii) In the preceding fiscal year, you received—

(A) 80 percent or more of your annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(iii) The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at [www.sec.gov/answers/excomp.htm](http://www.sec.gov/answers/excomp.htm).)

(2) **Where and when to report.** You must report executive total compensation described in paragraph b.(1) of this award term:

(i) As part of your registration profile at [www.ccr.gov/](http://www.ccr.gov/).

(ii) By the end of the month following the month in which this award is made, and annually thereafter.

c. Reporting of Total Compensation of Subrecipient Executives.

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

- (i) In the subrecipient's preceding fiscal year, the subrecipient received—
  - (A) 80 percent or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and
  - (B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts), and Federal financial assistance subject to the Transparency Act (and subawards); and

- (ii) The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at [www.sec.gov/answers/execomp.htm](http://www.sec.gov/answers/execomp.htm).)

(2) Where and when to report. You must report subrecipient executive total compensation described in paragraph c.(1) of this award term:

- (i) To the recipient.
- (ii) By the end of the month following the month during which you make the subaward. For example, if a subaward is obligated on any date during the month of October of a given year (for example, between October 1 and 31), you must report any required compensation information of the subrecipient by November 30 of that year.

d. Exemptions.

If in the previous tax year you had gross income, from all sources, under \$300,000, you are exempt from the requirements to report:

- (1) Subawards, and
- (2) The total compensation of the five most highly compensated executives of any subrecipient.

e. Definitions.

For purposes of this award term:

- (1) Entity means all of the following, as defined in 2 CFR 25:
  - (i) A governmental organization, which is a State, local government, or Indian tribe;
  - (ii) A foreign public entity;
  - (iii) A domestic or foreign nonprofit organization;
  - (iv) A domestic or foreign for-profit organization;
  - (v) A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.
- (2) Executive means officers, managing partners, or any other employees in management positions.
- (3) Subaward:
  - (i) This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.
  - (ii) The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see 2 CFR 200 subpart F Audit Requirements).

- (ii) A subaward may be provided through any legal agreement, including an agreement that you or a subrecipient considers a contract.
- (4) Subrecipient means an entity that:
  - 1. (i) Receives a subaward from you (the recipient) under this award; and
  - 2. (ii) Is accountable to you for the use of the Federal funds provided by the subaward.
- (5) Total compensation means the cash and noncash dollar value earned by the executive during the recipient's or subrecipient's preceding fiscal year and includes the following (for more information see 17 CFR 229.402(c)(2)):
  - (i) Salary and bonus.
  - (ii) Awards of stock, stock options, and stock appreciation rights. Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.
  - (iii) Earnings for services under nonequity incentive plans. This does not include group life, health, hospitalization or medical reimbursement plans that do not discriminate in favor of executives, and are available generally to all salaried employees.
  - (iv) Change in pension value. This is the change in present value of defined benefit and actuarial pension plans.
  - (v) Above-market earnings on deferred compensation which is not tax-qualified.
  - (vi) Other compensation, if the aggregate value of all such other compensation (for example, severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds \$10,000.

[END OF PROVISION]

**ANNEX B – CERTIFICATIONS, ASSURANCES, AND OTHER STATEMENTS OF APPLICANTS**

In addition to the certifications that are included in the SF-424, non-U.S. organizations (except as specified below) must provide the following certifications, assurances and other statements as contained in the link below:

<http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>

## ANNEX C – COST APPLICATION FORMS

Applicant must submit the application using the SF-424 series, which includes the:

- [SF-424, Application for Federal Assistance,](#)
- [SF-424A, Budget Information – Non-construction Programs,](#) and
- [SF-424B, Assurances – Non-construction Programs.](#)

## ANNEX D – REFERENCE MATERIAL

- CONPES 3673 (2010) and monitoring mechanism
- [USAID Colombia CDCS](#)

### Websites of interest

- Alto Comisionado para la paz  
[http://www.altocomisionadoparalapaz.gov.co/Documents/guia\\_ciudadanos\\_.pdf](http://www.altocomisionadoparalapaz.gov.co/Documents/guia_ciudadanos_.pdf)
- ACR – Colombian Agency for Reintegration <http://www.reintegracion.gov.co/en>
- Anncol [www.anncol.info](http://www.anncol.info) (information on the FARC)
- BICC – Bonn International Center for Conversion - [publications](#)
- Cerac <http://www.cerac.org.co/en/>
- Center for Historical Memory <http://www.centrodememoriahistorica.gov.co/micrositios/dav/>
- Community Oriented Reintegration of Ex-combatants program- [Quarterly Reports](#)
- Conpes - Consejo Nacional de Política Económica y Social. ([Prevención de reclutamiento](#), [Reintegración](#))
- Decisive Point <http://www.decisive-point.org/>
- Dejusticia <http://www.dejusticia.org/>
- El Colombiano [www.elcolombiano.terra.com.co/pd.asp](http://www.elcolombiano.terra.com.co/pd.asp)
- El Espectador [www.elespectador.com](http://www.elespectador.com)
- El Tiempo [eltiempo.terra.com.co/coar/noticias/index.htm](http://eltiempo.terra.com.co/coar/noticias/index.htm)
- ELN [www.eln-voces.com](http://www.eln-voces.com)
- Emprender Paz <http://www.emprenderpaz.org/component/content/article/35-presentacion/89-cuatro-iniciativas-empresariales-de-paz-resultaron-ganadoras-en-la-5ta-version-del-premio-emprender-paz-.html>
- Escola de Cultura de Pau <http://escolapau.uab.cat/index.php> (yearbook on peace processes 2006-2014  
[http://escolapau.uab.es/index.php?option=com\\_content&view=article&id=533%3Aanuarios-procesos&catid=46&Itemid=66&lang=en](http://escolapau.uab.es/index.php?option=com_content&view=article&id=533%3Aanuarios-procesos&catid=46&Itemid=66&lang=en), gender and peace  
<http://escolapau.uab.cat/genero/img/ge04i.pdf> )
- Escuela Taller ([Bogotá](#), [Buenaventura](#), [Cartagena](#))
- FARC [resistenciafariana.blogspot.com](http://resistenciafariana.blogspot.com)
- Fiscalía General de la Nación (Inspector General) <http://www.fiscalia.gov.co/jyp/>
- FESCOL Friedrich Ebert Stiftung en Colombia – [Reintegración y reconciliación](#)
- FUCUDE - Fundación de Cultura Democrática - [Publications](#)
- Fundación Ideas para la Paz [www.ideaspaz.org](http://www.ideaspaz.org)
- Fundación Paz y Reconciliación <http://www.pares.com.co/>
- ICBF – Instituto Colombiano de Bienestar Familiar <http://icbf.gov.co>
- ICTJ- International Center for Transitional Justice <https://www.ictj.org/our-work/regions-and-countries/colombia>
- IOM – International Organizations for Migration ([Child soldiers](#), [Reintegration](#))
- Indepaz [www.indepaz.org.co](http://www.indepaz.org.co)

- Institute for Economics and Peace – [Global Peace Index](#)
- International Peace & Security Institute - [Reports](#)
- Las dos Orillas <http://www.las2orillas.co/>
- MAPP-OAS <http://www.mapp-oea.net/>
- Medellín Reintegration program [Paz y Reconciliación](#)
- Mesa de conversaciones <https://www.mesadeconversaciones.com.co/>
- Ministry of Justice – [Transitional Justice](#)
- ODDR – Observatorio Desarme, Desmovilización y Reintegración U Nacional - [publicaciones](#)
- Ombudsman <http://www.defensoria.gov.co/>
- Prevention of recruitment campaigns ([soñar es un derecho](#), [Basta aquí soy libre](#))
- Procuraduría – Inspector General [reintegration policies](#)
- Profis – Agencia Cooperación Alemana GIZ - [Programa Apoyo al proceso de Paz en Colombia](#)
- Semana magazine [www.semana.com](http://www.semana.com)
- SENA – ([Tecnoacademias](#))
- UNPD [www.undp.org.co](http://www.undp.org.co)
- UN - [Children and armed conflict](#) -
- UN International DDR standards  
<http://www.unddr.org/uploads/documents/Operational%20Guide.pdf>
- UN news center – [most persistent users of child soldiers in armed conflict](#) -
- United States Institute for Peace - [Publications](#)
- Universidad de los Andes – Revista Colombia Internacional – [publications](#)
- Verdad Abierta <http://www.verdadabierta.com/>
- War child international - [Reports](#)
- World Bank – [Conflict and Prevention Unit catalogue of publications](#)
- How to do business with USAID <https://drive.google.com/a/usaid.gov/?tab=mo#folders/0B0IipH-BXX2NZWIVaFc3QjVLV28>