

**AWARD/CONTRACT** 1. THIS CONTRACT IS A RATED ORDER UNDER OPAS (15 CFR 700) RATING PAGE OF PAGES  
1 76

2. CONTRACT (Proc. Inst. Ident.) NO AID-306-C-12-00012 3. EFFECTIVE DATE See Block 20C 4. REQUISITION/PURCHASE REQUEST/PROJECT NO REQ-306-12-000144

5. ISSUED BY CODE AFGHANISTAN 6. ADMINISTERED BY (If other than item 5) CODE  
USAID/Afghanistan  
Office of Acquisition & Assistance

7. NAME AND ADDRESS OF CONTRACTOR (No., Street, City, Country, State and ZIP Code)  
COCI  
CHECCHI AND COMPANY CONSULTING INC.  
1899 L ST NW STE 800  
WASHINGTON, DC 20036-4812  
DUNS: 61-213-5434  
TIN: 521080155

8. DELIVERY  
 FOB ORIGIN  OTHER (See below)

9. DISCOUNT FOR PROMPT PAYMENT

10. SUBMIT INVOICES (4 copies unless otherwise specified) TO THE ADDRESS SHOWN IN ITEM

11. SHIP TO MARK FOR CODE AFGHANISTAN FACILITY CODE  
USAID/Afghanistan  
6180 Kabul Place  
Dulles, VA 20189-6180

12. PAYMENT WILL BE MADE BY CODE AFGHANISTAN  
OFFICE OF FINANCIAL MANAGEMENT  
00001

13. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION  
 10 U.S.C. 2304 (e) )  41 U.S.C. 253 (e) )

14. ACCOUNTING AND APPROPRIATION DATA 306

15A. ITEM NO	15B. SUPPLIES/SERVICES	15C. QUANTITY	15D. UNIT	15E. UNIT PRICE	15F. AMOUNT
Continued					
15G. TOTAL AMOUNT OF CONTRACT					\$52,160,960.00

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CONTRACTING OFFICER WILL COMPLETE ITEM 17 (SEALED-BID OR NEGOTIATED PROCUREMENT) OR 18 (SEALED-BID PROCUREMENT) AS APPLICABLE

17.  CONTRACTOR'S NEGOTIATED AGREEMENT (Contractor is required to sign this document and return \_\_\_\_\_ copies to issuing office.) Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. (Attachments are listed herein.)

18.  SEALED-BID AWARD (Contractor is not required to sign this document.) Your bid on Solicitation Number \_\_\_\_\_ including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) the Government's solicitation and your bid, and (b) this award/contract. No further contractual document is necessary. (Block 18 should be checked only when awarding a sealed-bid contract.)

19A. NAME AND TITLE OF SIGNER (Type or print)  
[Redacted]

19B. NAME OF CONTRACTOR  
[Redacted]

19C. DATE SIGNED  
7/5/2012

19D. UNITED STATES OF AMERICA

20A. NAME OF CONTRACTING OFFICER  
Bruce McFarland

20B. DATE SIGNED  
5 Aug 12

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NAME OF OFFEROR OR CONTRACTOR  
CCCI

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	AID-306-C-12-00012 Services under Program and Project Office for Results Tracking Phase II (SUPPORT II) BBFY: 2010 EBFY: 2012 Fund: ES-SUP OP: AFGHANISTA Prog Area: A08 Dist Code: 306-M Prog Elem: A035 Team/Div: AFG/IPA BGA: 306 SOC: 4100301				
0001	SUPPORT II BASE				
0002	Option Year 1 Amount: \$9,941,286.00 (Option Line Item)				
0003	Option Year 2 Amount: \$10,226,340.00 (Option Line Item)				
0004	Option Year 3 Amount: \$10,520,030.00 (Option Line Item)				
0005	Option Year 4 Amount: \$10,822,622.00 (Option Line Item)				

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PART I – THE SCHEDULE

**SECTION B: SUPPLIES OR SERVICES AND PRICE/COSTS**

**B.1 PURPOSE**

The purpose of this contract is to support and strengthen the Mission's monitoring and evaluation systems, strategic communications and public information products, and performance management. Additionally, it shall provide support services such as facilitating workshops, conferences, and meetings for USAID and its implementing partners. The contractor shall conduct field-based assessments supporting technical offices in new program/projects design as well as providing translation services. The purpose of this contract is further defined in Section C, Statement of Work.

**B.2 CONTRACT TYPE**

This is a Cost-Plus-Fixed -Fee (CPFF) Term Level of Effort Contract. The Contractor shall provide the deliverables or outputs described in Section C and F in accordance with the performance standards specified within the resulting contract.

**B.3 ESTIMATED COST, FIXED FEE, AND OBLIGATED AMOUNT**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

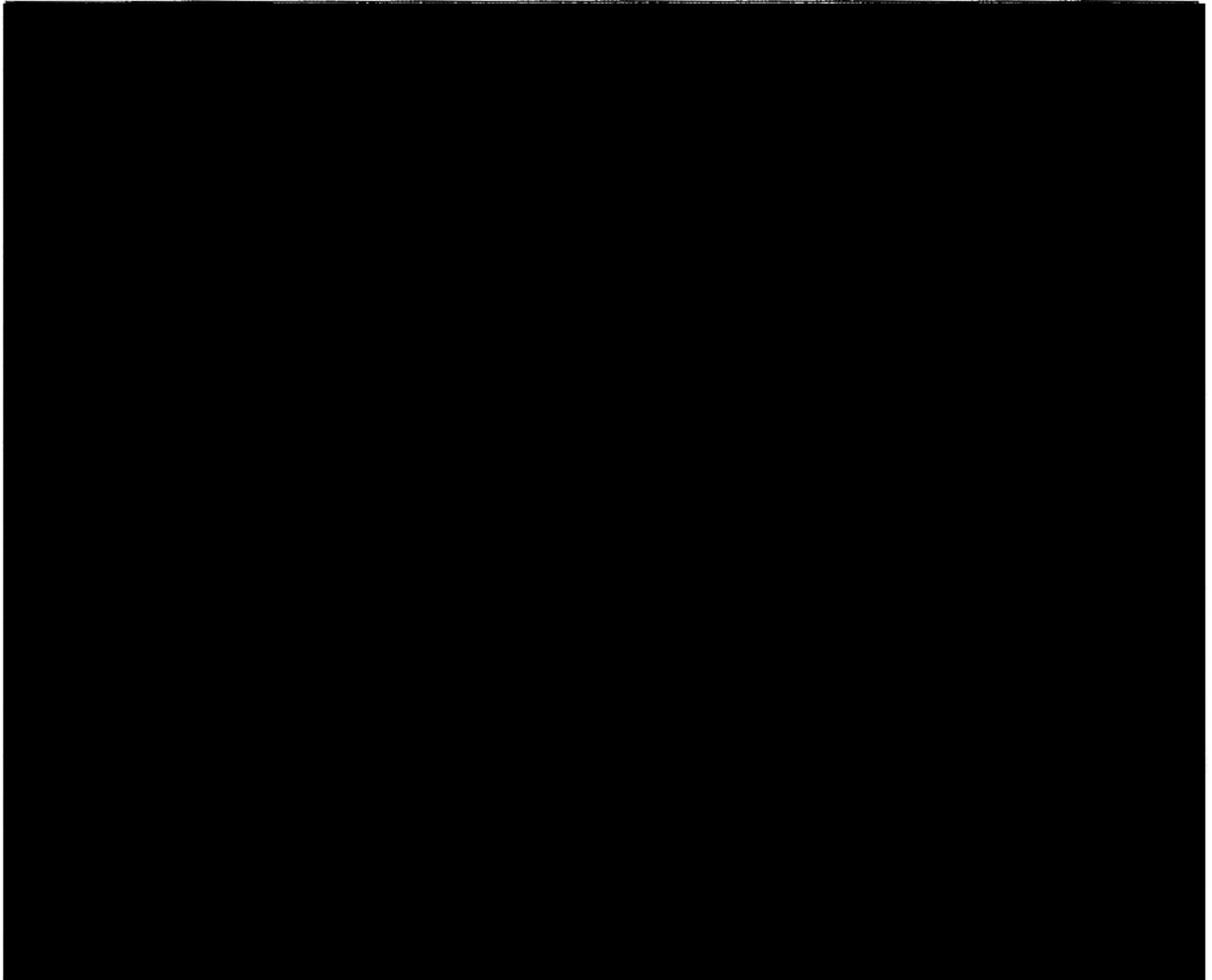
[REDACTED]

[REDACTED]

[REDACTED]

PART I - THE SCHEDULE

**B.4 BUDGET**



## PART I - THE SCHEDULE

**B.5 INDIRECT COSTS****B.6 COST REIMBURSABLE**

The costs allowable shall be limited to reasonable, allocable and necessary costs determined in accordance with FAR 52.216-7, Allowable Cost and Payment, FAR 52.216-8, Fixed Fee, if applicable, and AIDAR 752.7003, Documentation for Payment.

**B.7 PAYMENT OF FIXED FEE**

Payment of fixed fee, subject to FAR 52.216-8, may be made upon receipt of a proper invoice. Subject to FAR 52.216-8, Fixed Fee, shall be allocated based upon the proportion of the labor provided over the period covered by the invoice. In the event that the contractor does not provide the total Level of Effort stipulated in the contract budget, the total amount of fixed fee will be reduced in similar proportion.

**[END OF SECTION B]**

## PART I – THE SCHEDULE

**SECTION C: DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK****C.1 PURPOSE AND PROGRAM WORK LOCATIONS****I. Title**

Services under Program and Project Offices for Results Tracking (SUPPORT), Phase II.

**II. Purpose**

The original SUPPORT Project is now in its fourth year of implementation. The main objective of this SUPPORT program is to improve the overall efficiency and effectiveness of USAID/Afghanistan's programs, as well as to improve the information and reporting mechanisms, products and systems. The purpose of SUPPORT II is to execute a host of services to improve the efficiency of programs implemented by the Mission's Technical Offices. These services include activity/project designs, assessments, evaluations, management information and reporting, mapping, translation and interpretation services. In addition, technical assistance is to be provided to the Office of Program and Project Development (OPPD) to collect and disseminate public information, enhance the quality of data, and develop web content. Logistical support for USAID and Implementing Partners to hold conferences, meetings, and workshops is also provided through SUPPORT.

**III. Objectives**

Under Phase II of the SUPPORT Program, the contractor shall provide select services to OPPD and Mission technical offices (the USAID/Afghanistan Mission currently has the following technical offices: 1. Agriculture and Alternative Development; 2. Democracy and Governance; 3. Economic Growth; 4. Infrastructure, Engineering, & Energy; 5. Provincial Reconstruction Team; and 6. Social Sector Development (Education and Health). The purpose of the contract is to support and strengthen the Mission's monitoring and evaluation systems, strategic communications and public information products, and performance management, as well as to provide support services such as facilitating workshops, conferences, and meetings for USAID and its implementing partners, conducting field-based assessments, supporting technical offices in new program/project design, and providing translation services.

The Contractor shall provide the following services to OPPD and other technical offices in the Mission:

**A. Performance Monitoring:** Update, improve, and support implementation of the Mission's monitoring and evaluation procedures. Support services would include assisting the Mission with: 1. Performance Management Planning; 2. Field-based Monitoring; 3. Evaluations; 4. Monitoring progress towards Afghanistanization and Aid Effectiveness.

**B. Project/Program Design:** Provide OPPD and Mission technical offices with Project/Program Development and Design assistance via short and long-term technical consultants. Such assistance would include providing OPPD and Mission technical offices with short-term technical assistance that shall: 1. conduct sectoral and geographic assessments; 2. conduct topical and geographical research relating to development in Afghanistan; 3. draft statements of work (SOW) for task orders under already awarded sectoral Indefinite Quantity Contracts (IQCs); and 4. other project development design assistance as required.

**C. Logistics Support:** Organize, facilitate, and provide logistical support for workshops, conferences, and meetings in support of USAID/Afghanistan Mission offices.

**D. Communications and Public Outreach:** Provide communication services, material, information technology, website maintenance and design support to USAID/Afghanistan's Development and Outreach Coordination unit.

## PART I – THE SCHEDULE

**E. Translation:** Provide translations of technical and legal documents (into English, Dari, and/or Pashto), and intermittent short-term interpreters that can function in all three of these languages, and in the technical areas of the USAID portfolio, to accompany Mission staff to official meetings.

**F. Information Management:** Provide support for information management that shall enable USAID Afghanistan to be more responsive to the many data calls it receives with accurate and consistent data necessary for reports and briefing materials.

#### IV. Tasks

The Contractor shall accomplish the objectives above by completing the following tasks.

The Contracting Officer's Technical Representative (COR) shall issue work orders that shall instruct the contractor as to the specific tasks to accomplish within the broad tasks set out below. The COR shall send work orders via electronic mail to the Chief of Party and Deputy Chief of Party.

##### A. Performance Monitoring Support

1. **Performance Management Plans (PMP):** Coordinate with OPPD's Program Information Management Unit to assist technical offices and implementing partners in developing and updating their performance monitoring plans (PMP), and produce related documents and reports. Assist OPPD and technical offices in monitoring program results against stated indicators in the Operational Plan (OP) and the Performance Plan and Report (PPR). As part of this activity, the SUPPORT shall assist Mission technical office and implementing partner staff in ensuring that data quality assessments have been conducted for the indicators on which the programs are reporting. Any Subject Matter Experts (SMEs) contracted to do this work shall work with implementing partner CORs and AORs; and while carrying out their duties shall identify themselves as contractors rather than USG representatives.
2. **Monitoring:** Assist Mission technical offices with third-party, field-based monitoring of project activities. This will require travel to USAID-funded project sites to meet with beneficiaries (especially the hard to reach areas), conduct interviews, verify project activities, and report out on their findings. Monitoring shall be done in coordination with relevant Mission technical offices, and can include Mission technical and Provincial Reconstruction Team (PRT) staff, where feasible.
3. **Evaluations:** Work with OPPD and technical offices to schedule mid-term and final program evaluations on an annual basis. After program evaluation dates are determined and SOWs completed, the Contractor shall arrange for SMEs to conduct evaluations for the respective projects. The Contractor shall ensure that final evaluation reports are cleared, approved, and completed prior to the end of the SMEs work on the evaluations. The Contractor shall also ensure that final copies of the report are sent to USAID's Development Experience Clearinghouse (DEC) – <http://dec.usaid.gov> for filing.
4. **Aid Effectiveness:** Track and report on USAID data required under the Afghanistan National Development Strategy (ANDS), and assist in updating semi-annual portfolio review results presentations that USAID provides to the Ministry of Finance.

##### a. Performance Management

The Mission's Performance Management Plan (PMP) is used to systematically monitor the results achieved towards the Mission's Assistance Objectives by collecting and analyzing performance data for each indicator, and comparing it with previously established baseline situations and targets. This information is used to monitor whether planned results are being achieved, as defined in the USAID Country Strategic Plan.

## PART I – THE SCHEDULE

**Task 1:** The Contractor shall collaborate with OPPD and the Mission's technical offices to establish a PMP for the Mission, and revise PMPs at the Assistance Objective and program area levels to respond and adhere to new standard indicators, and other relevant guidance for Afghanistan with final approval by the Mission.

**Task 2:** The Contractor shall collaborate with relevant USAID/Afghanistan staff to track program results against indicators, targets, and baselines in the PMP. The Contractor shall collect data on a quarterly basis from the Government of the Islamic Republic of Afghanistan (GIROA), other donors, and public data sources, and shall identify data that needs to be collected and reported by USAID implementing partners (contractors, grantees, non-governmental organizations (NGOs), GIROA) to establish baselines for all indicators. The Contractor shall provide guidance to USAID implementing partners on data specifications, and shall provide them with training as needed to ensure that PMP-related data is being captured and reported. The Contractor shall collect, collate and analyze data presented by USAID implementing partners in their periodic reports and updates.

**Task 3:** The Contractor shall analyze the Mission's procedures for generating information for periodic reports and data calls, including but not limited to the PPR, OP, Mission Strategic Plan (MSP), and the various formats required for each report. The Contractor shall prepare recommendations on how to streamline management and reporting of data/information, and use of program information systems to improve efficiency and reduce the amount of time spent on preparing related reports and responding to data calls.

#### **b. Monitoring**

**Task 4:** The Contractor shall provide short and long-term technical assistance for the purpose of conducting field-based project monitoring. *The Contractor shall provide monitoring teams with the necessary skills and experience for USAID/Afghanistan COR concurrence; provide logistical support and quality control to visit project sites in the field and monitor project performance and project activities; facilitate presentations to the Mission, GIROA, and other donors and partners on the findings, and solicit feedback on recommendations; and finalize monitoring report in coordination with OPPD and the relevant technical office.*

#### **c. Evaluation**

The Contractor shall provide evaluation teams with the necessary skills and experience for USAID/Afghanistan COR concurrence; provide logistical support and quality control; facilitate presentations to the Mission, GIROA, and other donors and partners on the findings, and solicit feedback on recommendations; and finalize an evaluation report in coordination with OPPD and the appropriate Strategic Objective (SO) team. Upon final clearance of the evaluation report, the Contractor shall ensure that the report is submitted to the Development Experience Clearinghouse (DEC) – <http://dec.usaid.gov>

**Task 5:** The Contractor shall coordinate with OPPD and relevant technical offices to recommend when program evaluations should be conducted based on third party monitoring. The Contractor shall identify the following situations, which could also trigger the need for an evaluation:

- Performance information indicates an unexpected result (positive or negative) that should be explained (such as gender-differentiated results);
- Informed feedback from customers, partners or others suggests that there are implementation problems, unmet needs, or unintended consequences or impacts;
- Issues of sustainability, cost-effectiveness, or relevance have been cited in the portfolio review or PMP monitoring process; or
- The validity of Results Framework hypotheses or critical assumptions are questioned, e.g. due to unanticipated changes in the host country environment.

## PART I – THE SCHEDULE

**Task 6:** On an annual basis, the Contractor shall perform at least fifteen interim or final evaluations of Mission-funded programs, projects and/or activities, analyzing progress made, lessons learned, issues and challenges encountered during implementation, and relevance to USAID/Afghanistan's Assistance Objectives.

**Task 7:** The Contractor shall provide short and long-term technical assistance to conduct and complete annual reviews of each of USAID/Afghanistan's Assistance Objectives, measuring progress of activities against established intermediate results, and analyzing whether the activities under an Assistance Objective are working cohesively to address the Assistance Objective's overall goal. The review shall also include a comprehensive statement of the overall impact of the USAID/Afghanistan-supported program.

#### **d. Aid Effectiveness**

The Afghanistan National Development Strategy (ANDS) requires reporting that is designed to improve aid effectiveness and donor coordination, and that will increase the involvement of Afghan public and private sector institutions in managing their own national development process.

**Task 8:** The SUPPORT Contractor shall track USAID's contributions against ANDS benchmarks & timelines, and shall help the Mission to mesh them with USAID's own targets and indicators where it is appropriate to do so.

### **B. Project/Program Design**

USAID/Afghanistan's FY 2010 estimated budget is approximately \$2.6 billion, and it is expected that the Mission will maintain a sizeable budget for the next several years as Afghanistan transitions to developing country status. OPPD and Mission technical offices are currently in the process of designing new programs to meet Afghanistan's transitional and development needs over the coming years. In support of this ongoing Project/Program Design effort, USAID/Afghanistan will require short-term technical assistance on an as needed basis to assist in conducting assessments and writing project descriptions for new projects/programs.

In instances where Project/Program Design services are required of the contractor, OPPD shall issue work orders with individual SOWs, outlining the details of the types of services to be provided, and the type of technical assistance required. Such services would fall under the below categories:

- 1. Assessment:** In collaboration with, and as required by OPPD and Mission technical offices, the Contractor shall implement sectoral and/or geographic assessments within Afghanistan for the purpose of informing and supporting new project/program design efforts.
- 2. Research:** In collaboration with, and as required by OPPD and Mission technical offices, the Contractor shall conduct research of a topical and/or geographic nature for the purpose of informing USAID/Afghanistan programming and strategy.
- 3. Design:** In collaboration with, and as required by OPPD and Mission technical offices, the Contractor shall draft scopes of work (SOW) for task order activities required under already awarded sectoral Indefinite Quantity Contracts (IQC). The contractor shall assist the Mission in meeting short-term project development needs.

**Task 9:** The Contractor shall conduct field-based assessments, particularly in post-conflict and transitional environments, and draft performance-based SOWs, from which it shall provide short-term technical assistance for accomplishment of the tasks listed above.

### **C. Logistical Support**

**Task 10:** In support of USAID/Afghanistan's training and donor coordination activities, the Contractor shall organize, and facilitate workshops, conferences and meetings for USAID staff and their implementing partners.

## PART I – THE SCHEDULE

The Contractor shall also organize presentations on USAID programs for the host country, other donors, and distinguished visitors (VIPs). When requested, the contractor shall provide a facilitator. The contractor's facilities shall be used for donor coordination meetings and the convening of advisory groups responsible for overseeing project implementation. *Such meetings and conferences have averaged 50 per year and three days in duration in the past.*

#### **D. Communications and Outreach Support**

Culturally appropriate communication campaigns, products and outreach activities are a critical component of USAID/Afghanistan's strategy. The objective of USAID's communication plan is to better inform the public, both Afghan and international, of the breadth and scope of USAID's development activities. This plan shall be developed and managed by USAID/Afghanistan's Development Outreach & Communications (DOC) unit within OPPD. The Contractor shall assist the DOC unit to produce, translate, disseminate and evaluate communications products via the USAID/Afghanistan website and local press. *The Contractor shall not be responsible for other than providing expert advice and assistance to USAID, using the available LOE, unless such other specific services or commodities (i.e., procurement and responsibility for production, dissemination, website content or software) are incorporated into this contract by a Contract modification detailing the requirements and establishing the cost.*

**Task 11:** The contractor shall maintain website contents publishing and update, as well as writing and editing support on a number of information product tasks.

#### **E. Translation Services**

**Task 12:** The Contractor shall provide translations of technical and legal documents (into English, Dari and/or Pashto), and intermittent short term interpreters available on short notice and able to function in all of these three languages and in the technical areas of the USAID portfolio. They shall accompany Mission staff to official meetings and meetings in the field, have (or easily qualify to obtain) security background checks, and shall be able to accurately discuss development topics in the Mission portfolio in Dari, Pashto and English. On average, the expected workload is 85 pages /month and simultaneous interpreters cumulative equivalent of 1.5 full time local persons per year. USAID prefers that Afghan locals be employed in roles such as these, but actual individuals remain at the discretion of the contractor.

#### **F. Information Management**

##### **Task 13**

To support the USAID/Afghanistan Information management needs, the contractor shall provide information management services, systems, and other resources that help to effectively manage the demand for information and information products.

*USAID/Afghanistan uses a management information system to track program and project information for all mission-funded activities. The purpose of this database is to track the location of project implementation, document the use of funds, and monitor development projects, while maintaining coordination between USAID/Afghanistan, USAID/Washington, Congress, implementing partners, the Government of Afghanistan, and other donors. This reporting process supports the Government of Afghanistan's requirement that USAID provide information to the Ministry of Finance in order to track ongoing and completed donor-sponsored development activities.*

*USAID Afghanistan uses "Afghan Info" (an MIS tool specially developed for USAID Afghanistan to collect performance information). All Implementing Partners, contractors, and grantees report into this system on a quarterly basis. The contractor shall also report into this system. The extent of support required from the*

## PART I – THE SCHEDULE

*contractor for this system will be determined by OPPD and appropriate access levels granted.*

*For GIS, the Mission uses ArcGIS desktop version 9.3 on a standalone set up. The application is not available on the IT network servers but resides on a client desktop. It is a critical component of USAID Afghanistan MIS, and it's currently used for meeting the static mapping requirements of the Mission.*

*The Contractor shall:*

- 1. Provide data entry support services into the mission's identified Management Information Systems (MIS) for any collected, historic or available information whenever needed.*
- 2. Provide Geographical Information System (GIS) data collection process, organization and quality improvement and provide USAID/Afghanistan with spatial data archive on project and baseline spatial datasets.*
- 3. Maintain DevResults software, hardware, and hosting data; and, procure dedicated internet services (currently estimated at 2 MBs download/month) and ArcGIS Desktop Editor v.9.3 support fees, including license and maintenance, to keep GIS mapping system operational during the contract period. Contractor shall provide hosting and support fees beyond what is currently in place for the USAID/ Afghanistan Content Management Solution application. DevResults is a web-=-mapping and project management applicaton tailored to the needs of development organizations. DevResults enables the Mission to map locations of its projects (using Afghaninfo supplied data) while also including additional thematic GIS layers, and offers additional tools for project management (integrated with the mapping component). The Contractor shall manage the DevResults application in coordination with CaudillWeb, shall specify and monitor change requests to the application as required, and update GIS data to be hosted in Dev Results's servers at Rackspace (California, USA)."*
- 4. Coordinate with USAID technical offices, Implementing Partners, and Field Program Officers (FPOs) to obtain data necessary to respond to data requirements and produce desired maps as required by the Mission.*
- 5. Conduct information requirements analysis through field visits and interviews with USAID Program office, Field Program Officers and Implementing Partners working throughout Afghanistan.*

*However, the contractor may also be called upon to provide second level support as may be determined by OPPD.*

#### **G. Closeout and Final Reports**

**Task 14:** With prior notification from USAID the contractor shall proceed with closeout procedures.

**Task 15:** The Contractor shall prepare a final report that documents any lessons learned and recommends any future steps needed for the further development of all management information systems (MIS), monitoring and evaluation systems that have been managed and maintained by the Contactor.

#### **V. Personnel**

##### **Implementation Approach**

The emphasis of this contract is to deliver program management and support services; as such the contractor shall provide personnel with strong field experience in areas including program management, monitoring & evaluation, logistics support. The contractor shall provide an appropriate team as described below. *All long-term professional staff except Monitoring & Evaluation Specialists, and translators shall be assigned to the Kabul office. Monitoring & Evaluation Specialists and translators shall be assigned to the office that is most appropriate for performing their work. Short-term experts shall work where needed in Afghanistan or, if approved in advance by the COR, at the home office on a limited basis. The deliverable LOE does not include home office administrative or oversight support. The deliverable LOE does not include home office supervision or oversight. The Contractor shall provide the Chief of Party and Deputy Chief of Party such authority and responsibility that full supervision of work is exercised in Afghanistan, and any home office supervision and oversight are treated as indirect, quality control,*

## PART I – THE SCHEDULE

*effort. The deliverable LOE also does not include one-time contract start-up labor and administrative and support staff labor, which are allowable direct costs but are to be accounted for separately from the deliverable LOE."*

This is an unaccompanied post. Family accommodation shall not be supported by USAID, even if this changes to an accompanied post over the period of performance of the SUPPORT contract. Based upon the *projected* needs of the Mission, the following are the *labor categories included in the level of effort to be delivered*.

**LONG-TERM TECHNICAL ASSISTANCE - EXPATRIATE OR LOCAL PROFESSIONAL**

**Except for the Chief of Party, these positions may be filled by either expatriate or cooperating country national (also referred to as CCN or local) employees**

**Chief of Party:** U.S. citizen expatriate development professional responsible for the overall management, liaison, and coordination with USAID. This person should have at least 15 years of international development programming and management experience, able to recruit and supervise short-term U.S., third country and local experts for evaluations, monitoring, with excellent development analysis and communications skills, and able to represent the Contractor in meetings with senior Mission, Embassy, Congressional Delegations (CODELS)/VIPs and GIROA officials. S/he *shall* have excellent reporting, writing, and presentation skills. The COP *shall* be familiar with standard business IT applications, ensure quality oversight of all products provided by SUPPORT, including those from short-term experts for evaluations and other assignments, and be able to interact effectively with Mission, Embassy, and GIROA officials. Knowledge of relevant federal regulations and procedures is preferred. Preference should be given for knowledge and work experience in post-conflict countries.

**Deputy Chief of Party:** This person should have 10 years in international development. S/he *shall* be able to fill the roles fully of the Chief of Party in their absence over leave or temporary travel. S/he *shall* have good leadership skills, be familiar with financial systems and administrative procedures, experienced in operational and organizational management, personnel management and supervision, demonstrated ability to conduct multi-tasking, be familiar with standard/office IT applications. Skills in general administration and management of logistics are desirable. Experience in effective interaction with Mission, Embassy, and host country government is desired. In the absence of the Chief of Party, the incumbent *shall* perform as Acting Chief of Party. S/he *shall* have excellent reporting, writing, and presentation skills. Knowledge of USAID regulations and procedures is preferred; and preference should be given for knowledge and work experience in post-conflict countries. This individual shall be subject to US Embassy Security background check.

**MIS/GIS Specialist:** This person should have an MS degree in geography, MIS/GIS, with 10 years working experience in the relevant field. He/she *shall* provide overall SUPPORT MIS/GIS direction, enhancing Mission MIS capabilities, and will liaise with USAID, AIMS and other GeoBase- and GIS-related entities. He/she *shall* direct GIS design, training, implementation, maintenance and producing maps.

**Sr. M&E Specialist:** This person should have a degree in international development or related field; minimum ten years of experience in M&E systems design, performance measurement, indicator selection, quantitative and qualitative data collection, analysis, assurance, and database management; minimum ten years of experience designing, managing, and implementing development projects at a senior level; experience in conflict or post-conflict countries; excellent knowledge of M&E, organizational learning, and impact evaluation methodologies, trends, and USAID operations; demonstrated leadership skills; ability to manage special projects, take initiative, and undertake complex assignments; strong analytical skills and excellent verbal and written communications skills; ability to produce quality monitoring and evaluation reports and ability to work under pressure and meet tight deadlines; and, an expert in providing training. The Sr. M&E specialist will train and supervise a team of 5 short term Afghan staff on awareness and application of project monitoring techniques and approaches. In close conjunction with USAID/A and OPPD, the manager will also take an active role in promoting M&E standards of performance management planning, design, and implementation, including data collection, data liaison, quality assurance, analysis, reporting and presentation. The M&E Specialist will be expected to

## PART I – THE SCHEDULE

*travel extensively with the team throughout the country in areas which are challenging. The Sr. M&E Specialist will replace the M&E team leader as and when needed.*

**DOC Specialist:** *This person should have at least an MA degree in journalism, media development, or other relevant field with 10 years working experience in the relevant field. He/she must also have significant website development experience. He/she shall provide support to USAID DOC in the development, design, planning and delivery of outreach and communication content, support the development and implementation of partner communication conferences and workshops, and participate in drafting/designing strategic plans and analysis. He/she shall have demonstrated knowledge in design and implementation of public outreach and communication, and public education mechanisms; design and implementation of outreach and communications strategies, key messages, providing technical directions and guidance required to adequately target diverse audiences in Afghanistan and the U.S.; ability to work in complex environments (experience in post-conflict environments is required), ability to handle multi-tasking, and work in multi-cultural and multi-ethnic environments. In-depth knowledge in desktop publishing software packages required. The DOC Specialist will be fully embedded in the USAID Mission, but shall not have clearance to use the Mission SBU Network/IT system. He/she will share documents with the Mission DOC staff and will be given work orders by the Head of DOC.*

**Program Design and Monitoring and Evaluation Team Leader:** *This person should have at least 10 years of international experience and demonstrated knowledge in program/activity and strategy designs; design and implementation of performance monitoring tools & mechanisms (performance output and impact indicators); information/data gathering, data quality assurance, and results reporting; conducting (impact) evaluations & assessments; conducting surveys and analysis, and, expert in providing training. S/he needs to have a good track-record in providing technical and programmatic guidance to diverse stakeholders on optimal mechanisms and methodologies for quality performance monitoring, data validations, planning, quality controls, accountability mechanisms, assessments and evaluations. Experience in operating in complex, post-conflict environments, with multi-cultural and multi-ethnic setting is required.*

### **LONG-TERM TECHNICAL ASSISTANCE - LOCAL PROFESSIONAL**

**These positions are to be filled by cooperating country (local) employees**

**Translator:** *This person should have a BA degree in literature and English language with five years experience in translation with local or international organizations. Complete knowledge of local languages manly Dari and Pashtu. He/she performs translations in Dari/Pashto and English and/or reviews translations and provide interpretation services as requested by the management. This includes editing and/or proofing in-house and/or outsourced translations, and providing abstracts of translated documents or full translations.*

#### **MIS/GIS Specialist:**

*This person should have a University degree in Computer Science or Management Information Systems with five years experience working on MIS/GIS system in national and international organizations. She/he shall perform detailed data review and correction, communicate and coordinate data validation with a variety of information providers and customers, create GIS datasets from text descriptions, coordinate strings and sketches, develop mapping and ensure that the ArcGIS system is properly maintained and operational.*

**M&E Specialist:** *This person should have a University degree in development and seven years working experience in monitoring and evaluation and program/project development. He/she shall assist the M&E team leader and Sr. M&E Specialist in design, plan and implement third party monitoring and evaluations. Review field monitoring and evaluation reports. Participate in data collection, analysis, and liaison.*

## PART 1 – THE SCHEDULE

**SHORT TERM TECHNICAL EXPERTISE**

The contractor shall provide short term expertise, which shall be available on demand and scheduled as part of the work order approval process *in the following technical specialties*:

**Peace & security** – PRT portfolio including stabilization and community development projects in insecure and transitional areas, counter narcotics.

**Governing justly & democratically** – portfolio includes local governance training, independent media, rule of law, parliamentary strengthening, political parties, and civil society organizations strengthening projects.

**Investing in people** – comprehensive capacity building program for public and private sectors, NGOs, and universities, and participant training in the U.S., third countries and in-country; as well as health and education (including girls' education, literacy and youth) projects.

**Economic growth** – infrastructure (especially energy and roads); small and medium enterprise development and micro-credit, trade and investment, public-private partnership, agriculture, alternative livelihoods, Environment, biodiversity, and provincial and urban strategic planning.

**Humanitarian response** - managing emergencies, natural disasters, food security.

**Monitoring and evaluation** - performance management plan (PMP), data quality, results frame work, development results impact, outcome and output indicators, index, data definition and collection, specialist in evaluation, research and analysis. Appropriate experience in a relevant foregoing technical specialty described above is also required.

**Field Monitors** - monitoring project performance and activities, and verify outputs through visiting project sites, meeting with beneficiaries, and conducting interviews for survey. They are at least 12<sup>th</sup> grade graduates, with basic English language skill, and having five years working experience in monitoring project, reporting and data collection with development organizations. They are skilled in interviewing people and filling questionnaires.

**Meeting, conference, and workshop facilitation** – Appropriate facilitation experience along with requisite technical experience appropriate to the meeting, conference or seminar. Facilitation could include moderation, and producing written minutes and results.

**Local translators** - mid-level professionals with (or qualified to obtain) security background checks, and that can accurately discuss development topics in the Mission portfolio in Dari, Pashto and English. The U.S. Government prefers that Afghan locals be employed in roles such as these, but actual individuals remain at the discretion of the contractor.

**VI. LOGISTIC SUPPORT****a. Provided by Contractor****1. Kabul Office**

The contractor shall lease a facility with close proximity to the US Embassy in Kabul. In addition to space and equipment for long-term and short-term staff, the Contractor shall provide at least two meeting rooms that can be used for workshops and conferences. One of these meeting rooms should be able to accommodate approximately 45 persons. The other meeting room should seat at least 15 persons. Also, STTAs could use these facilities for team meetings and prep work. These rooms must have overhead projectors, internet access and simultaneous translation equipment. No teleconferencing facilities are needed.

**2. Offices in Kandahar and Jalalabad**

In each location, the Contractor shall provide a liaison office/guesthouse to support SUPPORT II operations such as field monitoring and evaluation teams. Each facility should have six rooms including a small kitchen, four single bedrooms, a small office, plus a conference room for 12 people. Meals shall be provided and the facility

## PART I – THE SCHEDULE

shall be equipped with a generator, computers, basic printer/copier, internet, furniture, and staffed with the following personnel:

One Office manager  
Guards  
One cook/cleaner

### 3. RSO Security Requirements

Since USAID U.S. citizen and TCN employees will periodically use Contractor-provided facilities in Kabul and elsewhere as specified herein, such facilities must meet security requirements specified by the U.S. Embassy Regional Security Office following U.S. Department of State Foreign Affairs Handbook (FAH) 12-5. Contractor facilities must meet facility security requirements in FAH 12-5. In addition to contractor expatriate staff, the following are the maximum expatriate persons allowed at USAID-sponsored conferences, meetings, seminars, and overnight lodging:

Kabul facility: 40 expatriate persons for up to eight hours-no overnight USAID guest lodging. Kandahar and Jalabad facilities: 6 expatriates, including overnight USAID-sponsored guest lodging. The Contractor must consider the sum of both its staff and USAID-sponsored persons in deriving the maximum expatriate presence for determining the specific FAH 12-5 facility security requirements which will apply to each of its facilities."

After award of the Contract, the USAID Safety and Security Office will survey properties proposed for lease by the Contractor and will provide specific facility security requirements. These requirements will be incorporated into the Contract through a negotiated Contract modification which will provide additional cost and fixed-fee for these requirements. Such adjustment shall be offset by any cost or fee estimated in the Contractor's original proposal for facility security.

#### b. Provided by USAID

##### 1. Government Furnished Property

USAID shall provide the Government-Furnished Property (GFP) shown in Attachment J.6 for use of the Contractor in performing the work. The Contractor shall utilize this property in lieu of purchase of new property if using such property is beneficial in terms of cost and utility. The property is located in Kabul and the Contractor is responsible for all costs related to making the property available for use, such as payment of all transportation, installation or rehabilitation costs.

##### 2. DOC Specialist Support

USAID shall provide office space, equipment and furniture for the DOC Specialist, but he/she shall not have clearance to use the Mission SBU Network/IT system.

c. All other logistic support for the contract shall be provided by the Contractor.

### VII. SECURITY

Contractor shall comply with all GIRA and U. S. Government civilian/ military agency security policies and orders including Change of Mission – Fragmentary Order (COM/FRAG) as they relate to Contractor's work under this Contract. Further, Contractor shall be fully familiar and compliant with the requirements and procedures of FAR clause 52.225-19, Contractor Personnel in a Designated Operational Area or Supporting a Diplomatic or Consular Mission Outside the United States, incorporated by reference in Section I of this Contract.

## PART I – THE SCHEDULE

*Contractor is advised that, as a result of Presidential Decree #62, armed guard services and weapons possession needs under this Contract must be coordinated through the Afghan Ministry of Interior's Afghanistan Public Protection Force (APPF). At the time of award of this Contract, procedures for obtaining these needs are in transition and Contractor shall closely monitor APPF procedural requirements and comply as required. Contractor shall initiate discussion with APPF regarding needs as soon as possible. The APPF will require Contractor to prepare and submit information on several forms. After receipt, APPF will discuss Contractor's specific needs in a personal interview. At the time of award of this Contract, the contact persons for this process are Colonel Mohammad Maroof, General Manager of Plans and Statistics, APPF, 0799-310-322, and Col. Shir Ali who is the Deputy of Plans and Statistics, APPF, 0799-843-165. (Note: Both are more comfortable communicating in Dari). USAID's Safety and Security Office will assist with the process and can be reached at [kabulaidss@usaid.gov](mailto:kabulaidss@usaid.gov).*

*The Contractor shall be responsible for providing all life-support and security services required for its personnel deployed to work locations. The Contractor responsibilities shall include all life support, communications, and transportation of materials, personnel, and equipment to work sites. The Contractor may be required to provide the same life-support and security services for USAID personnel when so required in a work request. In addition, the Contractor shall be responsible for maintaining the security of its personnel, materials, and equipment.*

*For each work request, unless otherwise stated, the Contractor shall prepare a comprehensive safety and security plan pertaining to all aspects of its tasks and the tasks of its employees in the performance of all work related to this Contract as well as the off-duty activities of its employees, as those activities relate to performance of Contract work, serving in Afghanistan. The Contractor shall continuously monitor and update this comprehensive safety and security plan by means of qualified and competent security personnel. The Contractor shall work closely with and establish liaison and cooperate with all authorized and appropriate safety and security organizations and entities for the protection and safety of its operations and employees.*

[END OF SECTION C]

## PART I – THE SCHEDULE

**SECTION D PACKAGING AND MARKING****D.1 AIDAR 752.7009 MARKING (JAN 1993)**

(a) It is USAID policy that USAID-financed commodities and shipping containers, and project construction sites and other project locations be suitably marked with the USAID emblem. Shipping containers are also to be marked with the last five digits of the USAID financing document number. As a general rule, marking is not required for raw materials shipped in bulk (such as coal, grain, etc.), or for semi finished products which are not packaged.

(b) Specific guidance on marking requirements should be obtained prior to procurement of commodities to be shipped, and as early as possible for project construction sites and other project locations. This guidance will be provided through the cognizant technical office indicated on the cover page of this contract, or by the Mission Director in the Cooperating Country to which commodities are being shipped, or in which the project site is located.

(c) Authority to waive marking requirements is vested with the Regional Assistant Administrators, and with Mission Directors.

(d) A copy of any specific marking instructions or waivers from marking requirements is to be sent to the Contracting Officer; the original should be retained by the Contractor.

The branding strategy for this contract, as specified in USAID ADS 320.3.2.1 is as follows:

Program Name: Services under Program and Project Office for Results Tracking Phase II (SUPPORT II)

Branding: The branding shall incorporate the message: The assistance is “from the American People jointly sponsored by USAID and the Government of the Islamic Republic of Afghanistan”.

Desired Level of Visibility: USAID identity must be prominently displayed in: commodities or equipment; printed, audio, visual or electronic public communications; studies, reports, publications, web sites, and all promotional and informational products; and events.

Organizations to Acknowledge: The branding may acknowledge other organizations deemed as partners of an event or deliverable.

**D.3 BRANDING AND MARKING POLICY**

In accordance with provision D.2 above, and where applicable, the Contractor shall comply with the requirements of the policy directives and required procedures outlined in USAID Automated Directive System (ADS) 320.3.2 “Branding and Marking in USAID Direct Contracting” (version from January 8, 2007) at <http://www.usaid.gov/policy/ads/300/320.pdf>; and USAID “Graphic Standards Manual” available at [www.usaid.gov/branding](http://www.usaid.gov/branding), or any successor branding policy.

The Branding Implementation and Marking Plan for the USAID/Afghanistan Services Under Program and Project Office for Results Tracking Phase II is attached as Attachment J.1.

**[END OF SECTION D]**

## PART I – THE SCHEDULE

**SECTION E INSPECTION AND ACCEPTANCE****E.1 NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE**

The following contract clauses pertinent to this section are hereby incorporated by reference (by Citation Number, Title, and Date) in accordance with the clause at FAR "52.252-2 CLAUSES INCORPORATED BY REFERENCE" in Section I of this contract. See FAR 52.252-2 for an internet address (if specified) for electronic access to the full text of a clause.

## FEDERAL ACQUISITION REGULATION (48 CFR Chapter 1)

NUMBER	TITLE	DATE
52.246-5	INSPECTION OF SERVICES--COST-REIMBURSEMENT	APR 1984

**E.2 INSPECTION AND ACCEPTANCE**

USAID inspection and acceptance of services, reports and other required deliverables or outputs shall take place at the principal place of performance or at any other location where the services are performed and reports and deliverables or outputs are produced or submitted. The COR listed in Section G has been delegated authority to inspect and accept all services, reports and required deliverables or outputs.

**E.3 PERFORMANCE STANDARDS**

Annual evaluation of the Contractor's overall performance shall be conducted jointly by the COR and the Contracting Officer, in accordance with FAR 42.15 and AIDAR 742.15, and shall form the basis of the Contractor's permanent performance record with regard to this contract.

**E.4 MONITORING AND EVALUATION PLAN**

The COR in the Office of Program and Project Development shall establish a Steering Committee with a representative from each technical office in the Mission. The Committee shall meet at least on a semi-annual basis, to review recommendations for improvements if needed.

[END OF SECTION E]

## PART I - THE SCHEDULE

**SECTION F DELIVERIES OR PERFORMANCE****F.1 NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE**

The following contract clauses pertinent to this section are hereby incorporated by reference (by Citation Number, Title, and Date) in accordance with the clause at FAR "52.252-2 CLAUSES INCORPORATED BY REFERENCE" in Section I of this contract. See FAR 52.252-2 for an internet address (if specified) for electronic access to the full text of a clause.

## FEDERAL ACQUISITION REGULATION (48 CFR Chapter 1)

NUMBER	TITLE	DATE
52.242-15	STOP-WORK ORDER ALTERNATE I	AUG 1989 (APR 1984)

**F.2. PERIOD OF PERFORMANCE**

The period of performance for this contract is one year from award date, with four one-year option periods of performance.

**F.3 PLACE OF PERFORMANCE**

Performance of this contract shall be primarily in Afghanistan. *The Contractor shall establish a main office and expatriate staff housing in Kabul, an office-guesthouse facility in Kandahar, and an office-guesthouse facility in Jalalabad. It is anticipated that key personnel shall be based in offices located in Kabul. Activities to be supported shall be within Kabul and districts throughout Afghanistan.*

**F.4 DELIVERABLES**

Required deliverables resulting from the tasks outlined in the Statement of Work (section C) are set forth below. *Reports shall be delivered to the COR unless specified otherwise below.*

**a. REPORTS**

Performance Monitoring Support		Due Date/Frequency
1	Revised "USAID/Afghanistan Performance Management Plan 2011-2015 and annual updates for the remaining years of the contract.	Within 120 days after award.
2	Updates to PMPs in conjunction with the semi-annual portfolio review process to reflect changes in strategy, targets and/or activities.	Semi-annually
3	Semi-annual PMP Data Quality Assessment Report.	30 days after Semi-annual portfolio review.
4	Provide a report recommending streamlined processes and procedures for generating data/information reports that require multiple formats as required by USAID/W, the State Department, GIRA, and other USG agencies as applicable.	Within 120 days after award.

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5	<p>Third-party field monitoring plan based on the following:</p> <p>i. Prepare a field monitoring plan, and assemble teams of field monitors charged with assessing Mission-funded project activities and verifying related data. The plan shall describe methods for data collection (e.g. field visits, implementing partner data, beneficiary interviews, interviews with key stakeholders, etc.) and the necessary tools for data/information gathering (reply forms, questionnaires, tabulation forms, etc.).</p> <p>ii. As specified by the COR, coordinate with USAID/Afghanistan implementing partners to develop systems to help ensure consistent, reliable and timely reporting and data collection methodologies.</p> <p>iii. Analyze reporting mechanisms used by USAID/Afghanistan's implementing partners to identify any systemic delays. Provide USAID/Afghanistan with recommendations regarding possible corrective measures.</p> <p>iv. At quarterly intervals, report on the status of key indicators identified for each USAID/Afghanistan Assistance Objective.</p> <p>v. Prepare thematic situational reports focused on a specific region, such as Regional Command South, or functional area/sector, such as agriculture, infrastructure, etc.</p>	<p>60 days following the contract award date.</p> <p>Before end of year 1.</p> <p>Quarterly</p> <p>Quarterly</p> <p>Monthly</p>
6	<p>An Annual Evaluation Plan that at minimum outlines all the evaluation activities to be carried out each fiscal year, timeframes, and resources needed for each activity. This plan shall be developed in consultation with OPPD and the Mission's technical offices, due within 60 days of contract award, and submitted to the USAID SUPPORT COR for concurrence. The Contractor shall work with USAID SUPPORT COR to update this plan semi-annually in conjunction with the Mission's semi-annual Portfolio Reviews.</p>	<p>60 days after award; updates to be done Semi-annually.</p>
7	<p>Fifteen or more evaluation reports per year.</p>	<p>Annually</p>
8	<p>Reports which can be presented to the Ministry of Finance on the following aspects of the USAID program:</p> <ul style="list-style-type: none"> <li>• Amount and percentage of assistance channeled through the GIROA Budget.</li> <li>• Amount and percentage of assistance channeled through Afghanistan private sector and other modalities such as NGOs.</li> </ul>	<p>Annually</p>

## PART I – THE SCHEDULE

<b>Project/Program Design</b>		
9	<ul style="list-style-type: none"> <li>Final reports fully cleared through OPPD and Mission technical offices, which adhere to the reporting requirements outlined in the respective SOWs requesting the support activity.</li> </ul>	Five days upon completion of each activity.
	<ul style="list-style-type: none"> <li>Out brief presentations by the teams of subject matter experts or STTA teams carrying out specific assignments.</li> </ul>	Ten days before completion of each activity.
	<ul style="list-style-type: none"> <li>Submission by the Contractor of final reports to the USAID reports clearinghouse as per USAID's Automated Directives System (ADS).</li> </ul>	Ten days after submission of final reports to USAID Afghanistan.
<b>Logistical Support</b>		
10	A plan for leasing, upgrading and operation of the Contractor's conference/meeting facilities. This plan shall include the physical improvements that shall enable the facility to conform to RSO prevailing acceptable standards for security (e.g. guarded, walled compound, with blast film on windows).	Within 45 days of the award.
<b>Communications and Outreach Support</b>		
11	Long term TA in the DOC office on a daily basis. This shall include web-publishing and editing, editorial support on Mission briefer packages including provincial and/or sectoral briefing materials, bi-weekly updates, and briefing books for VIP visits.	TA required 30 days after award on a daily basis till close of project.
	<ul style="list-style-type: none"> <li>Edited, and formatted USAID Afghanistan bi-weekly reports; mission briefer packages including provincial and sector briefers; briefer Packages for VIP visits</li> </ul>	Weekly updates through life of project
<b>Translation Services</b>		
12	Translated documents varied widely from simple letters to provincial briefers to textbooks to articles to audio transcriptions.	Upon request by the Mission.
<b>Information Management</b>		
13	<ul style="list-style-type: none"> <li>Provide the Mission with a process that enables the Mission to enhance information collection procedures, identify duplications (data, systems or approaches), and systematically collect information in standardized and consolidated formats agreed upon by the mission.</li> </ul>	Quarterly
	<ul style="list-style-type: none"> <li>Quality review, validate, and update collected information in systematic manner, and provide any comments or recommendations on mission management information efforts where necessary.</li> </ul>	Quarterly
	<ul style="list-style-type: none"> <li>Provide data entry support services into the mission's identified Management Information Systems (MIS) for any collected, historic or available information whenever needed.</li> </ul>	Weekly
	<ul style="list-style-type: none"> <li>Provide Global Information System (GIS) data collection process,</li> </ul>	Weekly

## PART I – THE SCHEDULE

	organization and quality improvement and provide USAID/Afghanistan with spatial data archive on project and baseline spatial datasets.	
	<ul style="list-style-type: none"> <li>Coordinate with USAID technical offices, Implementing Partners, and Field Program Officers (FPOs) to obtain data necessary to respond to data requirements and produce desired maps as required by the Mission.</li> </ul>	Weekly
	<ul style="list-style-type: none"> <li>Conduct information requirements analysis through field visits and interviews with USAID Program office, Field Program Officers and Implementing Partners working throughout Afghanistan.</li> </ul>	Monthly and upon demand by mission technical offices.
<b>Work Plans</b>		
14	The following shall be submitted to the COR for review and concurrence:	
	<ul style="list-style-type: none"> <li>First Year Work plan</li> </ul>	45 days after award
	<ul style="list-style-type: none"> <li>M&amp;E plan to assess the performance of the <i>contract work</i> and whether or not targets are being achieved and if they should be adjusted</li> </ul>	45 days after contract award
	<ul style="list-style-type: none"> <li>Annual Work plan</li> </ul>	30 days after anniversary date of award for each year; with quarterly updates.
<b>Contract Performance/Progress Reports – to COR w/copy to CO</b>		
15	<ul style="list-style-type: none"> <li>Bi-Weekly Activity Updates: The contractor shall submit bi-weekly activity updates to the COR at the end of every two weeks. This shall cover key activities carried out and any significant issues noted during the two week period.</li> <li>Quarterly Activity Reports: This shall cover a 90 day period and should be submitted to the COR no later than the 21<sup>st</sup> day after the close of the quarterly reporting period. <i>It shall include actual level of effort expended to date by labor categories in b, below, and shall highlight key accomplishments, successes, progress made, problems, and challenges during the reporting period. It should also have recommendations for tasks that need to be included/updated during the quarterly work plan updates.</i></li> </ul>	Bi-weekly.

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	Quarterly Financial Reports: required every 90 days, based on the standard USAID's quarterly reporting schedule. This shall be submitted two weeks after the end of the quarterly reporting period. This report shall compare actual against projected expenditures. It shall contain a summary page that reflects cumulative spending to date, a pipeline analysis, and variance analysis. The contractor shall include a brief note on any significant accrued expenditure for the quarter that has not yet been billed, to enable the COR to track expenditures accurately.	
	<ul style="list-style-type: none"> <li>Special Reports: as required and shall be submitted upon request by the COR.</li> </ul>	As required.
	<ul style="list-style-type: none"> <li>Annual Reports: This should include in detail the key accomplishments, successes, progress made, problems, and challenges during the yearly reporting period. It should include performance highlights for the reporting period and set some goals/targets for the subsequent year.</li> </ul>	Due 30 days after anniversary date of award.
	<ul style="list-style-type: none"> <li>Contract Closeout and Demobilization Plan: This plan shall include a proposed Property Disposition Plan, a plan for the phase-out or handover of in-country operations, a delivery schedule for all reports or other deliverables required under the Contract and a timetable for completing all required actions in the Contract Closeout and Demobilization Plan, including the submission date of the final Property Disposition Plan to the Office of Acquisition and Assistance (OAA)</li> </ul>	Due 60 days prior to contract expiration date.
	<ul style="list-style-type: none"> <li>Final Report: This shall cover the entire life of Contract and shall contain financial, activity accomplishments, as well as challenges encountered. <i>Contractor shall provide a draft by 30 days prior to the contract completion date.</i></li> </ul>	<i>By contract completion date.</i>

## b. PROFESSIONAL LEVEL OF EFFORT

(1)The contractor shall provide the following level of effort of direct employee, consultant, or subcontractor labor for the period specified in the clause, Period of Performance, above. This total level of effort is organized by labor category below. *Effort not expended in any year may be carried over to the following year.*

(2)The number of *person-hours* for any labor category may be used in any other labor category, subject to the prior written approval or direction of the COR. Once the total level of effort for all years has been delivered, this contract is complete.

**AWARD/CONTRACT** 1. THIS CONTRACT IS A RATED ORDER UNDER OPAS (15 CFR 700) RATING PAGE OF PAGES  
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2. CONTRACT (Proc. Inst. Ident.) NO AID-306-C-12-00012 3. EFFECTIVE DATE See Block 20C 4. REQUISITION/PURCHASE REQUEST/PROJECT NO REQ-306-12-000144

5. ISSUED BY CODE AFGHANISTAN 6. ADMINISTERED BY (If other than item 5) CODE  
USAID/Afghanistan  
Office of Acquisition & Assistance

7. NAME AND ADDRESS OF CONTRACTOR (No., Street, City, Country, State and ZIP Code)  
COCI  
CHECCHI AND COMPANY CONSULTING INC.  
1899 L ST NW STE 800  
WASHINGTON, DC 20036-4812  
DUNS: 61-213-5434  
TIN: 521080155

8. DELIVERY  
 FOB ORIGIN  OTHER (See below)

9. DISCOUNT FOR PROMPT PAYMENT

10. SUBMIT INVOICES (4 copies unless otherwise specified) TO THE ADDRESS SHOWN IN ITEM

11. SHIP TO MARK FOR CODE AFGHANISTAN FACILITY CODE  
USAID/Afghanistan  
6180 Kabul Place  
Dulles, VA 20189-6180

12. PAYMENT WILL BE MADE BY CODE AFGHANISTAN  
OFFICE OF FINANCIAL MANAGEMENT  
00001

13. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION  
 10 U.S.C. 2304 (a) )  41 U.S.C. 253 (c) )

14. ACCOUNTING AND APPROPRIATION DATA 306

15A. ITEM NO	15B. SUPPLIES/SERVICES	15C. QUANTITY	15D. UNIT	15E. UNIT PRICE	15F. AMOUNT
Continued					
15G. TOTAL AMOUNT OF CONTRACT					\$52,160,960.00

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CONTRACTING OFFICER WILL COMPLETE ITEM 17 (SEALED-BID OR NEGOTIATED PROCUREMENT) OR 18 (SEALED-BID PROCUREMENT) AS APPLICABLE

17.  CONTRACTOR'S NEGOTIATED AGREEMENT (Contractor is required to sign this document and return \_\_\_\_\_ copies to issuing office.) Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. (Attachments are listed herein.)

18.  SEALED-BID AWARD (Contractor is not required to sign this document.) Your bid on Solicitation Number \_\_\_\_\_ including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) the Government's solicitation and your bid, and (b) this award/contract. No further contractual document is necessary. (Block 18 should be checked only when awarding a sealed-bid contract.)

19A. NAME AND TITLE OF SIGNER (Type or print)  
[Redacted]

19B. NAME OF CONTRACTOR  
[Redacted]

19C. DATE SIGNED  
7/5/2012

19D. UNITED STATES OF AMERICA

20A. NAME OF CONTRACTING OFFICER  
Bruce McFarland

20B. SIGNATURE OF CONTRACTING OFFICER  
[Signature]

20C. DATE SIGNED  
5 Aug 12

NAME OF OFFEROR OR CONTRACTOR  
CCCI

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	AID-306-C-12-00012 Services under Program and Project Office for Results Tracking Phase II (SUPPORT II) BBFY: 2010 EBFY: 2012 Fund: ES-SUP OP: AFGHANISTA Prog Area: A08 Dist Code: 306-M Prog Elem: A035 Team/Div: AFG/IPA BGA: 306 SOC: 4100301				
0001	SUPPORT II BASE				
0002	Option Year 1 Amount: \$9,941,286.00 (Option Line Item)				
0003	Option Year 2 Amount: \$10,226,340.00 (Option Line Item)				
0004	Option Year 3 Amount: \$10,520,030.00 (Option Line Item)				
0005	Option Year 4 Amount: \$10,822,622.00 (Option Line Item)				

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PART I – THE SCHEDULE

**SECTION B: SUPPLIES OR SERVICES AND PRICE/COSTS**

**B.1 PURPOSE**

The purpose of this contract is to support and strengthen the Mission's monitoring and evaluation systems, strategic communications and public information products, and performance management. Additionally, it shall provide support services such as facilitating workshops, conferences, and meetings for USAID and its implementing partners. The contractor shall conduct field-based assessments supporting technical offices in new program/projects design as well as providing translation services. The purpose of this contract is further defined in Section C, Statement of Work.

**B.2 CONTRACT TYPE**

This is a Cost-Plus-Fixed -Fee (CPFF) Term Level of Effort Contract. The Contractor shall provide the deliverables or outputs described in Section C and F in accordance with the performance standards specified within the resulting contract.

**B.3 ESTIMATED COST, FIXED FEE, AND OBLIGATED AMOUNT**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

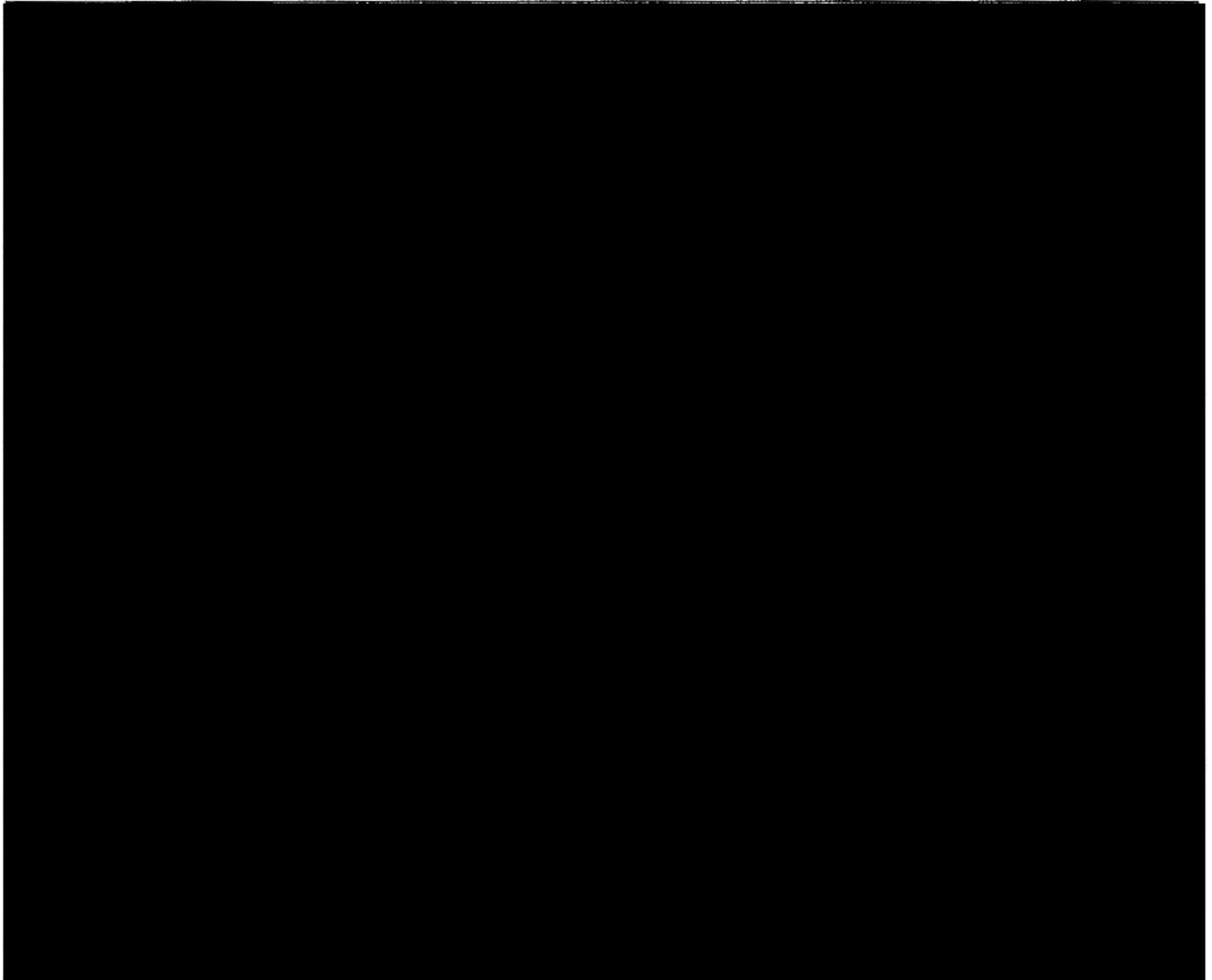
[REDACTED]

[REDACTED]

[REDACTED]

PART I - THE SCHEDULE

**B.4 BUDGET**



## PART I - THE SCHEDULE

**B.5 INDIRECT COSTS****B.6 COST REIMBURSABLE**

The costs allowable shall be limited to reasonable, allocable and necessary costs determined in accordance with FAR 52.216-7, Allowable Cost and Payment, FAR 52.216-8, Fixed Fee, if applicable, and AIDAR 752.7003, Documentation for Payment.

**B.7 PAYMENT OF FIXED FEE**

Payment of fixed fee, subject to FAR 52.216-8, may be made upon receipt of a proper invoice. Subject to FAR 52.216-8, Fixed Fee, shall be allocated based upon the proportion of the labor provided over the period covered by the invoice. In the event that the contractor does not provide the total Level of Effort stipulated in the contract budget, the total amount of fixed fee will be reduced in similar proportion.

**[END OF SECTION B]**

## PART I – THE SCHEDULE

**SECTION C: DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK****C.1 PURPOSE AND PROGRAM WORK LOCATIONS****I. Title**

Services under Program and Project Offices for Results Tracking (SUPPORT), Phase II.

**II. Purpose**

The original SUPPORT Project is now in its fourth year of implementation. The main objective of this SUPPORT program is to improve the overall efficiency and effectiveness of USAID/Afghanistan's programs, as well as to improve the information and reporting mechanisms, products and systems. The purpose of SUPPORT II is to execute a host of services to improve the efficiency of programs implemented by the Mission's Technical Offices. These services include activity/project designs, assessments, evaluations, management information and reporting, mapping, translation and interpretation services. In addition, technical assistance is to be provided to the Office of Program and Project Development (OPPD) to collect and disseminate public information, enhance the quality of data, and develop web content. Logistical support for USAID and Implementing Partners to hold conferences, meetings, and workshops is also provided through SUPPORT.

**III. Objectives**

Under Phase II of the SUPPORT Program, the contractor shall provide select services to OPPD and Mission technical offices (the USAID/Afghanistan Mission currently has the following technical offices: 1. Agriculture and Alternative Development; 2. Democracy and Governance; 3. Economic Growth; 4. Infrastructure, Engineering, & Energy; 5. Provincial Reconstruction Team; and 6. Social Sector Development (Education and Health). The purpose of the contract is to support and strengthen the Mission's monitoring and evaluation systems, strategic communications and public information products, and performance management, as well as to provide support services such as facilitating workshops, conferences, and meetings for USAID and its implementing partners, conducting field-based assessments, supporting technical offices in new program/project design, and providing translation services.

The Contractor shall provide the following services to OPPD and other technical offices in the Mission:

**A. Performance Monitoring:** Update, improve, and support implementation of the Mission's monitoring and evaluation procedures. Support services would include assisting the Mission with: 1. Performance Management Planning; 2. Field-based Monitoring; 3. Evaluations; 4. Monitoring progress towards Afghanistanization and Aid Effectiveness.

**B. Project/Program Design:** Provide OPPD and Mission technical offices with Project/Program Development and Design assistance via short and long-term technical consultants. Such assistance would include providing OPPD and Mission technical offices with short-term technical assistance that shall: 1. conduct sectoral and geographic assessments; 2. conduct topical and geographical research relating to development in Afghanistan; 3. draft statements of work (SOW) for task orders under already awarded sectoral Indefinite Quantity Contracts (IQCs); and 4. other project development design assistance as required.

**C. Logistics Support:** Organize, facilitate, and provide logistical support for workshops, conferences, and meetings in support of USAID/Afghanistan Mission offices.

**D. Communications and Public Outreach:** Provide communication services, material, information technology, website maintenance and design support to USAID/Afghanistan's Development and Outreach Coordination unit.

## PART I – THE SCHEDULE

**E. Translation:** Provide translations of technical and legal documents (into English, Dari, and/or Pashto), and intermittent short-term interpreters that can function in all three of these languages, and in the technical areas of the USAID portfolio, to accompany Mission staff to official meetings.

**F. Information Management:** Provide support for information management that shall enable USAID Afghanistan to be more responsive to the many data calls it receives with accurate and consistent data necessary for reports and briefing materials.

#### IV. Tasks

The Contractor shall accomplish the objectives above by completing the following tasks.

The Contracting Officer's Technical Representative (COR) shall issue work orders that shall instruct the contractor as to the specific tasks to accomplish within the broad tasks set out below. The COR shall send work orders via electronic mail to the Chief of Party and Deputy Chief of Party.

##### A. Performance Monitoring Support

1. Performance Management Plans (PMP): Coordinate with OPPD's Program Information Management Unit to assist technical offices and implementing partners in developing and updating their performance monitoring plans (PMP), and produce related documents and reports. Assist OPPD and technical offices in monitoring program results against stated indicators in the Operational Plan (OP) and the Performance Plan and Report (PPR). As part of this activity, the SUPPORT shall assist Mission technical office and implementing partner staff in ensuring that data quality assessments have been conducted for the indicators on which the programs are reporting. Any Subject Matter Experts (SMEs) contracted to do this work shall work with implementing partner CORs and AORs; and while carrying out their duties shall identify themselves as contractors rather than USG representatives.
2. Monitoring: Assist Mission technical offices with third-party, field-based monitoring of project activities. This will require travel to USAID-funded project sites to meet with beneficiaries (especially the hard to reach areas), conduct interviews, verify project activities, and report out on their findings. Monitoring shall be done in coordination with relevant Mission technical offices, and can include Mission technical and Provincial Reconstruction Team (PRT) staff, where feasible.
3. Evaluations: Work with OPPD and technical offices to schedule mid-term and final program evaluations on an annual basis. After program evaluation dates are determined and SOWs completed, the Contractor shall arrange for SMEs to conduct evaluations for the respective projects. The Contractor shall ensure that final evaluation reports are cleared, approved, and completed prior to the end of the SMEs work on the evaluations. The Contractor shall also ensure that final copies of the report are sent to USAID's Development Experience Clearinghouse (DEC) – <http://dec.usaid.gov> for filing.
4. Aid Effectiveness: Track and report on USAID data required under the Afghanistan National Development Strategy (ANDS), and assist in updating semi-annual portfolio review results presentations that USAID provides to the Ministry of Finance.

##### a. Performance Management

The Mission's Performance Management Plan (PMP) is used to systematically monitor the results achieved towards the Mission's Assistance Objectives by collecting and analyzing performance data for each indicator, and comparing it with previously established baseline situations and targets. This information is used to monitor whether planned results are being achieved, as defined in the USAID Country Strategic Plan.

## PART I – THE SCHEDULE

**Task 1:** The Contractor shall collaborate with OPPD and the Mission's technical offices to establish a PMP for the Mission, and revise PMPs at the Assistance Objective and program area levels to respond and adhere to new standard indicators, and other relevant guidance for Afghanistan with final approval by the Mission.

**Task 2:** The Contractor shall collaborate with relevant USAID/Afghanistan staff to track program results against indicators, targets, and baselines in the PMP. The Contractor shall collect data on a quarterly basis from the Government of the Islamic Republic of Afghanistan (GIROA), other donors, and public data sources, and shall identify data that needs to be collected and reported by USAID implementing partners (contractors, grantees, non-governmental organizations (NGOs), GIROA) to establish baselines for all indicators. The Contractor shall provide guidance to USAID implementing partners on data specifications, and shall provide them with training as needed to ensure that PMP-related data is being captured and reported. The Contractor shall collect, collate and analyze data presented by USAID implementing partners in their periodic reports and updates.

**Task 3:** The Contractor shall analyze the Mission's procedures for generating information for periodic reports and data calls, including but not limited to the PPR, OP, Mission Strategic Plan (MSP), and the various formats required for each report. The Contractor shall prepare recommendations on how to streamline management and reporting of data/information, and use of program information systems to improve efficiency and reduce the amount of time spent on preparing related reports and responding to data calls.

#### **b. Monitoring**

**Task 4:** The Contractor shall provide short and long-term technical assistance for the purpose of conducting field-based project monitoring. *The Contractor shall provide monitoring teams with the necessary skills and experience for USAID/Afghanistan COR concurrence; provide logistical support and quality control to visit project sites in the field and monitor project performance and project activities; facilitate presentations to the Mission, GIROA, and other donors and partners on the findings, and solicit feedback on recommendations; and finalize monitoring report in coordination with OPPD and the relevant technical office.*

#### **c. Evaluation**

The Contractor shall provide evaluation teams with the necessary skills and experience for USAID/Afghanistan COR concurrence; provide logistical support and quality control; facilitate presentations to the Mission, GIROA, and other donors and partners on the findings, and solicit feedback on recommendations; and finalize an evaluation report in coordination with OPPD and the appropriate Strategic Objective (SO) team. Upon final clearance of the evaluation report, the Contractor shall ensure that the report is submitted to the Development Experience Clearinghouse (DEC) – <http://dec.usaid.gov>

**Task 5:** The Contractor shall coordinate with OPPD and relevant technical offices to recommend when program evaluations should be conducted based on third party monitoring. The Contractor shall identify the following situations, which could also trigger the need for an evaluation:

- Performance information indicates an unexpected result (positive or negative) that should be explained (such as gender-differentiated results);
- Informed feedback from customers, partners or others suggests that there are implementation problems, unmet needs, or unintended consequences or impacts;
- Issues of sustainability, cost-effectiveness, or relevance have been cited in the portfolio review or PMP monitoring process; or
- The validity of Results Framework hypotheses or critical assumptions are questioned, e.g. due to unanticipated changes in the host country environment.

## PART I – THE SCHEDULE

**Task 6:** On an annual basis, the Contractor shall perform at least fifteen interim or final evaluations of Mission-funded programs, projects and/or activities, analyzing progress made, lessons learned, issues and challenges encountered during implementation, and relevance to USAID/Afghanistan's Assistance Objectives.

**Task 7:** The Contractor shall provide short and long-term technical assistance to conduct and complete annual reviews of each of USAID/Afghanistan's Assistance Objectives, measuring progress of activities against established intermediate results, and analyzing whether the activities under an Assistance Objective are working cohesively to address the Assistance Objective's overall goal. The review shall also include a comprehensive statement of the overall impact of the USAID/Afghanistan-supported program.

#### **d. Aid Effectiveness**

The Afghanistan National Development Strategy (ANDS) requires reporting that is designed to improve aid effectiveness and donor coordination, and that will increase the involvement of Afghan public and private sector institutions in managing their own national development process.

**Task 8:** The SUPPORT Contractor shall track USAID's contributions against ANDS benchmarks & timelines, and shall help the Mission to mesh them with USAID's own targets and indicators where it is appropriate to do so.

### **B. Project/Program Design**

USAID/Afghanistan's FY 2010 estimated budget is approximately \$2.6 billion, and it is expected that the Mission will maintain a sizeable budget for the next several years as Afghanistan transitions to developing country status. OPPD and Mission technical offices are currently in the process of designing new programs to meet Afghanistan's transitional and development needs over the coming years. In support of this ongoing Project/Program Design effort, USAID/Afghanistan will require short-term technical assistance on an as needed basis to assist in conducting assessments and writing project descriptions for new projects/programs.

In instances where Project/Program Design services are required of the contractor, OPPD shall issue work orders with individual SOWs, outlining the details of the types of services to be provided, and the type of technical assistance required. Such services would fall under the below categories:

1. **Assessment:** In collaboration with, and as required by OPPD and Mission technical offices, the Contractor shall implement sectoral and/or geographic assessments within Afghanistan for the purpose of informing and supporting new project/program design efforts.
2. **Research:** In collaboration with, and as required by OPPD and Mission technical offices, the Contractor shall conduct research of a topical and/or geographic nature for the purpose of informing USAID/Afghanistan programming and strategy.
3. **Design:** In collaboration with, and as required by OPPD and Mission technical offices, the Contractor shall draft scopes of work (SOW) for task order activities required under already awarded sectoral Indefinite Quantity Contracts (IQC). The contractor shall assist the Mission in meeting short-term project development needs.

**Task 9:** The Contractor shall conduct field-based assessments, particularly in post-conflict and transitional environments, and draft performance-based SOWs, from which it shall provide short-term technical assistance for accomplishment of the tasks listed above.

### **C. Logistical Support**

**Task 10:** In support of USAID/Afghanistan's training and donor coordination activities, the Contractor shall organize, and facilitate workshops, conferences and meetings for USAID staff and their implementing partners.

## PART I – THE SCHEDULE

The Contractor shall also organize presentations on USAID programs for the host country, other donors, and distinguished visitors (VIPs). When requested, the contractor shall provide a facilitator. The contractor's facilities shall be used for donor coordination meetings and the convening of advisory groups responsible for overseeing project implementation. *Such meetings and conferences have averaged 50 per year and three days in duration in the past.*

**D. Communications and Outreach Support**

Culturally appropriate communication campaigns, products and outreach activities are a critical component of USAID/Afghanistan's strategy. The objective of USAID's communication plan is to better inform the public, both Afghan and international, of the breadth and scope of USAID's development activities. This plan shall be developed and managed by USAID/Afghanistan's Development Outreach & Communications (DOC) unit within OPPD. The Contractor shall assist the DOC unit to produce, translate, disseminate and evaluate communications products via the USAID/Afghanistan website and local press. *The Contractor shall not be responsible for other than providing expert advice and assistance to USAID, using the available LOE, unless such other specific services or commodities (i.e., procurement and responsibility for production, dissemination, website content or software) are incorporated into this contract by a Contract modification detailing the requirements and establishing the cost.*

**Task 11:** The contractor shall maintain website contents publishing and update, as well as writing and editing support on a number of information product tasks.

**E. Translation Services**

**Task 12:** The Contractor shall provide translations of technical and legal documents (into English, Dari and/or Pashto), and intermittent short term interpreters available on short notice and able to function in all of these three languages and in the technical areas of the USAID portfolio. They shall accompany Mission staff to official meetings and meetings in the field, have (or easily qualify to obtain) security background checks, and shall be able to accurately discuss development topics in the Mission portfolio in Dari, Pashto and English. On average, the expected workload is 85 pages /month and simultaneous interpreters cumulative equivalent of 1.5 full time local persons per year. USAID prefers that Afghan locals be employed in roles such as these, but actual individuals remain at the discretion of the contractor.

**F. Information Management****Task 13**

To support the USAID/Afghanistan Information management needs, the contractor shall provide information management services, systems, and other resources that help to effectively manage the demand for information and information products.

*USAID/Afghanistan uses a management information system to track program and project information for all mission-funded activities. The purpose of this database is to track the location of project implementation, document the use of funds, and monitor development projects, while maintaining coordination between USAID/Afghanistan, USAID/Washington, Congress, implementing partners, the Government of Afghanistan, and other donors. This reporting process supports the Government of Afghanistan's requirement that USAID provide information to the Ministry of Finance in order to track ongoing and completed donor-sponsored development activities.*

*USAID Afghanistan uses "Afghan Info" (an MIS tool specially developed for USAID Afghanistan to collect performance information). All Implementing Partners, contractors, and grantees report into this system on a quarterly basis. The contractor shall also report into this system. The extent of support required from the*

## PART I – THE SCHEDULE

*contractor for this system will be determined by OPPD and appropriate access levels granted.*

*For GIS, the Mission uses ArcGIS desktop version 9.3 on a standalone set up. The application is not available on the IT network servers but resides on a client desktop. It is a critical component of USAID Afghanistan MIS, and it's currently used for meeting the static mapping requirements of the Mission.*

*The Contractor shall:*

- 1. Provide data entry support services into the mission's identified Management Information Systems (MIS) for any collected, historic or available information whenever needed.*
- 2. Provide Geographical Information System (GIS) data collection process, organization and quality improvement and provide USAID/Afghanistan with spatial data archive on project and baseline spatial datasets.*
- 3. Maintain DevResults software, hardware, and hosting data; and, procure dedicated internet services (currently estimated at 2 MBs download/month) and ArcGIS Desktop Editor v.9.3 support fees, including license and maintenance, to keep GIS mapping system operational during the contract period. Contractor shall provide hosting and support fees beyond what is currently in place for the USAID/ Afghanistan Content Management Solution application. DevResults is a web-=-mapping and project management applicaton tailored to the needs of development organizations. DevResults enables the Mission to map locations of its projects (using Afghaninfo supplied data) while also including additional thematic GIS layers, and offers additional tools for project management (integrated with the mapping component). The Contractor shall manage the DevResults application in coordination with CaudillWeb, shall specify and monitor change requests to the application as required, and update GIS data to be hosted in Dev Results's servers at Rackspace (California, USA)."*
- 4. Coordinate with USAID technical offices, Implementing Partners, and Field Program Officers (FPOs) to obtain data necessary to respond to data requirements and produce desired maps as required by the Mission.*
- 5. Conduct information requirements analysis through field visits and interviews with USAID Program office, Field Program Officers and Implementing Partners working throughout Afghanistan.*

*However, the contractor may also be called upon to provide second level support as may be determined by OPPD.*

#### **G. Closeout and Final Reports**

**Task 14:** With prior notification from USAID the contractor shall proceed with closeout procedures.

**Task 15:** The Contractor shall prepare a final report that documents any lessons learned and recommends any future steps needed for the further development of all management information systems (MIS), monitoring and evaluation systems that have been managed and maintained by the Contactor.

#### **V. Personnel**

##### **Implementation Approach**

The emphasis of this contract is to deliver program management and support services; as such the contractor shall provide personnel with strong field experience in areas including program management, monitoring & evaluation, logistics support. The contractor shall provide an appropriate team as described below. *All long-term professional staff except Monitoring & Evaluation Specialists, and translators shall be assigned to the Kabul office. Monitoring & Evaluation Specialists and translators shall be assigned to the office that is most appropriate for performing their work. Short-term experts shall work where needed in Afghanistan or, if approved in advance by the COR, at the home office on a limited basis. The deliverable LOE does not include home office administrative or oversight support. The deliverable LOE does not include home office supervision or oversight. The Contractor shall provide the Chief of Party and Deputy Chief of Party such authority and responsibility that full supervision of work is exercised in Afghanistan, and any home office supervision and oversight are treated as indirect, quality control,*