

SOLICITATION, OFFER, AND AWARD		1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 350)		RATING	PAGE OF PAGES 1 90
2. CONTRACT NUMBER AID-306-TO-15-00062	3. SOLICITATION NUMBER SOL-306-15-000024	4. TYPE OF SOLICITATION <input type="checkbox"/> SEALED BID (IFB) <input checked="" type="checkbox"/> NEGOTIATED (RFPTOP)		5. DATE ISSUED See Number 28	6. REQUISITION/PURCHASE NO. REQ-306-15-000085
7. ISSUED BY Office of Acquisition & Assistance (OAA) USAID/Afghanistan Great Massoud Road, Kabul, Afghanistan		CODE	8. ADDRESS OFFER TO (if other than Item 7)		

NOTE: In sealed bid solicitations "offer" and "offeror" mean "bid" and "bidder"

SOLICITATION

9. Sealed offers in original and _____ copies for furnishings the supplies or services in the Schedule will be received at the place specified in item 8, or if hand carried, in the depository located in _____ until _____ local time _____
CAUTION - LATE Submissions, Modifications, and Withdrawals: See Section I, Provision No. 52.214-7 or 52.215-1. All offers are subject to all terms and conditions Contained in this solicitation.

10. FOR INFORMATION CALL:	A. NAME Assefa Abebe	B. TELEPHONE (NO COLLECT CALLS) AREA CODE NUMBER EXT. +93 70011 4315 4315	C. E-MAIL ADDRESS asabebe@state.gov
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OFFER (Must be fully completed by offeror)

NOTE: Item 12 does not apply if the solicitation includes the provisions at 52.214-16, Minimum Bid Acceptance Period.

12. In compliance with the above, the undersigned agrees, if this offer is accepted within _____ calendar days (60 calendar days unless a different period is inserted by the offeror) from the date for receipt of offers specified above, to furnish any or all items upon which prices are offered at the price set opposite each item, delivered at the designated point(s) within the time specified in the schedule.

13. DISCOUNT FOR PROMPT PAYMENT (See Section I, Clause No. 52.232-8)	<input type="checkbox"/>	10 CALENDAR DAYS (%)	20 CALENDAR DAYS (%)	30 CALENDAR DAYS (%)	CALENDAR DAYS (%)
14. ACKNOWLEDGMENT OF AMENDMENTS (The offeror acknowledges receipt of SOLICITATION for offerors and related numbered and dated):	AMENDMENT NO.	DATE	AMENDMENT NO.	DATE	
	01	3/19/2015			
	02	4/2/2015			

15A. NAME AND ADDRESS OF OFFEROR	CODE 06-678-1956	FACILITY	15C. NAME AND TITLE OF REPRESENTATIVE
Development Alternatives, Inc. (DAI) 7600 Wisconsin Avenue, Suite 200 Bethesda, MD 20814, USA			
15B. TELEPHONE NUMBER AREA CODE NUMBER EXT. 301-771-7600	15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE.		

AWARD (To be completed by Government)

19. ACCEPTED AS TO ITEMS NUMBERED	20. AMOUNT \$71,571,543	21. ACCOUNTING AND APPROPRIATION See Section G.5	
22. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION: <input checked="" type="checkbox"/> 10 U.S.C. 2304(c) (1) <input type="checkbox"/> 41 U.S.C. 253(c) ()		23. SUBMIT INVOICES TO ADDRESS SHOWN IN (4 copies unless otherwise specified) See Section G.6	
24. ADMINISTERED BY (if other than Item 7)	CODE	25. PAYMENT WILL BE MADE BY	CODE
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SECTION B – SCHEDULE OF SERVICES OR SUPPLIES AND PRICE/COSTS

B.1 PURPOSE

The United States Agency for International Development Mission to Afghanistan (USAID/Afghanistan) requires the contractor to enable Afghan women to increase their leadership in the mainstream formal economy by securing employment with advancement potential, and by helping women-owned businesses grow as further described under the Statement of Work in Section C.

B.2 TYPE OF CONTRACT

This is a Cost-Plus Fixed Fee (CPFF) completion type Task Order. For the consideration set forth in the contract, the Contractor must provide the deliverables or outputs described in Section C, and comply with all contract requirements.

B.3 BUDGET

a) The Total Estimated Cost (TEC) of this acquisition is [REDACTED] The fixed fee is [REDACTED]

The Total Estimated Cost Plus Fixed Fee is \$71,571,543.00.

The contractor will not be paid any sum in excess of the ceiling price.

b) Within the estimated cost plus fixed fee, if any, specified in paragraph (a) above, the amount currently obligated and available for reimbursement of allowable costs incurred by the Contractor (and payment of fee, if any) for performance hereunder is [REDACTED] The Contractor shall not exceed the aforesaid obligated amount unless authorized by the Contracting Officer pursuant to the clause of this contract entitled "Limitation of Funds" (FAR 52.232-22).

c) Summary Contract Budget Table

| [REDACTED] |
|------------|------------|------------|------------|------------|------------|------------|
| [REDACTED] |
| [REDACTED] |
| [REDACTED] |
| [REDACTED] |
| [REDACTED] |

B.4 PAYMENT

Payment shall be made in accordance with FAR 52.232-25, Prompt Payment (Feb 2002) Alternate 1 (Feb 2002) and Section G – Contract Administration Data, paragraphs G.2 and G.3 of the basic IDIQ Contract.

The paying office is:

Office of Financial Management
USAID/Afghanistan
6180 Kabul Place
Dulles, VA 20189-6180
Email: kabulaidevouchers@usaid.gov

B.5 PAYMENT OF FIXED FEE

The Contractor's fixed fee is tied to the accomplishment of the deliverables outlined in Section f.5. Upon successful achievement of the deliverable, the Contractor must provide evidence of the achievement to the COR and the CO. Upon acceptance by USAID and receipt of approval from the CO, the Contractor may submit an invoice for the amount of the fee associated with the deliverable.

B.6 MULTI-YEAR CONTRACT

This contract is considered non-severable, and is therefore a multi-year contract as defined in FAR 17.103. Therefore, this contract is subject to the requirements of FAR 17.106.

Cancellation Dates:

Contract Year 2: Date: June 30, 2017

Contract Year 3: Date: June 30, 2018

Contract Year 4: Date: June 30, 2019

Contract Year 5: Date: June 30, 2020

Cancellation Ceiling: This is a CPFF Completion type contract where the contractor is authorized to be reimbursed for all costs which are allowable in accordance with FAR 52.216-7, "Allowable Costs and Payment." Therefore, the contractor will not incur any costs which would have been amortized over the life of the contract should the contract be cancelled in accordance with FAR 52.217-2. Therefore, the cancellation ceiling for each cancellation date is [REDACTED]

[END OF SECTION B]

SECTION C – DESCRIPTION/SPECIFICATION/STATEMENT OF WORK

C.1 ACRONYMS AND DEFINITIONS

Reference Section C.1 Acronyms and Definitions in the Promote IDIQ

C.2 ACTIVITY TITLE

The title of this activity is “Afghan Women’s Leadership in the Economy (AWLE)”.

C.3 SCOPE

The Afghan Women’s Leadership in the Economy (AWLE) Task Order is designed to complement the Women in Government (WIG), Women’s Rights Groups and Coalitions (Musharikat), and Women in Leadership (WLD) task orders under the Promote IDIQ as part of a comprehensive and integrated approach to the Promote project women’s empowerment generally. The purpose of AWLE, as a separate task order, is to enable Afghan women to increase their participation in the mainstream, formal economy by securing employment with advancement potential and by helping women-owned businesses grow. Much of women’s employment and commerce is currently in the informal sector, in traditional, low-productivity sectors at the micro-level, and women’s businesses are often limited to local markets, reducing their growth potential.

The activity has two primary and complementary objectives:

- New or improved employment opportunities for educated women between the ages of 18 – 30 years; and
- Increased income growth and viability for women-owned businesses and/or business with a 10 percent or greater female workforce

AWLE is intended to help young educated women gain new or better opportunities for employment and to help women’s businesses grow from micro to small, small to medium and medium to large (see Attachment J.3/Annex 3). This will require improving business knowledge and skills, developing greater access to broader markets and networks (including regional and international) and equipping women with the knowledge, skills, supportive facilities, and mentorships to succeed in the job market. To achieve this, it will also be necessary to help women enter and compete in non-traditional and more productive sectors of the Afghan economy. While market studies must continue to be updated as Afghanistan’s economy changes and develops, the agriculture and services sectors continue to dominate Afghanistan’s economy and are expected to continue to grow. New opportunities for women’s economic leadership in the fast-growing information communication technology (ICT) sector and in mobile technology should be explored. Increased domestic demand for Afghan goods and services and increased economic and business linkages with Central and South Asia should also be explored. While the contractor must not provide direct finance, it will work closely with other USAID and donor projects to facilitate access to capital for women-owned firms and other firms with a sizeable female workforce (at least 10 percent).

Additionally, numerous Afghan counterparts have made it clear that successful change to date has relied heavily on family and community dialogue and understanding. AWLE's success, thus, must rely on sensitive outreach to and engagement of the broad community (men, women, community leaders, the private sector, government officials, etc.) in support of Afghan women's increased economic leadership. One study found that 96 percent of female business owners surveyed were propelled by support from their families.¹ Many women have reported that, once they receive income from employment or investment, they experience greater acceptance as economic actors. This gives them greater voice and self-confidence within the family and community. Thus, successful design and implementation of AWLE activities must account for these social dynamics.

The contractor must implement an integrated suite of interventions in support of USAID's Gender Equality and Female Empowerment Policy (GEFE).
<http://www.usaid.gov/sites/default/files/documents/1870/GenderEqualityPolicy.pdf>

C.4 PERFORMANCE REQUIREMENTS

The contractor, through submission and approval of the annual work plan, must design and implement an integrated program of activities and interventions that respond to the following and are geographically specific to the five Hubs or Regional Economic Zones that Promote IDIQ activities will work in to reach the surrounding provinces:

1. Address the problems in Attachment J.1/*Annex 1 – Background – Constraints and Barriers for Women Entrepreneurs and Job Seekers*; and Promote IDIQ;
2. Directly lead to the achievement of the results in Section C.4.1 below;
3. Detail activities, logical framework, and monitoring and evaluation plan, including AWLE indicators (Activity Performance and Monitoring Plan - AMEP), that will achieve Results listed in Section C.4.1;
4. Take into account the Design Parameters in Section C.7;
5. Initiate activities in two phases:
 - a. The contractor must first initiate geographically responsive and specific activities in the major population centers in the regional economic zones (REZs) /economic corridors: Kabul, Mazar-i-Sharif, Jalalabad, Kandahar and Herat. Activities should also engage with women and their male stakeholders/champions from rural and semi-urban areas.
 - b. Based on learning from initial activities, the contractor must then expand initial development activities, propose additional activities, and possibly expand to other economic corridors, provinces, and rural areas as conditions permit.

¹ "Afghan Women's Economic Participation: 2013 Report," Building Markets, page 33.

6. Minimize activity costs through the use of local implementers, such as co-location of activity personnel with other USG projects, if possible, and other similar cost-effective measures.
7. Assist women-owned and/or businesses with a minimum of 10 percent women employees to increase their incomes and move to the next levels of scale.
8. Assist women-owned businesses and/or businesses with a minimum of 10 percent women to export to the regional and world market through market access, brand development and product quality improvement.
9. Work with and through local counterparts to identify and effectively address the policy or regulatory obstacles preventing women from entering and/or advancing in mainstream markets or sectors as business owners, managers, or employees on management and other leadership career tracks.
10. Incorporate the use of mobile technology and other related innovative technology approaches to the extent practicable in the design and implementation of all activities. Despite the prevalence of mobile phones in Afghanistan, a mobile “gender gap” exists, resulting in lost commercial and social opportunity to market mobile services to low-income women. In low- to middle-income countries, a woman is 21 percent less likely to own a mobile phone than a man, Afghanistan is no exception.² Further, lack of awareness and low digital literacy are major hurdles for mobile technologies. These hurdles offer opportunities for the contractor to support women to effectively use mobile phones in order to increase their access to vital information, networks, and services to improve their families’ quality of life. By offering trainings to female entrepreneurs that the activity is already engaging, the contractor can improve awareness and digital literacy among women, opening up opportunities in the digital realm. In addition to outreach and digital literacy training, the contractor can pursue other mobile solutions where appropriate. Examples of activities could include, but is not limited to, introducing female shopkeepers to electronic payments, Point of Sale (POS) devices, and mobile banking; promoting Interactive Voice Response (IVR) driven health and education applications; and supporting text message information campaigns for business and agriculture. See also Section C.11 MOBILE TECHNOLOGY in the PROMOTE IDIQ 44.
11. Assist in the improvement or creation of service providers that can employ appropriate methodologies, on a market basis, without distorting current market conditions to address two sets of related but distinct needs:
 - a. Business Operations: Enable women-owned businesses and/or businesses with a sizeable share of female employees (at least 10 percent) to acquire the skills and

² <http://www.usaid.gov/where-we-work/afghanistan-and-pakistan/afghanistan/survey-afghan-women-technology>

knowledge needed to operate more profitably and to obtain greater access to markets, new technologies, or other related services;

- b. Job Placement:
 - i. Assist women job candidates to obtain long-term employment (one year or more)
 - ii. Assist currently-employed women to advance their careers into higher level management and other professional leadership positions
 - iii. It is expected that services provided under the Task Order shall include, but not be limited to, a combination of classroom, on-the-job training, apprenticeships, internships, mentoring and other assistance
12. Incorporate women into the contractor's staffing patterns in middle and upper levels for this task order and demonstrate women's leadership through the use of female staff for presentations and other public events. At least 10 Afghan female internships in the contractor's organization are required per year.
13. Ensure that at least 40% of the task order value is implemented through Afghan sub-awardees.

C.4.1 END OF ACTIVITY RESULTS

Per Section C.4, the contractor must implement activities and interventions to achieve the following results by the end of the task order:

Table 1. AWLE Indicators and Results (Activity)		
Objective	Indicators	Minimum End of Activity Results
<i>Employment</i>		
F Standard Indicator ³ 4.6.3 – 2	Number of persons/activity beneficiaries receiving new employment ⁴ or better employment (including better self-employment)	25,000
Custom	Number of female participants who have received at least 10% increase in wages/salaries/income as a result of participating in ALWE's activities	15,000 beneficiaries receive at least a 10% improvement in wages/income

³ <http://www.state.gov/f/indicators/>

⁴ "New employment" encompasses employment with a private sector firm or a government entity as well as reported self-employment.

Table 1. AWLE Indicators and Results (Activity)		
Objective	Indicators	Minimum End of Activity Results
<i>Business Growth and Profitability</i>		
Custom	Percent of activity-assisted women-owned businesses and/or businesses with at least 10% women employees that move to the next level of enterprise size (Number of businesses in the denominator must be the cumulative number agreed upon in the work plans at the end of the task order)	20%
Custom	For at least 50% of enterprises, percentage improvement in revenues within two years after assistance (Number of enterprise beneficiaries in the denominator must be the cumulative number agreed upon in the work plans at the end of the task order)	40%
<i>Policy/Regulatory</i>		
F Standard Indicator 4.4.1 – 33	Number of policy reforms/laws/regulations/administrative procedures drafted and presented for public/stakeholder consultation to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USG assistance.	5

The contractor must provide a detailed Activity Monitoring and Evaluation Plan (AMEP) that measures progress against baselines. The AMEP will include indicators, baseline data, and targets to achieve the intended results. The contractor must measure AWLE’s implementation at least at the outcome level using results from a customized AWLE baseline survey. The contractor will be expected to align the AMEP with the Project Monitoring and Evaluation Plan, baseline data, and the Mission-wide Performance Management Plan.

C.5 RELATIONSHIP TO MISSION STRATEGIES AND RESULTS FRAMEWORK AND SUPPORT TO REGIONAL PRIORITIES AND REQUIREMENTS

The contractor must coordinate across and look for areas of activity/project leverage with other international donors and USAID economic and gender programs. Additionally, AWLE reflects the priorities articulated in the U.S. Trade Representative’s Office (USTR) and Afghan government’s Memorandum of Understanding to “Enable Economic Empowerment of Women and to Promote Women’s Entrepreneurship”⁵ and related documents, including the Ministry of Commerce and Industry’s “Implementing Afghanistan’s SME Development Policy: the Women’s SME Action Plan.”⁶ Through

⁵<http://www.ustr.gov/sites/default/files/Signed%20MOU%20on%20Women%27s%20Economic%20Empowerment%20-%20U%20S%20%20Copy.pdf>

⁶ <http://afghanenterprise.com/wp-content/uploads/2014/04/Women-SME-Action-Plan-MOCI-Final.docx>

linking Afghan women's businesses across borders, thereby expanding the regional trade and commercial networks, AWLE also supports the U.S. Government's efforts to promote greater regional integration of South and Central Asia (the "New Silk Road").

USAID/Afghanistan is planning or implementing projects and activities that may be relevant for forming links with AWLE, in addition to the other Promote components: 1): Women's Rights Groups and Coalitions (Musharikat), 2): Women in Government (WIG), and 3): Women's Leadership Development (WLD). In May 2013, USAID Administrator Dr. Rajiv Shah requested the development of "institutional gender legacies" to advance the efforts of Promote on a sustainable basis, well after the activity has concluded. This will be accomplished through the new Gender Legacy Initiatives.

Women receiving certificates, undergraduate or graduate degrees from USAID/Afghanistan's new American-Afghan Promote Scholarship Program for Women may be suitable candidates for AWLE's interventions. Additionally, students at Center for Excellence in Gender and Women's Studies may also be beneficiaries. Strong coordination is expected throughout all Promote IDIQ component activities holders, Task Order implementers and Legacy Initiatives. Also, current Mission projects that may have a relevant links include: a) Afghan Workforce Development Program (AWDP), which provides market-driven technical, vocational and business management skills training and job placement services through both public and private service providers; and b) the Afghanistan University Support and Workforce Development Project, which is establishing career and partnership centers that link students to practical experience and employment, c) Ministry of Women's Affairs (MOWA) Restructuring and Empowerment (MORE), which is a primary gender activity that supports of MOWA and District offices (DOWA) restructuring, capacity building and empowerment to apply NAPWA and ANDS.

C.6 MONITORING AND EVALUATION

The Contractor is expected to coordinate with other Promote task order recipients on the development of an Activity Monitoring and Evaluation Plan, utilizing data collected by RSI Consulting during the Promote baseline survey.

Annual work plans will also require clear reporting against the activity's Performance Standards Plan and include progress measures for the work plan, performance targets, and expected results and impact. The Contractor must plan, manage, and document how performance data is collected including data quality assessments. The process of monitoring activity performance shall be consultative and interactive between USAID and the Contactor, and shall involve a combination of written reports and oral briefings. The Contractor is encouraged to utilize to the fullest extent possible mobile technology and platforms to facilitate communication and monitoring of activities. In addition, it will be required that data be managed through Afghan Info and that results be recorded appropriately and in a timely manner.

USAID/Afghanistan employs a Multi-Tiered Monitoring Strategy which gathers data from multiple monitoring actors to triangulate results and make informed decisions. The Promote IDIQ has a Multi-Tiered Monitoring Strategy that articulates how task orders awarded under the IDIQ will employ this multi-tiered strategy. Tiered monitoring actors are:

- Tier 1: USG direct observation
- Tier 2: Implementing Partner reporting
- Tier 3: GIRoA and other donors
- Tier 4: Civil society, local organizations, and beneficiaries
- Tier 5: Independent Monitoring Contractors

To provide the Mission with additional data on project implementation, the Mission will utilize an independent gender monitoring, evaluation, and learning mechanism that will monitor and evaluate the Mission's progress toward advancing gender equality and women's empowerment in Afghanistan. Specifically, through monitoring, conducting performance and impact evaluations, and learning, this mechanism will provide additional data on project implementation that will allow USAID/Afghanistan the opportunity to compare information from its own monitoring efforts with additional sources of monitoring data in order to make evidence-based management decisions on the performance of Promote.

The contractor must coordinate with the independent Gender Monitoring, Evaluation, and Learning (GENMEL) contractor to ensure access to data, share activity level M&E plans, and define a monitoring and evaluation work plan for the task order. The contractor remains responsible for conducting its own monitoring and evaluation efforts to learn from project activities and adjust them as necessary. In addition, the GENMEL mechanism will provide supplementary monitoring, verification, and evaluation support to assess the quality of data collected and to confirm activity implementation.

See Section C4.1 for specific indicators and results.

C.7 DESIGN PARAMETERS

The contractor must address the following design parameters when proposing activities or interventions:

1. Identify sectors and criteria that women may potentially gain advanced employment or profit as business-owners that reflect local context but also accounts for global lessons learned, for example:
 - a. Women can be competitive in the identified sectors;
 - b. 10 percent minimum participation of women can be achieved in the sector;
 - c. An identified sector contributes to more inclusive growth;
 - d. An identified sector employs or has the potential to employ a significant percentage of the female labor market;
2. Identify potential synergies with other Promote TO components and other

USAID/Afghanistan sectors such as health, education, infrastructure, democracy and governance, and agriculture programs in the USAID/Afghanistan portfolio; and other USAID programs, including in South and Central Asia.

3. Identify and account for local, provincial, and regional (cross-border) economic and market characteristics and dynamics in the design and implementation of AWLE activities.
4. Between 15 and 25 percent of AWLE total activity funds will be used to establish a grant facility to support a range of opportunities, including: 1) working with local private and nonprofit partner organizations (NGOs, consulting firms, research and training institutions or organizations, academic organizations, private sector and industry associations, etc.); and 2) piloting innovative, market-based approaches that lead to increased incomes, employment, and economic leadership of women.
5. Apply innovation in the design and implementation of activities to enhance development impact, for example building on initiatives and lessons learned from the USAID Global Development Lab, Global Development Alliances (GDAs), Development Credit Authorities (DCAs), and other private and/or public sector innovation initiatives.
6. Engage and leverage the resources and expertise of the Afghan and regional private sector, GIRoA, donors, non-profit organizations and similar stakeholders to enhance the scalability and sustainability of program activities.
7. Draw on international best practices and experiences that are adapted to the Afghan context for the development of state-of-the-art interventions that can be replicated by GIRoA, other donors, and private sector stakeholders.
8. Include cost effective options such as co-locating with partners, collaborating, leveraging funding with other donors/private sector partners, to maximize USG and GIRoA benefits in the most cost effective approaches.
9. Leverage non-task order and non-USG resources to the maximum extent possible.
10. Develop activities and interventions that will assist business enterprise beneficiaries to perform according to international standards and best practices and to obtain international and/or regional business-related certifications to expand their businesses beyond the Afghan borders.
11. Develop activities and interventions that will be sustainable after the program.

C.8 COMMUNICATION AND MESSAGING

See Section C.12 COMMUNICATION and MESSAGING in the PROMOTE IQC.

C.9 KNOWLEDGE MANAGEMENT

Effective knowledge management by the activity that facilitates continuous learning and adaptation to new challenges and opportunities will help ensure the contractor's successful implementation at its initial and later implementation stages. In implementing activities, the contractor must have a knowledge management approach that promotes learning and exchange with relevant institutions and stakeholders, including with other PROMOTE task orders, to encourage innovation and sound resource management. The contractor must work closely with WDL to submit into the Promote Knowledge Management platform/database established and maintained by WDL while disseminating and sharing lessons learned and best practices and use innovative methods to reach stakeholders.

C.10 KEY PERSONNEL QUALIFICATIONS AND RESPONSIBILITIES

AWLE must have the following four (4) Key Personnel

- 1. Chief of Party (COP):** The COP is responsible for day-to-day project management and will serve as the principal liaison to USAID. He/she will ensure quality oversight of all services and products provided by this contract, including those from subcontractors and short-term staff. The successful candidate will possess superb leadership skills, technical expertise, project management skills, and interpersonal skills. The COP will also ensure that all activities under this task order are sensitive to men's and women's gender-based constraints and opportunities in the unique Afghanistan context.

The COP must have the following minimum set of qualifications:

- Ten years of progressively more responsible international or international-related experience working in conflict-affected environments
- A minimum of five years' experience in gender-sensitive programming in a Muslim context, or implementing private sector development programming.
- Demonstrated skills in strategic planning, management, coordination, and budgeting.
- Demonstrated skills in progressive supervision (both staff and consultants).
- Excellent reporting, writing, and presentation skills.
- Knowledge of federal regulations and procedures relevant to management of a project of this size and complexity.
- The candidate must have the equivalent of a FSI S4/R4 proficiency in the English language
- Minimum of a Master's Degree in a relevant field.

The following qualifications are strongly recommended:

- Demonstrated understanding of the advantages and disadvantages of gender mainstreaming strategies and methodologies gender dynamics and complexities and cultural issues/constraints in facilitating women's participation.
- Previous experience working within post conflict countries.
- Previous experience as a COP/deputy COP.

2. Deputy Chief of Party: This candidate must be able to act as COP in the COP's absence. The deputy COP must be an Afghan National and have the following minimum set of qualifications:

- Five years of progressively responsible experience leading, designing, managing/directing international donor/development programs.
- Experience in gender or economic growth programming.
- Experience with personnel management and supervision.
- Equivalent to a FSI S3/R3 proficiency in the English language and equivalent to a FSI S3/R3 proficiency in Dari or Pashto.
- Minimum of a Bachelor's Degree in a relevant field.

The following qualifications are strongly recommended:

- Knowledge of U.S. federal regulations and procedures
- Excellent reporting and presentation skills

3. Private Sector Advisor: This candidate will provide general oversight to a team of local and regional experts who will be responsible for the provision of business development services advice and guidance to the privately-owned small and medium-sized enterprises.

- Twelve years of experience in micro, small, and medium enterprise development
- Experience providing business development services on a broad-scale basis.
- The candidate must have the equivalent of a FSI S4/R4 proficiency in the English language
- Minimum of a Bachelor's Degree in business or closely related fields.

The following qualifications are strongly recommended:

- Knowledge of U.S. federal regulations and procedures
- Excellent reporting and presentation skills

4. Workforce Development Advisor: The candidate will design and manage all workforce development activities and serve as team lead.

The candidate must have the following minimum set of qualifications:

- Ten years of experience in workforce develop in the areas of technical vocation al education and training or business education and management training
- Expertise in assessing training needs and monitoring learning gains.
- Experience developing and preparing gender synthesized curricula.
- Minimum of a Bachelor's degree in a relevant field.

The following qualifications are strongly recommended:

- Knowledge of U.S. federal regulations and procedures
- Excellent reporting and presentation skills

[END OF SECTION C]

SECTION D – PACKAGING AND MARKING

This section incorporates by reference Section D of the IDIQ Contract.

The Marking Plan may include requests for exceptions to marking requirements for programmatic reasons, to be approved by the Contracting Officer. Waivers, as defined by ADS 320, may be necessary for compelling political, safety or security concerns, or if the marking will have an adverse effect in the host country. Marking and attribution for physical structures may need to be visible as soon as work commences. Contract deliverables to be marked with the USAID identity must follow design guidance for color, type, and layout in the Graphic Standards Manual, available at www.usaid.gov/branding , and all successor branding policies (if any).

Refer to Attachment J.10 for the Branding Implementation Plan and Marking Plan.

[END OF SECTION D]

SECTION E – INSPECTION AND ACCEPTANCE

The terms and conditions in Section E of the IDIQ (basic contract) apply to this task order. Thus, this Section incorporates Section E of the IDIQ Contract by reference.

[END OF SECTION E]

SECTION F – REPORTS AND DELIVERABLES

The basic terms and conditions of Section F of the PROMOTE IDIQ apply to this task order. Specific terms for the task order are provided below.

F.1 PERIOD OF PERFORMANCE

The estimated period of performance of this Task Order is five (5) years from date of contract award.

F.2 PLACE OF PERFORMANCE

The place of performance under this Task Order is Afghanistan, as specified in Section C.

F.3 AUTHORIZED WORK DAY / WEEK

1. Overtime/premium pay

No overtime or premium pay is authorized under this Task Order. A six-day workweek is authorized for consultants and overseas personnel.

2. Non-overseas employees

The length of the contractor's U.S., non-overseas employees, workday shall be in accordance with the contractor's established policies and practices and shall not be less than 8 hours per day and 40 hours per week.

3. Overseas Employees

The work week of the Contractor's overseas employees shall not be less than 40 hours and shall be scheduled to coincide with the work week for those employees of the USAID/Afghanistan Mission and the Cooperating Country associated with the work of this task order.

4. Short-term personnel

A six-day (6) workweek is authorized for short-term personnel performing services in the field.

F.4 DELIVERABLES

All work plans, reports and other deliverables must be submitted electronically to the USAID TOCOR, with a copy to the Task Order Contracting Officer (TOCO). As necessary, the TOCOR may direct the Contractor to provide hard copies of any of the deliverables described below. The Contractor must allow at least 15 calendar days for review and comments by the TOCOR on any draft plans and report submission unless otherwise noted below.

1. Annual Work Plans (AWP)

The Contractor must submit to the TOCOR annual work plans describing how the Contractor intends to implement each year's work. It must be a coherent, realistic, evolving work plan, developed with full participation of USAID. The work plan must also delineate project work by regions or provinces, when appropriate.

The Contractor must submit a draft work plan for year one, delineated by fiscal quarters, to the USAID TOCOR for review and approval within 15 calendar days of the contract award. The work plan for year two must be submitted by the Contractor for review and approval by the USAID TOCOR no later than 45 calendar days prior to the start of the next 12 month work period; and so on.

The work plan must include a schedule of activities and tasks planned to be conducted, and the inputs planned to be provided, by the Contractor, including a description of planned activities and tasks and an estimated budget - organized by component and, as appropriate, by sub-component. The work plan must also break out activities by region for the benefit of coordinating efforts with offices in the field. The work plan must also describe contract-level outputs that the Contractor expects to achieve during the period, linked to the performance indicators set forth in the Monitoring and Evaluation Plan.

The Contractor must incorporate any required revisions into a final work plan no later than 15 days after receipt of such comments. The USAID TOCOR will provide a written approval of the final work plan to the Contractor. Should revised activities, performance indicators or performance targets become necessary, the Contractor must submit a revised work plan to the USAID TOCOR for approval.

2. Monitoring and Evaluation Plan

The Monitoring and Evaluation (M&E) Plan is a tool designed to assist implementing partners and USAID program managers with a clear, communicated, organized process for monitoring, analyzing, evaluating, and reporting progress toward expected results throughout a project's life. The M&E Plan ensures valid, reliable, precise, and timely data is assessed periodically. The M&E Plan must include, at a minimum: brief project overview, the project theory of change, the project logical framework (if available), M&E goals and objectives, description of M&E systems and organization staff unit structure (major roles and responsibilities), calendar of performance management tasks, list of objectively verifiable performance indicators to track results, precise definitions for each indicator (as noted by Performance Indicator Reference Sheets, or PIRS – please refer to USAID for template), and information on data sources and methodology for data collection, estimated values for baseline data and targets (including plan for baseline data collection if none available). The Contractor must report on the standard indicators from the Foreign Assistance Framework and select project specific custom indicators as needed. The process of monitoring project performance shall be consultative and interactive between USAID and the Contractor, and must involve a combination of written reports and oral briefings. The M&E Plan must be provided and approved by TOCOR with the initial AWP. Changes to the approved M&E Plan can only be made after receiving written approval from the TOCOR.

3. Biweekly Status Reports

Biweekly (every two weeks) are intended to be brief highlights of achievements across the project. Such reports are meant to be shared with the U.S. Government community and other donors, in the field and in Washington, and Afghan counterparts to highlight progress and milestones achieved. The weekly reports must be submitted electronically to the TOCOR and are due five (5) calendar days following the end of the two weeks being reported.

4. Monthly Performance Reports

The Contractor must prepare and submit monthly reports. The monthly reports, which must be submitted electronically to the TOCOR by the 10th business day of the month following the month being reported, are intended to be concise reports that summarize progress toward accomplishment of the benchmarks set forth. The monthly reports must (1) identify implementation issues, (2) give an update of progress made toward fulfillment of project results, (3) contain a discussion of obstacles encountered and possible delays, if any, in fulfillment of activities included in the work plan, and/or achievement of targets set forth in the M&E, (4) set forth proposed changes, if any, to the work plan; and (5) contain a forecast of activities for the month period immediately following the period being reported.

5. Quarterly Performance Reports

The Contractor must submit brief quarterly performance reports to the TOCOR within 15 workdays after the end of each fiscal quarter reflecting results and activities of the preceding quarter (see below Schedule). The TOCOR may make exceptions to this schedule depending on when the task order is signed; for example; if the project begins in November, the time remaining in Q1 may be incorporated into the quarterly report for Q2. The report must describe the plan for the reporting period (as set forth in the annual work plan) and assess overall progress to that date in relation to agreed-upon performance indicators for that quarter. A description of the specific accomplishments of the Contractor during the quarter must also be provided, including information on all activities, both ongoing and completed, by component, and geographically by region. The quarterly reports must highlight any issues or problems that are affecting the delivery or timing of services provided by the Contractor. The reports must also discuss interaction with counterparts, and any necessary alterations to the work plan and initial timetable. The Contractor is also expected to delineate the expenses by province.

6. Quarterly Financial Reporting

The contractor must prepare and submit in a format acceptable to the TOCOR the quarterly financial summary to include:

- Total estimated cost of the award
- Total amount obligated
- Total amount invoiced for
- Total amount expended but not yet invoiced for

- Remaining unexpended funds
- Any changes to planned budgets

The financial summary is due at the same time as the quarterly performance reports.

7. Annual Results Reporting

There are two cycles of annual reporting – the Project annual report and input to the Mission's annual report. For the Project annual report, the Contractor must submit a draft report, capturing results against the project M&E in a format agreed with by the TOCOR. The TOCOR will provide comments within 15 days, and the Contractor must then submit a final draft to the TOCOR for approval within 15 days of receipt of the TOCOR's comments. Annual performance report must be submitted within 30 calendar days after the end of the year. For the Mission annual report, input must be submitted in draft to the TOCOR by an agreed-upon date that allows sufficient time to meet Mission deadlines. The Contractor must be prepared to track and report performance data overall and by province for both reporting cycles.

8. Short-term Consultant Reports

Unless otherwise agreed to in writing by the TOCOR, the Contractor must submit a short-term consultancy report within 10 workdays following the end of the consultancy work. A short term consultancy report includes a brief written report that describes the purpose of the consultancy, progress made, and any observations to be shared. It identifies issues and/or problems encountered; and details expected follow-on activities by resident Contractor staff as well as actions to be performed by participating counterparts.

9. Other Project Reports

The Contractor must prepare and disseminate, as directed in the Annual work plan and by the TOCOR, other reports and deliverables needed to accomplish the purpose of this task order, such as studies of policy and other issues, products, sectors, markets, technologies, etc.

10. Annual Microenterprise Results Reporting (MRR)

The Contractor shall submit microenterprise funding and program data to the MRR online reporting system, which tracks USAID's progress towards Congressionally-mandated funding targets, as well as monitors the results of USAID assistance to the microenterprise sector. The database is used as a management tool to support Agency decision-making, while informing the U.S. Congress and the public on how resources have been used to support the microenterprise sector.

See <http://www.mrreporting.org> for more information.

11. Closeout Plan

The contractor must submit a closeout plan for TOCOR approval 60 days before the end of the task order. The Demobilization Plan must include an illustrative Property Disposition Plan, a plan for the phase-out of in-country operations, a delivery schedule for all reports or other deliverables required under the task order and a timetable for completing all required actions in the Demobilization Plan, including the submission date of the final Property Disposition Plan to the TOCO.

12. Final Report

The Contractor must prepare and submit to the TOCOR, no later than the estimated end-date of this task order, a detailed final/completion report which summarizes the accomplishments of this task order, methods of work used, and recommendations regarding any unfinished work. The report must include, but not be limited to:

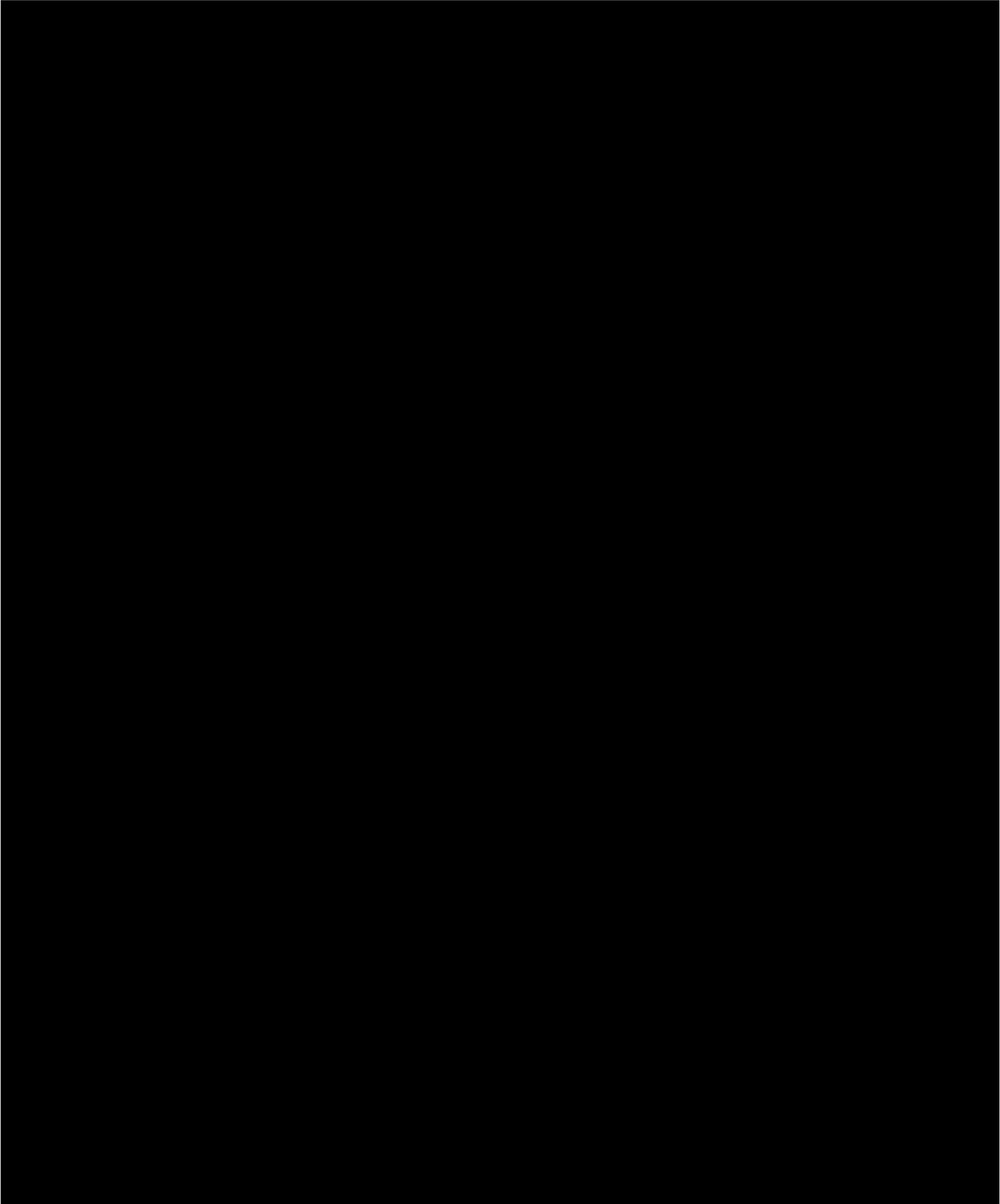
- basic identifying information, such as program name, award number, approval date, and country assisted;
- total cost of the program funded by USAID;
- the principal implementing partner,
- a discussion of problems encountered, objectives not fully achieved and lessons learned;
- a description of all non-governmental organizations worked with in connection with project components and an evaluation of their strengths and weaknesses;
- an estimate and/or a description of economic growth achievements, including changes in economic indicators, laws and regulations adopted and implemented, institutional capacity supported or strengthened, etc.; and
- a financial report showing, by line item, the amounts expended.

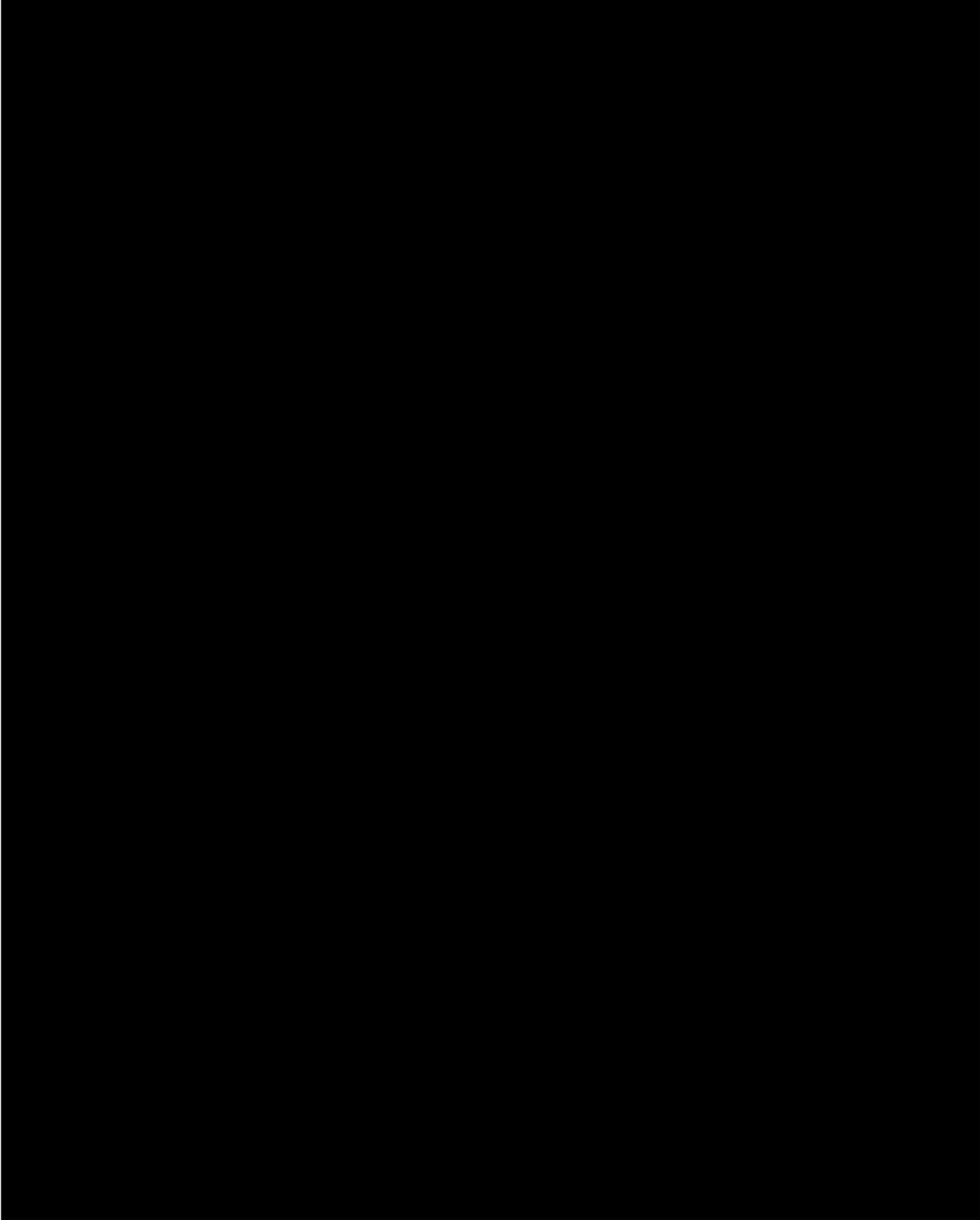
The final report must also contain an index of all reports and information products produced under this contract.

F.5 DELIVERY AND FEE SCHEDULE

All deliverables must be considered complete once accepted by USAID. The Due Dates listed below are the dates for the submission of final acceptable deliverables.

The percentages in the below table reflect a percentage of the Contractor's fixed-fee. Payment is subject to FAR 52.216-8. The Contractor must submit the following deliverables for approval and acceptance to the COR with a copy to the CO. For deliverables with payment related to fee, these deliverables must be accepted and approved in accordance to provisions G.4 and B.5 of this contract.





The Contractor may receive portions of the fee earlier if the Contractor completes the deliverables earlier. If the Contractor does not meet the requirement, they do not get the fee. If the deliverable is delayed, then USAID would have recourse to consideration if warranted and the fee could be either forfeited or reduced depending on the exact circumstances surrounding the delay. Payment of the fee is also subject to FAR 52.233-1, Disputes (May 2014).

[END OF SECTION F]

SECTION G – TASK ORDER ADMINISTRATION

The terms and conditions in Section G. of the IDIQ apply to this task order. Specific terms for the task are as follows.

G.1 ADMINISTRATIVE CONTRACTING OFFICER

The Contracting Officer is the only person authorized to make or approve any changes in the requirements of this task order and notwithstanding any provisions contained elsewhere in this task order, the said authority remains solely in the Contracting Officer. In the event the Contractor makes any changes at the direction of any person other than the Contracting Officer, the change will be considered to have been made without authority and no adjustments will be made in the task order terms and conditions, including price.

The Administrative Contracting Officer for this Task Order is:

[REDACTED]
Contracting Officer
Office of Acquisition and Assistance
USAID/Afghanistan
Great Massoud Road
Kabul, Afghanistan

G.2 TASK ORDER CONTRACTING OFFICER'S REPRESENTATIVE (TOCOR)

USAID/Afghanistan, Office of Economic Growth and Infrastructure (OEGI) shall provide technical oversight to the Contractor through the designated TOCOR. The Contracting Officer shall issue a letter appointing the TOCOR for the Task Order and provide a copy of the designation letter to the contractor.

TOCOR for this Task Order is:

[REDACTED]
USAID/Afghanistan,
Great Massoud Road
Kabul, Afghanistan
Email: [REDACTED]

G.3 CONTRACTOR'S POINT OF CONTACT (POC)

Point of Contact is:

[REDACTED]
[REDACTED]
[REDACTED]

G.6 INVOICES

Invoices must be submitted electronically by email to:

Office of Financial Management (OFM)
Email: kabulaidevouchers@usaid.gov
USAID/Afghanistan

[END OF SECTON G]

SECTION H – SPECIAL TASK ORDER REQUIREMENTS

The terms and conditions in Section H of the IDIQ apply to this task order. Specific terms for the task order are provided below.

H.1 LANGUAGE REQUIREMENTS

All deliverables must be produced in English. Approved work assignments may specify additional foreign language capability requirements (Dari and/or Pashtu) for completion of field support tasks.

H.2 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for the procurement of goods and services under this Task Order is 937 (the United States, the cooperating/recipient country, and developing countries other than advanced developing countries, and excluding prohibited sources). If required, the contractor may request a waiver for Geographic Code.

H.3 VETTING REQUIREMENT

Contractor must comply with Mission Order 201.05. See Attachment J.6.

H.4 KEY PERSONNEL

- (a) The contractor must provide the following key personnel for the performance of this task order:

No.	Key Personnel Position	Name of Key Personnel
1	Chief of Party	
2	Deputy Chief of Party	
3	Private Sector Advisor	
4	Workforce Development Advisor	

- (b) The key personnel specified in this task order are considered to be essential to the work being performed thereunder. Prior to replacing any of the specified individuals, the Contractor must notify both the Contracting Officer and the Contracting Officer's Technical Representative reasonably in advance and shall submit written justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact of the program. No replacement of key personnel shall be made by the Contractor without the written consent on the Contracting Officer.

H.5 USAID/AFGHANISTAN DATABASE REPORTING REQUIREMENT (JUNE 2015)

USAID/Afghanistan uses a web-based system to collect and organize information critical to program management, oversight, and reporting. This system is USAID Info. USAID Info supports a number of exercises including: Mission-wide Portfolio Reviews, the Performance Plan and Report, the Multi-Tiered Monitoring Approach, and coordination efforts. Reported information may impact policy formulation and project design stakeholders including USAID/Afghanistan, USAID/Washington, the United States Congress, the Government of the Islamic Republic of Afghanistan (GIROA), and other donors.

USAID requires a minimum of quarterly (United States Government Fiscal Quarters) data submissions throughout the entire life of the award. The partner must provide updates for all required data elements as specified in the reporting requirements of their award. As applicable, data to be reported into USAID Info may include:

- GPS (global positioning system) data and other supporting details on the specific implementation activities as detailed in the workplan.
- Monitoring and Evaluation (M&E) Plan indicator reporting and aggregate and/or raw data.
- Attribution by provinces/districts of total quarterly costs/ vouchered expenses.
- Documents as required in the reporting requirements section of the award.

The AOR/COR responsible for the award will provide specific guidance on reporting, provide access to the system for the Implementing Partner (IP), and ensure that all applicable reporting requirements have been assigned to the award and as necessary, appropriately configured in the system. IPs must use the USAID Info interface for data entry.

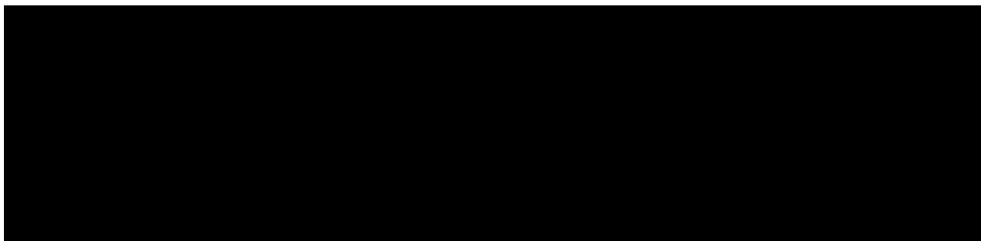
Data entered into the system must adhere to USAID data quality standards (ADS 203.3.11.1).

Unless otherwise specified, USAID Info/Afghan Info can be accessed at:

<https://usaidinfo.usaid.gov/>

H.6 CONSENT TO SUBCONTRACT

In accordance with FAR clause 52.244-2, Subcontracts, the Contracting Officer consents to award of subcontracts as proposed in the Contractor's proposal which resulted in the award of this Contract to the following firms for the products or services specified therein:



The Contractor must request Contracting Officer consent and submit the information required by the aforementioned clause for any subcontracts requiring consent but not listed here or in Section

H.17 of the Promote IDIQ No. AID-306-I-14-00013. In order for the Contractor to receive consent to subcontract; it shall address each of the elements in FAR 44.202-2 for each subcontractor.

H.7 USAID AFGHANISTAN PUBLIC POSTING

Per Mission policy, this award will be posted in its entirety within 60 days of award, without alteration except that the Implementing Partner may provide a redacted version of the award to USAID for review and consideration. The Implementing Partner must provide the redacted version within 30 days of the effective date the award and direct the request and redacted copy via e-mail to KabulAIDCompliance@state.gov. Requests to redact the award must be based on a claim that the award document contains proprietary or confidential business information or personally identifiable information (PII) justifying the redaction.

[END OF SECTION H]

SECTION I – CONTRACT CLAUSES

I.1. This section incorporates by reference Section I of the IDIQ Contract.

I.2. 52.203-99, PROHIBITION ON CONTRACTING WITH ENTITIES THAT REQUIRE CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS (APR 2015)

(a) The Contractor shall not require employees or subcontractors seeking to report fraud, waste, or abuse to sign or comply with internal confidentiality agreements or statements prohibiting or otherwise restricting such employees or subcontractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(b) The contractor shall notify employees that the prohibitions and restrictions of any internal confidentiality agreements covered by this clause are no longer in effect.

(c) The prohibition in paragraph (a) of this clause does not contravene requirements applicable to Standard Form 312, Form 4414, or any other form issued by a Federal department or agency governing the nondisclosure of classified information.

(d)(1) In accordance with section 743 of Division E, Title VI I, of the Consolidated and Further Continuing Resolution Appropriations Act, 2015 (Pub. L. 113-235), use of funds appropriated (or otherwise made available) under that or any other Act may be prohibited, if the Government determines that the Contractor is not in compliance with the provisions of this clause.

(2) The Government may seek any available remedies in the event the contractor fails to comply with the provisions of this clause.

(End of clause)

[END OF SECTION I]

SECTION J – LIST OF ATTACHMENTS

Attachment J.1: Annex 1-Background-Constraints and Barriers for Women Entrepreneurs and Job Seekers

Attachment J.2: Annex 2- Task Order Critical Assumptions

Attachment J.3: Annex 3- Definition of Enterprise Sizes in Afghanistan

Attachment J.4: Annex 4- Current Donor and GIROA Programs for SMEs with Gender Components

Attachment J.5: Annex 5- USAID/Afghanistan Defined Regional Economic Zones (REZs)

Attachment J.6: Mission Order 201.05 – National Security Screening (Non-U.S Party Vetting)

Attachment J.7: USAID Partner Information Form for Vetting

Attachment J.8: Registration and Tax Exemption in Afghanistan

Attachment J.9: Afghan First Policy

Attachment J.10: Marking and Branding Implementation Plan

Attachment J.11: Consultant Pay Scale/ Compensation Plan for Short-Term Technical Assistance (Consultants)

[END OF SECTION J]

END OF THE TASK ORDER

=====ATTACHMENTS=====

Attachment J. 1: Annex 1. Background⁸ – Constraints and Barriers for Women Entrepreneurs and Job Seekers

Afghanistan has made substantial development progress since 2002, including improved education, health, and economic outcomes. Advances in women's empowerment and welfare have also been notable. However, as the country transitions from reconstruction to more sustainable development and comparable international assistance levels, continued progress, particularly for women, will be challenged. The World Bank estimates that economic growth in the post-Transition period is likely to slow to 4 – 6 percent annually as opposed to the last decade average of 9.2 percent a year. Demographic trends, including population growth of 2.8 percent a year and an estimated 400,000 new labor market entrants each year, will increase the demand for jobs. Afghanistan's significant fiscal gap will constrain the government's ability to make public investments and provide public services. These challenges and Afghanistan's low level of development are likely to keep the poverty rate stagnated at 36 percent.

Greater economic opportunities for women and girls can also promote women's exercise of agency by broadening their networks—from mostly kin-related networks—and thus expanding their sources of information and support. The increased physical mobility that often comes with employment puts women in contact with a new set of individuals at work and in other places. When women work full time, they are actively engaged in unions or professional associations at almost the same rate as men. Women make up 44 percent of union members (about 50 million workers) in 30 European countries.⁹

Moreover, women with more economic opportunities are generally less vulnerable to be exposed to violence and less likely to need to resort to harmful behaviors for survival. A major factor underlying violence against women is their low economic and social status relative to men. In developing countries, women depend heavily on men for accessing economic resources. With limited assets, women may find it difficult to leave an abusive relationship or exploitative situation. Thus, enhancing economic security for women is an important strategy in preventing violence.¹⁰

The U.S. government is committed to preserving the gains of the past decade in Afghanistan and ensuring the status of Afghan women continue to improve beyond 2014. While Afghan women have made remarkable progress since 2002, they still face significant obstacles that prevent them from contributing to the development of the economy. As summarized in the UN Women

⁸ Note: Information in this Task Order RFP incorporates and RFTOP supplements the information and research provided under the PROMOTE IDIQ RFP, which is incorporated herein by reference.

⁹ <http://siteresources.worldbank.org/INTWDR2012/Resources/7778105-1299699968583/7786210-1315936222006/chapter-4.pdf>

¹⁰ See USAID, *A Guide to Programming Gender-Based Violence Prevention and Response Activities*, http://pdf.usaid.gov/pdf_docs/PNADO561.pdf.

report¹¹, “economically, the picture that emerges [in Afghanistan] is of women in unpaid or low-paying work in insecure and vulnerable jobs being unaccounted for in an informal, unregulated economy.”

According to GIRoA's 2011/12 National Risk and Vulnerability Assessment (NRVA), Afghan women are disproportionately under-represented in the formal labor market:

- Total female labor force participation is 18.5 percent compared to 80 percent for men.
- Female labor force participation is lower in urban (about 13 percent) than rural areas (approximately 20 percent).
- Only 25 percent of female labor market participants are engaged in paid employment
- Total female unemployment is almost three times higher than male unemployment (16.5 percent compared to 6.4 percent).
- Total female underemployment is nearly 23 percent, compared to male underemployment of 15 percent.

There are over 300,000 educated women in the country, including 200,000 recent and emerging high school graduates. Yet many find themselves unemployed, under employed, or employed in low-paying, low-value industries despite reported market demand for thousands of new employees in sectors such as information communication technology (ICT), construction, and services. Few employed women rise to management positions, compared to men with the same qualifications.

Ironically, despite the seeming supply of available labor, there appears to be high unmet demand for qualified and experienced employees across a wide-range of industries, from construction to ICT to finance. Companies report a need for qualified administrative employees as well as industry-specific skills, with some turning to foreign immigrants to fill the gaps that might be filled by existing educated Afghan women. The major job markets lack effective clearing mechanisms to match potential employers with potential employees. There is no regional or national clearinghouse to identify and match employment and internship opportunities for students. Once matched, however, many women applicants cannot meet the additional experience and skills requirements that student employment and internships provide. Moreover, few employers can afford to provide on-the-job training investments that are needed to bring new hires up to speed.

In addition, women-owned businesses often face more burdens than those owned by men in a poorly functioning business environment. While poor regulation hurts everyone, it tends to hurt women even more. Afghanistan's business environment is among the world's most challenged.¹² Women face an uphill battle as business owners and operators. Women entrepreneurs consistently report gaps in their market access and their employees' skills and

¹¹ Afghanistan Research and Evaluation Unit (AREU) and UN Women, *Women's Economic Empowerment in Afghanistan, 2002-2012: Information Mapping and Situational Analysis*, December 2013, p. 2. <http://www.areu.org.af/EditionDetails.aspx?EditionId=698&ContentId=7&ParentId=7>

¹² According to the World Bank's *Doing Business 2015* Report, Afghanistan ranks 184th out of 189 economies for ease of doing business. <http://doingbusiness.org/data/exploreconomies/afghanistan>

administrative capacity, as well as affordable professional business development services (such as financial analysis or accounting). High on the list of articulated/demonstrated skill set needs are: general management, financial management, marketing, industry standards and customer relations. In addition, women entrepreneurs find themselves at a distinct disadvantage to men because they are seldom part of a formal or informal business network or industry association and are not provided information about bidding opportunities, trade shows, and international exhibitions, as their male counterparts. As a result of these challenges and gaps, Afghan women are too often under-employed and Afghan women entrepreneurs are growth constrained, leaving them at a disadvantage with their male counterparts, while also leaving the Afghan economy below its performance potential.

The economic challenges presented by Afghanistan's political and security transition make it imperative for Afghanistan to capitalize on the cadre of educated women who are well-positioned to help transform the economy into a more sustainable and inclusive one and create a larger middle-class. The same dedication and focus over the last decade that allowed for girls to re-enter schools now needs to be harnessed for creating opportunities for women to enter every sphere of the economy, including traditionally male-dominated industries such as construction. AWLE will pilot, test, and scale up innovative approaches and solutions that are cost effective, sustainable, and reach thousands of Afghans, females and males.

Development Challenge:

Jobs and income are a function of growth and profitability, both of which are currently inconsistent in Afghanistan. For women-owned businesses, growth is contingent on integration into larger markets, including regional and international markets, which requires that they find ways to overcome travel restrictions and other traditions limiting contact with strangers. There is increasing latitude, particularly in urban areas, for women to be allowed greater freedoms, but their movement often must be carefully planned and based on community consensus to avoid backlash. For job-seekers and those seeking advancement beyond their current jobs, women and men must compete for existing openings, yet such competition tends to favor men, as women have limited ties to professional networks and mentors, lack access to facilities or transportation that enable women to work safely, and/or are often restricted or reticent in aggressively challenging men for positions. New approaches are needed to enable employers to identify, retain, and advance qualified females.

Since the Taliban era, women have also been marginalized into low-paying sectors such as handicrafts and artisanal food processing. As women become educated, they both desire and need employment in sectors with greater earning potential if they are to achieve any gains in closing the existing wage gap. This requires technical training in areas that may have been traditionally male-dominated, improved facilities and systems to help women's job advancement, as well as cultural acceptance of new wage-earning and economic leadership roles for women.

In summary, the development challenge is to increase job opportunities and advancement for educated Afghan women and expand the growth of women-owned businesses and business that employ a significant amount of women in Afghanistan, a traditional society facing a period of uncertain growth. This activity is based on the assumptions that women-owned businesses are

underperforming currently due to lack of market-based skills, capital and market access, and that there is currently underemployment among qualified Afghan women in higher productivity sectors due to a lack of sufficient training, networking, and mentorship.

Numerous studies¹³ and recent interviews have identified and confirmed a recurring set of constraints for women in the Afghan economy. These are the core problems that Afghans, with Contractor support, must address to achieve the task order objectives, and to establish self-sustaining capacity for the future.

Barriers for Women Entrepreneurs

1. Access to Markets. Women business owners find it difficult to penetrate and navigate markets, whether local, national, regional or international, due to a variety of problems:
 - *Market Information* – Few women have access to basic market information such as demand, prices, standards, quality and packaging requirements. Many women do not know how to connect with buyers further up the value or supply chain. As a result, there is a significant amount of supply-side production that goes unsold, while women with export possibilities are stymied in reaching export markets in the region and internationally.
 - *Market Actors* – Market information gaps lead to weak trading networks. Many women complain that they simply do not know input suppliers or output buyers. Unlike men's networks that have developed over decades, Afghan women are only now developing these commercial relationships and find that men are generally not quick to bring them in to the established networks.
 - *Market Places* – Women in smaller businesses often complain that they do not have enough physical space for sale or production. It is not altogether clear, however, what the actual constraint(s) is/are. In some cases, there appears to be a donor-dependency syndrome wherein the businesses want the Afghan government or donors to build market places or production areas for them. It seems more likely that there is a gap in (1) the real estate market, with insufficient availability or affordability of existing facilities that could be bought or rented, and (2) understanding how to obtain the necessary additional space through rental or purchase, rather than having to build new facilities.
 - *Market Distortions* – Afghanistan's underdeveloped business-enabling environment is often beset by various forms of unfair competition. In addition to cartel-type behavior, which locks out new entrants, women complain of direct intimidation, and refusal by men to transact with women.
 - *Market Safety* – For many women, safety and security are concerns if their economic endeavors require them to work outside the home. They speak of sexual harassment, the threat of violence, and concerns over crime, in addition to the lack of appropriate hygiene facilities for women. One "solution" that has not been highly effective is the creation of "women-only" markets where SMEs can

¹³ WIT Gender Analysis, AREU, Building Markets, Asia Foundation, etc. See also Attachment J.2/Annex 2.

produce and sell in their own marketplace. Unfortunately, some of these Women's Gardens have become women's ghettos, off the beaten path of customers and outside of the vibrant male-dominated business districts in town. In Mazar-i-Sharif, it is reported that many of the women's businesses in the special enclave are failing.

2. Access to Finance. The finance gap – which is common to most businesses in Afghanistan – appears to be substantially worse for women. This takes various forms, but results in lower growth and the inability to scale up. This Task Order will not provide direct financing but anticipates providing technical assistance to help address a few of the issues below.
 - *Capacity to Apply* – very few women-owned businesses have experience in business planning, financial management, and financial analysis to provide the kind of documentation necessary to convince a lender of their creditworthiness.
 - *Collateral to Secure* – Few women own sufficient collateral to meet requirements for secured lending. Most family assets are under the control and direction of men, so mortgage lending is seldom feasible. Afghanistan recently established a secured lending system allowing for loans to be secured with movable and intangible assets, but lenders (including potential trade credit providers) have not yet developed products that could narrow this gap.
 - *Conditions to Repay* – Most women are outside the formal banking system. Some are not allowed to maintain or carry cash with them, and often all assets are under male control within the family. Mobile banking may offer new opportunities for asset accumulation and electronic payments.
3. Access to Skills. Most women-owned SMEs report very low capacity in generic and industry-specific trade skills. This includes activity management, financial management, financial analysis, business communications, and marketing. Most entrepreneurs also need help with requirements of their particular industry, such as health or safety standards, labeling, branding, and other issues specific to different sectors. Some businesses do not require a full set of these skills in-house, and would prefer to outsource some tasks such as market studies or occasional financial analysis. However, there does not yet appear to be a sufficient, affordable business development services industry to meet these needs.

Barriers for Women Job Seekers

1. Lack of Information. Employment information is not effectively disseminated in Afghanistan. Women complain that they do not have sufficient information about job opportunities, while potential employers often have a difficult time identifying candidates. Several public and private organizations maintain a partial database and even offer effective placement services, but the demand for employees appears to be significantly greater than the current supply of information.

2. Insufficient Work Experience. Many women find that even entry-level jobs require prior work experience. Unfortunately, there are few opportunities to gain experience. Several USAID projects have run successful internship projects placing women with potential employers who, for the most part, hired the interns permanently. Part-time employment could also provide experience, but there are few part-time positions available. Women have also expressed a desire for mentoring once hired: they have little experience navigating the unknown world of the workplace and want help to ensure success and possible promotion. The lack of experience is sometimes paired with lack of personal confidence and self-esteem, which is due in part to historical levels of violence against women.¹⁴
3. Lack of Skills. Even job applicants with some work experience may lack the necessary skills demanded by the labor market. This is problematic at two levels. First, the existing curricula in high schools and colleges are not uniformly attuned to the needs of the modern workplace. Students are graduating without sufficient practical skills that could be gained in the classroom or extracurricular activity, if offered. Second, even with better practical skills, every industry requires either different skillsets specific to the industry or different application of generic skillsets. Women need training in skills based on the actual demand of potential employers, prepare them to compete for greater leadership positions, and include non-traditional sectors.
4. Work place harassment. Sexual harassment is a major problem in Afghanistan, where women and girls have had to struggle to regain their rights after being completely shut out of education and employment during Taliban rule until their ouster in 2001. Though women make up only small portion of the Afghan workforce, they often face the threat of rape and harassment, keeping many at home. On-the-job sexual harassment is pervasive in the country's larger cities, like the capital Kabul, the northern city of Mazar-e Sharif and the western city of Herat. Government institutions lack effective policies to prevent and punish workplace sexual harassment. Currently, there are no laws in Afghanistan that specifically prohibit sexual harassment or protect victims.

¹⁴ As of 2008, a majority of Afghan women surveyed reported being victims of multiple forms of violence during their lifetimes. <http://www.stopvaw.org/afghanistan>. These experiences can produce reduced self-confidence and self-esteem.

Attachment J. 2: Annex 2. Task Order Critical Assumptions

1. Afghanistan's economic growth and demand for jobs. Employment is a function of economic growth – that is, jobs increase as profitable businesses grow. Economic growth in Afghanistan is expected to slow with the Transition as the economy shifts from demand stimulated by the international community and with security and political uncertainty. However, for this Task Order it is assumed that domestic demand for goods and services will grow and there is unmet demand for entry- and management-level employees that can be addressed through implementation of AWLE, even if current growth stagnates.
2. GIRoA support. New and past Afghan governments have shown substantial support for women's economic empowerment, as evidenced by the creation of various gender units as well as a full Ministry of Women's Affairs. Support has also been expressed through adoption in 2014 of a Memorandum of Understanding (MOU) between GIRoA and the U.S. Trade Representative (USTR) on promoting women's economic empowerment. Due to limited funding and capacity, it is possible that active support by Afghan public entities may be limited. AWLE has been designed under the assumption that most – if not all – results can be achieved by working mainly with the private sector. Even so, it is essential to engage government and provincial counterparts, whenever appropriate, in order to reinforce GIRoA's commitment to promote a vibrant enabling environment for women's economic empowerment.
3. Existing foundations for implementation. There are a number of existing entities, public and private, that can potentially address some of the core USAID gender objectives if expanded to meet overall demand for business, placement and training services. This Task Order assumes that the contractor will not necessarily be required to create any new service providers and capacity building of existing placement and training services entities could be sufficient for long-term needs. Should this approach not be sufficient, establishing any new service providers must carefully account for evidenced market demand, assistance cost, and expected benefits for AWLE.
4. Viability of Regional Economic Corridors/Zones. This Task Order's geographic focus assumes that the regional economic corridors and zones identified by USAID-supported studies are the areas in Afghanistan most likely to experience growth and offer commercial and job prospects in the short to medium-term for AWLE's intended beneficiaries.

5. Self-sustaining service providers. Long-term success requires that service providers be able to charge affordable prices for their services. Some of the targeted placement and business service providers may have difficulty balancing affordable pricing with the added costs of expanding capacity to meet demand. In such cases, it may be necessary for AWLE to absorb some initial costs, such as training of trainers, curriculum development, information technology service development, and other capacity-building needs. However, it is assumed that once basic investment needs have been met, service providers will be able to become self-sustaining over the long term, prior to the end of the performance period, by meeting local demand for these services. Also, the services being provided – analysis, training, placement, etc. – tend to be relevant to a wide range of businesses, without regard to gender. Although this Task Order is designed to improve economic opportunities for women, it is assumed that many service providers will need to serve both male and female clients in order to remain profitable.
6. Demand for products and services. Most growth opportunities – especially for SMEs – are assumed to be in the domestic and regional markets. Accordingly, technical assistance and training should be aligned with these opportunities. On the other hand, job opportunities are a function of business expansion, and thus, labor-market demand. According to the ILO,¹⁵ information about Afghanistan's labor market demand is of limited quantity and quality. There is evidence to suggest that a wide-range of skills are and will be needed in construction, agribusiness, banking and finance, energy, consumer goods, and elsewhere.¹⁶ The Task Order holder may need to conduct additional studies to identify opportunities for higher value, formal employment that educated women might reasonably pursue.
7. Access to Finance. Assistance to entrepreneurs under this Task Order does not include direct financial assistance. It is assumed that entrepreneurs in need of financing will be able to obtain sufficient capital from existing financial institutions or through assistance from other USAID or other donor projects.

¹⁵ Afghanistan: Time to Move to Sustainable Jobs. Study on the State of Employment in Afghanistan (ILO, 2012) <http://www.refworld.org/pdfid/5124c39f2.pdf>

¹⁶ See "TVET Needs Assessment for AWDP - Supply and Demand in Afghanistan's Six Largest Cities (USAID, 2012)" <http://www.crea-awdp.com/wp-content/uploads/2012/12/LM-and-TVET-needs-assesment-by-Startegic-Social.pdf> and "New Skill Standards to Strengthen Afghan Workforce (HARAKAT, May 2013) <http://www.harakat.af/newf2013055130.html>"

Attachment J. 3: Annex 3: Definitions of Enterprise Sizes in Afghanistan

Source: <http://moci.gov.af/en/page/6024>

MSMEs definition in Afghanistan by World Bank Financial and Private Sector Development

Enterprises	Number of employees	Manufacturing Sector Investment in plant & Machinery	Services Sector Investment in Equipment
Micro	<5	Up to AFN 2.5 million	AFN 1 million
Small	5-19	AFN 2.5-5 million	More than 1 million AFN but not exceeding AFN 2 million
Medium	20-99	AFN 5-10 million	More than AFN 2 million but not exceeding AFN 5 million
Large	More than 100	More than 10 million AFN	More than 5 AFN million AFG

Note: The micro industries classified at four categories:

- Ancillary Industries
- Micro enterprises
- Women entrepreneur
- Small Scale Service & Business (Industry related) Enterprises

Attachment J. 4: Current Donor & GIROA Programs for SMEs with Gender Components

(Source: Ministry of Commerce and Industry; *Implementing Afghanistan's SME Development Policy: The Women's SME Action Plan, April 2014 – March 2017*)

Agency	Programs	Particular Focus on Women Business Issues
<i>Overview and Current Status of Afghanistan Ministerial and Quasi-Governmental Programs for Women in Business</i>		
Ministry of Commerce and Industry (MOCI)	Policy Making	Draft action plan for supporting women in private sector Initiated the first Working Group for Women SMEs and coordinates taskforce activities
Ministry of Women Affairs (MOWA)	Policy Making and Oversight	Making policies to improve women economic situation Monitor women related programs throughout government/donor agencies Attract donors to support women activities
Afghanistan Investment Support Agency (AISA)	Enabling environment for trade and investment	None
Export Promotion Agency of Afghanistan (EPAA)	Capacity Building and enabling environment for trade and exports	Increasing the number of women participants in national/international exhibition by 30% in 2014 Supporting women in improving their production quality by providing trainings Publishing awareness brochure and booklets
Afghanistan Chamber of Commerce and Industry (ACCI)	Capacity Building and Enabling Environment	Providing business skills trainings to female registered members
<i>Overview and Current Status of International Government Programs for Women in Business</i>		
Asia Foundation	Ministry of Women's Affairs Organizational Restructuring and Empowerment Activity (MORE)	Policy and strategy at MOWA
Australian Agency for International Development (AusAid)	HealthNet	Potential to support privately owned, female owned medical clinics

Agency	Programs	Particular Focus on Women Business Issues
Canadian International Development Agency (CIDA)	Economic Officer	Policy development and research
Danida, Denmark's development cooperation, which is an area of activity under the Ministry of Foreign Affairs of Denmark	Financing support of ADF	Opportunity to lobby to earmark funds specific for WSMEs
Department for International Development (DfiD)	Adam Smith International	Regulatory policy
Gesellschaft für Internationale Zusammenarbeit (GIZ)	New Market Development	Not specific to women, but should be approached
Norwegian Agency for Development Cooperation (NORAD) and Swedish International Development Cooperation Agency (SIDA)	Gender Reviews	Joint policy research related to gender dynamics
UN Women	Ministerial Gender Support	Currently deciding which 3 ministries to support in 2014 reword. MOCI is a potential selection.
U.S. Agency for International Development (USAID)	Agricultural Credit Enhancement (ACE)	Zahra financial product delivered by OXUS
U.S. Agency for International Development (USAID)	Afghanistan Engineering Support Program (AESP)	Engineering internship program for women and on-the-job experience
U.S. Agency for International Development (USAID)	Assistance in Building Afghanistan by Developing Enterprises (ABADE)	PPAs WSME action plan
U.S. Agency for International Development (USAID)	Financial Access for Investing in the Development of Afghanistan (FAIDA)	Working of expanding access to credit for women
U.S. Agency for International Development (USAID)	Afghanistan Trade and Revenue Project (ATAR)	Developing a WG with MoPH, 20% participants are women
U.S. Department of Commerce	Commercial Law Development Program (CLDP)	Commercial law strengthening and mainstreaming of women into law practice and courts system

Agency	Programs	Particular Focus on Women Business Issues
U.S. Department of State	Public Affairs Grants	Zardozi/Gangina, Atremis
International Narcotics and Law (INL)	Global Rights	RoL / Police women trg / courts / Internships / Fellowships
Overview and Current Status of Afghan Private Sector Programs by Women's Business Associations and NGOs		
Afghan Businesswomen Association (ABA)	Business skills training	Young WBA just finding its way and voice
Afghanistan Independent Bar Association (AIBA)	Professional lawyers Association	Special forums and networking opportunities for female lawyers
Afghan Women Business Federation (AWBF)	Technical Assistance	Provide support from production to marketing; Creating a bridge between WSMEs and Micro-Finance Institutions; Providing training on legal issues
Federation of Afghanistan Craftsmen and Traders (FACT)	Business Development Services for the Trades	Specialized training for women entering the trades
FLAG International, LLC	Training	Herat Marble Training (sculpting and with machines) with female art students at Herat University
Harakat	Toolkits	Preparing handicrafts toolkit to help women producers improve product quality and design for international markets. Export awareness raising and opportunities
Leading Entrepreneurs for Afghanistan Development (LEAD)	Technical Assistance	Solving non-productive business licenses issues for all WBOs through advocacy; Provide trainings on trade policies, procedures and laws
Overview and Current Status of Afghan University Programs for Women in Business (percentage of female students)		
American University of Afghanistan (AUAF) (22%)	International Center for Afghan Women's Economic Development (ICAWED) Innovation Hub	Arranging economic forums for private sector development for stakeholders to share experiences with WBOs, provide networking opportunities, and publishing informative policy booklets
Balkh (25.6%)	Standard academic curricula	Not known
Dunya Institute of Higher Education (% not known)	Standard academic and research curricula	Transportation and kindergarten facility

Agency	Programs	Particular Focus on Women Business Issues
Gawharshad (33%)	Standard academic curricula	New Women's Learning Center provides teacher trainings, basic health education and new professional programs in Nursing and Health Education.
Herat University (43%)	Standard academic curricula	Heavy focus on female recruitment
Jalalabad (3.7%)	Standard academic curricula	Increasing female students to 20% in 5 years, exam incentives, encouraged to engage in campus activities, provides transportation and dormitories, emphasis on ICT
Kabul University (16.4%)	New Commercial law program	Recruiting women to study commercial law and extremely active female law professors
Kardan University (over 20%)	Capacity Building	Provide different trainings on business management
Kateb (32%)	Standard academic curricula	Encourage female students to participate in sports
Given the growing enrolment (percentages noted above) of female students, all universities have the potential to provide female interns to both the government and the private sector.		

Attachment J. 5: Annex 5: USAID/Afghanistan Defined Regional Economic Zones (REZs)

The USAID/Afghanistan Regional Economic Zone (REZ) approach provides geographic focus to programmatic interventions in agriculture, economic growth, and institution building. USAID will concentrate these programs in those parts of Afghanistan that have the greatest potential for producing sustainable economic growth through Transition and the Transformation Decade. The REZs are the areas in Afghanistan with the preponderance of economic activity and potential: the greatest concentrations of population; existing and planned physical and financial infrastructure; accessible resources; and access to domestic and international markets. USAID will seek to develop this potential in ways that contribute to existing Afghan comparative advantage. The zones are expected to act as catalysts for improved economic development and job creation, food security, and increased regional trade by targeting investments in key sectors that are considered to be drivers of economic growth. Consistent with USAID's agriculture-led approach to economic growth, investments in the REZs will focus on agricultural value chains, small and medium enterprises (SMEs), and extractives, while creating a favorable environment for business development.

The REZ concept covers all of Afghanistan's major population centers, recognizing that socio-economic fundamentals vary by region and require a range of targeted interventions to achieve tangible economic development outcomes for both men and women during the Transformation Decade. The REZ approach seeks opportunities to complement the Resource Corridor concept being implemented by the World Bank, Asian Development Bank, other key donors, and GIRoA. In developing individual REZ approaches, opportunities will be explored to link the zones together to broader regional efforts thereby creating conditions for re-establishing Afghanistan as an economically viable and stable transit and trade hub fully connected to the region and linking the sub-continent to Central Asia.

Attachment J. 6: Mission Order 201.05-National Security Screening (Non-U.S. Party Vetting)



MISSION ORDER

ADS Series 200 Programming Policy	Mission Order 201.05	In coordination with Mission Order 201.03	Responsible Office RLO
References: Executive Order 13224 Title 18 USC 2339A and 2339B		Subject: National Security Screening (Non-U.S. Party Vetting)	Effective Date: On the date signed below

I. PURPOSE

To protect national security interests and as the steward of United States Government (USG) funds, USAID must take reasonable and appropriate steps to ensure that neither USAID funds nor USAID-funded activities, inadvertently or otherwise, provide funds, goods, services, or other material support to or for the benefit of Prohibited Parties. This Mission Order outlines policies, responsibilities and procedures aimed at ensuring that USAID-financed projects and activities are insulated against their benefits being provided, even inadvertently, to Prohibited Parties.

As stated in Mission Order 201.03, the Mission is required to complete terrorist financing risk assessments prior to the request for any program funds from USAID/Washington, including early release monies, reprogramming, and the full year Operating Year Budget.

This Mission Order is in coordination with Mission Order 201.03 (Terrorist Finance Risk Assessment, dated October 2009) and replaces Mission Order 201.05 dated July 8, 2013, in its entirety.

II. DEFINITIONS

As used in this Mission Order, including the Appendices:

“Award” means any contract, grant, guarantee, cooperative agreement, or any other instrument that acts as any of the same awarded by USAID. Unless the context otherwise requires, an Award includes Sub-awards, as defined below.

“Awardee” means any individual or organization that receives an Award. Unless the context otherwise requires, an Awardee includes Sub-awardees, as defined below.

“CO” or **“AO”** means the Contract or the Agreement Officer, as applicable.

“Information Form” means the form attached as Appendix B that initiates a vetting request.

"In-kind assistance" means non-cash support to accomplish a public purpose to an eligible recipient. Examples include, but are not limited to, food, water, medical care, shelter, equipment, supplies, expendable property, and the value of goods and services.

"Key Individuals" means the individuals defined in Appendix A.3. The definition of Key Individuals is not the same as "key personnel" under a contract, grant or cooperative agreement.

"Non-U.S." means: (a) for natural persons, any individual who is not (1) a U.S. citizen or (2) a permanent legal resident of the United States; and (b) for organizations, any entity that is not a U.S. organization. A U.S. organization is any entity which is: (1) organized in the U.S.; (2) more than 50% owned in equity stake (or equivalent thereof) by U.S. persons; and (3) has a place of business in the U.S.

"Parastatal" means any organization funded or owned by the state but otherwise functions as a private sector enterprise. For the purposes of this Mission Order, Parastatals include, but are not limited to, the Afghanistan Investment Support Agency (AISA) and Da Afghanistan Breshna Sherkat (DABS).

"Participant Trainee" means an eligible host-country resident or national sponsored by USAID for a Participant Training program conducted within the U.S., a third country, or in-country for the purpose of furthering USAID development objectives. See also ADS 253.

"PIO" means a Public International Organization designated under ADS 308.

"Prohibited Party" means an individual or entity that USAID knows or has reasonable grounds to suspect: (i) supports or has supported terrorist activities; (ii) is or has been engaged in terrorist activities; (iii) poses a significant risk of committing terrorist activities; or (iv) supports, has supported, is or has been engaged in or poses a significant risk of committing other activities that are contrary to the national security and foreign policy interests of the United States.

"RMC" means Risk Management Consultant.

"Sub-award" means any grant, subgrant, guarantee, subcontract, or any other instrument that acts as any of the same awarded by an Awardee pursuant to an Award.

"Sub-awardee" means any individual or organization that receives a Sub-award.

"Tier" means the level of Sub-award under the Award. For instance, a Sub-award under a Sub-award to an Award would be a second-tier Sub-award. "Any tier" means any level of Sub-award under an Award.

"Vetting Threshold" means any Award or Sub-award exceeding \$25,000 as further defined in Appendix A.2.a.

"VSU" means the Vetting Support Unit of the USAID Mission.

III. AUTHORITIES AND REFERENCES

- Foreign Assistance Act of 1961, as amended (FAA) – 22 USC 2151 et seq.
- Executive Order (E.O.) 13224 (9/25/2001) blocks property and interests in property of individuals and entities that are designated as committing, or posing a significant risk of committing, terrorist acts. E.O. 13224 prohibits all transactions and dealings in blocked property or interests in the U.S. or by U.S. persons. It also prohibits transactions with, and provision of support for, individuals or entities designated in or subject to the E.O.
- Title 18 USC Sections 2339A and 2339B, prohibits the provision of material support or resources for terrorist acts or to designated foreign terrorist organizations.
- USAID Afghanistan Mission Order 201.03 (October 2009) requires the Mission to complete terrorist financing risk assessments prior to the request for any program funds. It also introduces the concept of vetting.

IV. ADDITIONAL BACKGROUND INFORMATION

In addition to the vetting procedures established by this Mission Order, other means exist to limit support to Prohibited Parties. First, the CO or AO, as applicable, is required to check relevant public lists including the specially designated nationals (SDN) list and the excluded parties list found at the System for Award Management (SAM). Second, before an Award is made, the staff of USAID (in the case of a prime Award) or the staff of the prime Awardee (in the case of Sub-awards) must scrutinize various aspects of that entity's operations as part of the standard due diligence and pre-award survey. Third, the personal knowledge of USAID staff is taken into account before any Award is made or a Sub-award is approved.

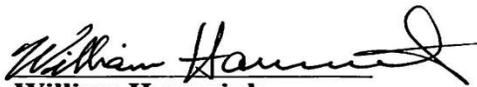
USAID is implementing a pilot for a Partner Vetting System (PVS) for USAID assistance and acquisition awards (see 78 FR 69802 dated Nov. 21, 2013). The purpose of the PVS is to ensure that USAID funds and other resources do not inadvertently benefit individuals or entities that are terrorists, supporters of terrorists or affiliated with terrorists, while also minimizing the impact on USAID programs and its implementing partners. The procedures set forth in this Mission Order are separate from those of the PVS pilot program.

V. PROCEDURES FOR VETTING

Appendix A details vetting procedures. These procedures are subject to change. Check with the VSU for updates prior to implementation.

VI. EFFECTIVE DATE

This Mission Order will go into effect on the date signed by the Mission Director below.


William Hammink
Mission Director

7 June 2015
Date

IX. APPENDICES

- A. Vetting Procedures
- B. Information Form
- C. Sample Notification Language

Appendix A: Vetting Procedures

1. **Applicability:** Subject to the exceptions in section 1.f. below, vetting is conducted by USAID in connection with its review and approval of proposed USAID Awards and Sub-awards for the following:
 - a. **Contractors and subcontractors:** Any proposed non-U.S. recipient of an Award of a USAID contract, subcontract, or any instrument acting as the same in excess of \$25,000 at any tier. This includes USAID-awarded contracts, prime contractor-awarded subcontracts and contracts awarded by grantees and recipients of cooperative agreements. Additionally, vetting applies to all Awards to RMCs regardless of award value and regardless of tier.
 - b. **Recipients of assistance instruments:** Any proposed non-U.S. recipient of an Award of a grant, cooperative agreement, sub-grant, or any instrument acting as the same in excess of \$25,000. This includes USAID-awarded grants and cooperative agreements, prime contractor-awarded grants under contracts (GUCs) and subgrants under grants or cooperative agreements, regardless of tier.
 - c. **On-budget assistance¹:** USAID reserves the right to conduct vetting of implementing partners in connection with any on-budget assistance award, including any Sub-awards under such on-budget assistance.
 - d. **Participant Trainees:** Regardless of Section 1.f. below, the Mission will vet individuals for whom the Mission finances scholarships, fellowships, or other structured training, but only where the Mission specifically approves the individual participants and the total value of the scholarship, fellowship, or other structured training is over \$25,000.
 - e. **Global Development Alliances, Public/Private Partnerships, and Development Credit Authority Activities:** For Development Credit Authority activities, vetting will be conducted for the individual of the financial institution who will sign the agreement with USAID and the officials of the financial institution who are responsible for deciding whether to enter into the agreement with USAID. Consideration should also be given to vetting key individuals of borrowers when the Mission knows who the borrower will be. For alliances and partnerships where USAID will not be providing funding to an organization, vetting is not required for such an organization, but may be conducted at the discretion of the mission.
 - f. **Exceptions:** Except as provided in Section 1.g. below, the vetting procedures set forth herein do not apply to:

¹ USAID/Afghanistan's on-budget assistance to GIROA includes: (a) direct delivery of USAID funds through partner government systems, also referred to as government-to-government assistance per ADS 220; and (b) USAID contributions to multi-donor trust funds administered by Public International Organizations.

- 1) Ultimate beneficiaries* of cash or in-kind assistance, such as food, water, medical care, micro-enterprise loans and shelter;

*** Vetting is required when cash or in-kind assistance over \$25,000 is provided directly to one or more specifically identified persons or entities.** For example, vetting generally would be required for a hospital that will receive pharmaceuticals, a company whose manufacturing equipment will be repaired or replaced, or an NGO whose recreational facilities will be renovated. Vetting is not required, however, for persons or entities that benefit from the assistance indirectly. In the prior example, no vetting would be required for patients of the hospital, customers of the manufacturer, or users of the recreational facilities.

- 2) Providers of water and electricity (which currently is DABS) for USAID's or USAID Awardee's own use in the ordinary course of business;
- 3) The Afghanistan Public Protection Force, as the sole provider of pay-for-service security requirements mandated under Presidential Decree 62;
- 4) Urgently needed humanitarian assistance (i.e. natural disasters, large scale accidents, etc.), as determined by the Mission Director for awards made by USAID/Afghanistan or the Director of either the USAID Office of Foreign Disaster Assistance or Food for Peace for awards made by USAID/Washington. Vetting may commence once the immediate need has been addressed and may also be conducted post-obligation;
- 5) Contributions and Grants to Public International Organizations (see Section 2.c); and
- 6) Donor to Donor agreements as described in Section 2.c.

g. Other situations: Even if vetting would not otherwise be required under these rules, vetting will be conducted whenever USAID has reason to believe that the Awardee or Sub-awardee could be a Prohibited Party. USAID may also conduct vetting pursuant to any internal or external audits. If there is a situation not specifically addressed in the Mission Order, consult the VSU.

2. Further Rules on Applicability:

- a. **Vetting Threshold:** The \$25,000 threshold applies to all Awards, Sub-awards, and their amendments, except RMCs pursuant to 1.a above. If an amendment, modification, or additional order would increase the amount of an Award or Sub-award under the prime above \$25,000, vetting shall be required.
- b. **Government Officials:** Government officials, including parliamentarians and national, provincial, district and municipal officials, are only subject to vetting: (1) to the extent

they serve as Key Individuals, or perform functions substantially similar to those performed by a Key Individual, in connection with a USAID-funded project; or (2) if they are direct recipients of funds under an Award. For purposes of this Mission Order, District Development Councils, Community Development Councils and similar entities will be subject to vetting if they are direct recipients of funds under an Award over \$25,000.

- c. **PIOs and Donors:** Although PIOs and other Donor Countries are not themselves subject to vetting, USAID reserves the right to conduct vetting of non-U.S. parties to whom PIOs and Donors make Awards or otherwise provide assistance.
- d. **Parastatal and Government Sub-awardees:** Government and parastatal entities are generally not subject to vetting. However, USAID reserves the right to conduct vetting of non-U.S. recipients of Sub-awards under Parastatal or government activities or programs funded by USAID in accordance with the procedures set forth herein.
- e. **Educational Institutions:** Vetting applies to colleges, universities and other educational institutions to the same extent as other types of organizations (i.e. public institutions are treated as government entities and generally not subject to vetting) .
- f. **Branches and subsidiaries:** A branch of an organization is the same corporate legal entity as the organization itself. As such, if a branch is a potential Awardee, the entire organization must be vetted as well. If an organization has been previously vetted, whether subsequent vetting will be required for each of its branches that applies for assistance will be decided by the VSU on a case-by-case basis. This decision will depend largely on the extent to which the organization's headquarters oversees and controls the activities of the branches.

A subsidiary, on the other hand, is a separate corporate legal entity from its parent and other affiliates. Vetting will not be conducted on the parent or affiliates of a subsidiary that is a potential Awardee unless the parent or affiliate itself is a potential Awardee.

USAID reserves the right to vet a parent or affiliated organization of a potential Awardee.

- g. **Inter-Agency Transfers:** For Awards under interagency agreements pursuant to Section 632(a) or (b) of the Foreign Assistance Act of 1961, as amended, it will be incumbent upon the recipient agency to implement appropriate review procedures to ensure compliance with E.O. 13224 and related requirements.
- h. **Anticipatory Vetting of Awardees:** An implementing partner may submit a vetting request in advance if it anticipates that within any given year, a particular Sub-awardee will receive \$25,000 or more in Sub-awards cumulatively, if the period of performance does not extend beyond one year.

If an implementing partner anticipates awarding more than one Sub-award to an organization within a given year at any threshold, the implementing partner may submit

ONE request in advance with the anticipated number of awards and the budget for each. The implementing partner should list the individual tasks, the costs amounts and dates in the award purpose section.

- i. **“Competitive Range” Vetting:** If an implementing partner, after conducting a competitive range process, shortlists a number of organizations/companies as potential Sub-awardees, the implementing partner may submit all the shortlisted potential Sub-awardees for vetting, in anticipation of the award. The shortlist of organizations/companies may not exceed three (3).
 - j. **Washington-based and Regional Awards:** Vetting is required in bilateral or regional activities and programs to be implemented by USAID/Washington bureaus and offices only for the component of the regional activity that is being implemented in Afghanistan and funded with USAID/Afghanistan funds. Whenever implemented, notice must be provided in the solicitation and subsequent Award and Sub-award to the local implementer.
3. **Vetting of “Key Individuals”:** Whenever an entity must be vetted, each of its “Key Individuals” who are not U.S. citizens or permanent legal residents must also be vetted. A “Key Individual” means:
- a. Any person who exercises effective control of the organization;
 - b. A principal officer of the organization’s governing body (e.g., chairman, vice chairman, treasurer or secretary of the board of directors or board of trustees);
 - c. The principal officer and deputy principal officer of the organization (e.g., executive director, deputy director, president or vice president);
 - d. The program manager or chief of party for the USAID-financed program;
 - e. Any person receiving significant commissions (defined as a sum, either fixed or a set percentage of the value involved, paid to an agent or person acting in a similar role in the activity involved) or similar earnings from the Award in an amount exceeding the Vetting Threshold; and
 - f. Any other person with significant responsibilities for administration of USAID-financed activities or resources (while a comprehensive list is not possible, this would include any person acting in a role substantially similar to those outlined in (a)-(e). If a potential Awardee has branches or other like operations in different locations in Afghanistan, then each person who has significant responsibilities for administration of USAID-financed activities or resources in a particular geographic location is a “key individual.”).

Note that the definition of “Key Individuals” differs from the definition of “key personnel” under a contract, grant or cooperative agreement.

Vetting will not generally be conducted on non-U.S. Key Individuals working for a U.S. Awardee. However, USAID reserves the right to conduct vetting on such Key Individuals whenever USAID has reason to believe that such individuals could be a Prohibited Party.

4. Obtaining Data Needed for Review:

- a. As specified in the solicitation, entities applying directly to USAID for Awards exceeding the Vetting Threshold will submit the Information Form to the VSU (Kabul_usaid_vsu@state.gov) at the same time they submit their proposal or application.
- b. Prime Awardees will be responsible for completing, signing and submitting the Information Form to the VSU (Kabul_usaid_vsu@state.gov) for each proposed Sub-award exceeding the Vetting Threshold. The prime Awardee is considered the vetting requester and is responsible for taking reasonable steps (in accordance with sound business practices) to verify the information contained in the Information Form.
- c. Along with each Information Form, the prime Awardee is required to submit the following supporting documentation:
 1. Copies of applicable, currently valid licenses required for the proposed Awardee to do business in Afghanistan. A valid Afghanistan Investment Supporting Agency (AISA) license must be in place for the duration of an Award and Sub-award, including any amendments thereto.
 2. Legible copy of a government-issued photo ID for each Key Individual (for Afghans, a *tazkera* is required). The number on the ID must match the number entered on the Information Form.
 3. Copy of a passport for each Key Individual in possession of a passport (Afghans with passports should submit both *tazkera* and passport). Passport numbers must be recorded on the Information Form.
 4. For U.S. citizens or legal permanent residents employed as Key Individuals under non-U.S. awards, passport copies or other proof of U.S. citizenship or legal permanent residence.

5. Notification of Determination:

- a. Once an eligibility determination has been made, the VSU will promptly send written notice of the determination to the chief of party or program director of the prime Awardee with respect to a request pursuant to Section 4(b) above. Notices should conform to the appropriate language in Appendix C. A copy of the eligibility determination will be retained in VSU's files.

- b. Once an ineligibility determination has been made, the cognizant CO or AO (with a copy to the VSU) is responsible for communicating with the prime Awardee. Notices shall conform to the appropriate language in Appendix C.

6. Duration of Approval:

- a. Once an Awardee has been deemed eligible and has received an Award, the approval generally will remain in effect for that particular Award for one year. However, new vetting will be required if there is any change in the Awardee's Key Individuals. The Awardee is required to keep USAID apprised of changes in the Key Individuals. In addition, new vetting will be required if there is any substantial change (*i.e.*, location, award amount, time frame) in the award itself. In addition, USAID reserves the right to vet or re-vet any non-U.S. organization or non-U.S. individual awarded or competing for an Award at any time regardless of the previous vetting date.
- b. Vetting approval may be rescinded if USAID obtains information indicating that the Awardee or any of its Key Individuals is found to be a Prohibited Party.
- c. Awardee must be vetted for each new Award that exceeds the Vetting Threshold, and at least annually for the duration of an Award.

Appendix B: USAID Information Form

Part I: Information About Proposed Activities (all parts mandatory)		
1. Name of the proposed awardee of USAID contract or assistance (Firms must include a copy of applicable, currently valid licenses to do business in Afghanistan)		
2. Type of proposed award or other assistance (check one): <input type="checkbox"/> Contract or Subcontract <input type="checkbox"/> Grant or Subgrant <input type="checkbox"/> Training <input type="checkbox"/> Equipment <input type="checkbox"/> Other		
3. US\$ amount and estimated start/end date of proposed award or assistance: Dollar amount: \$ Start: End:		
4. Purpose of proposed award or assistance:		
5. Organization proposed to receive award or other assistance:		
a. Name:		
b. Address (include village/town/city, state/county/province, and country):		
c. Telephone:**	d. Fax:	e. Email:
6. Information on Key Individuals associated with the organization named in 5 above who are <u>not U.S. citizens or permanent legal residents</u> , or, if no organization is listed, information on each individual to receive cash or in-kind assistance (including technical assistance). Use continuation sheets as necessary. ** = mandatory information.		
A. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth** village/town/city: state/county/province: country:	Date of birth:** (Example: 3 May, 1979)	Title in organization (Example: President/Vice President/CFO):
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:		Occupation:
Address of residence** village/town/city: state/county/province: country:		Citizenship(s):** (Afghans: Tribal Affiliations, Father's Name and Grandfather's Name)
Email:** Phone:**	Is the individual a U.S. citizen or legal permanent resident?** Yes <input type="checkbox"/> No <input type="checkbox"/>	
Part II: Contractor/Grantee/Recipient Certification: (to be completed by Prime Awardee chief of party, program director or their designee)		
Potential Awardee certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor/Grantee/Recipient understands that the U.S. Government may rely on the accuracy of such information in processing this vetting request.		
Name:		Signature:
Title/Organization:		Date:
Part III: Submission details (to be completed by USG vetting official)		
Vetting request number		
Staff member who initiated request		
Project name		
Date submitted for screening		

**USAID Information Form Continuation Sheet for Part I, Section 6: List of Individuals
(Use additional continuation sheets as necessary):**

B. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth** village/town/city: state/county/province: country:	Date of birth:** (Example: 3 May, 1979)	Title in organization (Example: President/Vice President/CFO):
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:		Occupation:
Address of residence** village/town/city: state/county/province: country:		Citizenship(s):** (Afghans: Tribal Affiliations, Father's Name and Grandfather's Name)
Email: Phone:		Is the individual a U.S. citizen or legal permanent resident?** Yes <input type="checkbox"/> No <input type="checkbox"/>
C. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth** village/town/city: state/county/province: country:	Date of birth:** (Example: 3 May, 1979)	Title in organization (Example: President/Vice President/CFO):
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:		Occupation:
Address of residence** village/town/city: state/county/province: country:		Citizenship(s):** (Afghans: Tribal Affiliations, Father's Name and Grandfather's Name)
Email: Phone:		Is the individual a U.S. citizen or legal permanent resident?** Yes <input type="checkbox"/> No <input type="checkbox"/>
D. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth** village/town/city: state/county/province: country:	Date of birth:** (Example: 3 May, 1979)	Title in organization (Example: President/Vice President/CFO):
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:		Occupation:
Address of residence** village/town/city: state/county/province: country:		Citizenship(s):** (Afghans: Tribal Affiliations, Father's Name and Grandfather's Name)
Email: Phone:		Is the individual a U.S. citizen or legal permanent resident?** Yes <input type="checkbox"/> No <input type="checkbox"/>

INFORMATION FORM INSTRUCTIONS

Please provide information for key individuals of all organizations receiving funds from USAID, including grantees, sub-grantees, contractors, and vendors, who work in Afghanistan.

Part I

Question 1 – Self-explanatory

Question 2- Indicate the proposed type of mechanism to be utilized by placing a check mark on the line in front of the appropriate term

Question 3 – Enter the amount of award or assistance (or Sub-award) in U.S. dollars and indicate the start and end date of the award (or Sub-award) using a mm/dd/yyyy format

Question 4 – Indicate the purpose of the award or assistance. Use additional sheets and attach to page one of the vetting form if necessary

Question 5 a-i – Self-explanatory.

Attach a copy of the relevant, currently valid Afghan business license.

Question 6 - A "Key Individual" means (i) Any person who exercises effective control of the organization; (ii) a principal officer of the organization's governing body (e.g., chairman, vice chairman, treasurer or secretary of the board of directors or board of trustees); (iii) the principal officer and deputy principal officer of the organization (e.g., executive director, deputy director president or vice president); (iv) the program manager or chief of party for the USAID-financed program; (v) any person receiving significant commissions (defined as a sum, either fixed or a set percentage of the value involved, paid to an agent or person acting in a similar role in the activity involved) or similar earnings from the Award in an amount exceeding \$25,000; and (vi) any other person with significant responsibilities for administration of USAID-financed activities or resources (while a comprehensive list is not possible, this would include any person acting in a role substantially similar to those outlined in (i)-(v). For Private Security Services, this would include leadership roles down to the level of field commanders). Complete for each of these six categories or indicate "N/A" if a category does not apply. Use additional pages as needed. Only Key Individuals who are not U.S. citizens or permanent legal residents need to be submitted. Attach copies of photo ID for each non-U.S. "Key Individual". In addition, for all non-U.S. Key Individuals in possession of passports, passport copies must be attached.

Note: If a "Key Individual" is a U.S. citizen or permanent legal resident, proof of citizenship or residency must be attached.

Part II

The representative of the prime Awardee (chief of party, program director or their designee) must fill out the form, read the certification and print their name where indicated, sign where indicated, print their title and the name of their organization where indicated, and print the date where indicated.

Part III

This section will be completed by the USG vetting official.

Appendix C: Notional language for Notification Letters

[Note: Eligibility letters are not transferable under any circumstances.]

[The language below is a suggested template for notices to prime award recipient.]

Notice of Eligibility

SUBJECT: Notice of Eligibility – [prime awardee name]
PVS Awardee #/PVS Request #
Contract number (program acronym)
Final determination date:
Eligibility Expiration date:

REF: (a) Information Form (IF), dated XXX

Dear Implementing Partner:

USAID/Afghanistan has received your vetting request (REF: (a)) and has determined that your organization is eligible to receive the referenced assistance.

USAID/Afghanistan reserves the right to rescind this vetting determination in the event that we become aware of information indicating that an award to your organization is contrary to U.S. law or policy prohibiting support for terrorism or other activities that are inconsistent with U.S. national security interests. Furthermore, a new request for approval will be required if your organization wishes to extend this award or receive a new award.

This approval does not relieve your organization of its legal obligation to comply with U.S. Executive Orders and U.S. law prohibiting transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism.

As required by the terms of your contract/agreement with USAID, please promptly notify the Kabul Vetting Support Unit (VSU) in the event of any change in the identity of the "key individuals." We request that you also notify the VSU if there is a material change in the program or operations of your organization or any development that might cause USAID to reconsider your organization's eligibility.

Sincerely,

Kabul Vetting Support Unit

Notice of Ineligibility

SUBJECT: Notice of Ineligibility – [prime awardee name]
PVS Awardee #/PVS Request #
Contract number (program acronym)
Final determination date:

REF: (a) Information Form (IF), dated XXX

Dear XXX:

USAID/Afghanistan has received your vetting request (REF: (a)) and has determined that your organization is ineligible to receive the referenced assistance.

USAID/Afghanistan Mission implements a vetting system covering all assistance (grants) and acquisition (contract) awards. The purpose of the USAID/Afghanistan vetting system is to help ensure that USAID funds and other resources do not inadvertently benefit individuals or entities that USAID knows or has reasonable grounds to suspect: (i) supports or has supported terrorist activities; (ii) is or has been engaged in terrorist activities; (iii) poses a significant risk of committing terrorist activities; or (iv) supports, has supported, is or has been engaged in or poses a significant risk of committing other activities that are contrary to the national security and foreign policy interests of the United States.

Your organization will no longer be considered for the award that triggered the vetting request. However, your organization is not precluded from applying for future awards, as it is USAID/Afghanistan's mission policy to re-vet entities for every proposed award based on information available at the time of the determination even if the entities were determined ineligible for prior awards. We understand that entities change and evolve over time.

Sincerely,

[CO/AO]

Attachment J. 7: USAID Information Form for Vetting

Appendix B: USAID Information Form

Part I: Information About Proposed Activities (all parts mandatory)		
1. Name of the proposed awardee of USAID contract or assistance (Firms must include a copy of applicable, currently valid licenses to do business in Afghanistan)		
2. Type of proposed award or other assistance (check one): <input type="checkbox"/> Contract or Subcontract <input type="checkbox"/> Grant or Sub-grant <input type="checkbox"/> Training <input type="checkbox"/> Equipment <input type="checkbox"/> Other		
3. US\$ amount and estimated start/end date of proposed award or assistance: Dollar amount: \$ Start: End:		
4. Purpose of proposed award or assistance:		
5. Organization proposed to receive award or other assistance:		
a. Name:		
b. Address (include village/town/city, state/county/province, and country):		
c. Telephone:	d. Fax:	e. Email:
6. Information on Key Individuals associated with the organization named in 5 above who are not U.S. citizens or permanent legal residents, or, if no organization is listed, information on each individual to receive cash or in-kind assistance (including technical assistance). Use continuation sheets as necessary. ** = mandatory information.		
A. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth** village/town/city: state/county/province: country:	Date of birth:** (Example: 3 May, 1979)	Title in organization (Example: President/Vice President/CFO):
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title**:		Occupation:
Address of residence** village/town/city: state/county/province: country:		Citizenship(s):** (Afghans: Tribal Affiliations, Father's Name and Grandfather's Name)

Email: Phone**:		Is the individual a U.S. citizen or legal permanent resident? ** Yes <input type="checkbox"/> No <input type="checkbox"/>	
Part II: Contractor/Grantee/Recipient Certification: (to be completed by Prime Awardee chief of party, program director or their designee)			
Potential Awardee certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor/Grantee/Recipient understands that the U.S. Government may rely on the accuracy of such information in processing this vetting request.			
Name:		Signature:	
Title/Organization:		Date:	
Part III: Submission details (to be completed by USG vetting official)			
Vetting request number			
Staff member who initiated request			
Project name			
Date submitted for screening			

USAID Information Form Continuation Sheet for Part I, Section 6: List of Individuals
 (Use additional continuation sheets as necessary):

B. Name (As in passport or other government-issued photo ID): **		Government-issued photo ID number, type of ID and country of issuance: **
Place of birth** village/town/city: state/county/province: country:	Date of birth:** (Example: 3 May, 1979)	Title in organization (Example: President/Vice President/CFO):
Other names used (may include nicknames, pseudonyms not listed under "Name"): **		Gender: **
Current employer and job title:**		Occupation:
Address of residence** village/town/city: state/county/province: country:		Citizenship(s):** (Afghans: Tribal Affiliations, Father's Name and Grandfather's Name)

Email: Phone**:		Is the individual a U.S. citizen or legal permanent resident?*** Yes <input type="checkbox"/> No <input type="checkbox"/>
C. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth** village/town/city: state/county/province: country:	Date of birth:** (Example: 3 May, 1979)	Title in organization (Example: President/Vice President/CFO):
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title**:		Occupation:
Address of residence** village/town/city: state/county/province: country:		Citizenship(s):** (Afghans: Tribal Affiliations, Father's Name and Grandfather's Name)
Email: Phone**:		Is the individual a U.S. citizen or legal permanent resident?*** Yes <input type="checkbox"/> No <input type="checkbox"/>
D. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth** village/town/city: state/county/province: country:	Date of birth:** (Example: 3 May, 1979)	Title in organization (Example: President/Vice President/CFO):
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:		Occupation:
Address of residence** village/town/city: state/county/province: country:		Citizenship(s):** (Afghans: Tribal Affiliations, Father's Name and Grandfather's Name)
Email: Phone**:		Is the individual a U.S. citizen or legal permanent resident?*** Yes <input type="checkbox"/> No <input type="checkbox"/>

INFORMATION FORM INSTRUCTIONS

Please provide information for key individuals of all organizations receiving funds from USAID, including grantees, sub-grantees, contractors, and vendors, who work in Afghanistan.

Part I

Question 1 – Self-explanatory

Question 2- Indicate the proposed type of mechanism to be utilized by placing a check mark on the line in front of the appropriate term

Question 3 – Enter the amount of award or assistance (or sub-award) in U.S. dollars and indicate the start and end date of the award (or sub-award) using a mm/dd/yyyy format

Question 4 – Indicate the purpose of the award or assistance. Use additional sheets and attach to page one of the vetting form if necessary

Question 5 a-i – Self-explanatory.

Attach a copy of the relevant, currently valid Afghan business license.

Question 6 - A “Key Individual” means (i) Any person who exercises effective control of the organization; (ii) a principal officer of the organization's governing body (e.g., chairman, vice chairman, treasurer or secretary of the board of directors or board of trustees); (iii) the principal officer and deputy principal officer of the organization (e.g., executive director, deputy director president or vice president); (iv) the program manager or chief of party for the USAID-financed program; (v) any person receiving significant commissions (defined as a sum, either fixed or a set percentage of the value involved, paid to an agent or person acting in a similar role in the activity involved) or similar earnings from the Award in an amount exceeding \$25,000; and (vi) any other person with significant responsibilities for administration of USAID-financed activities or resources (while a comprehensive list is not possible, this would include any person acting in a role substantially similar to those outlined in (i)-(v). For Private Security Services, this would include leadership roles down to the level of field commanders). Complete for each of these six categories or indicate “N/A” if a category does not apply. Use additional pages as needed. Only Key Individuals who are not U.S. citizens or permanent legal residents need to be submitted. Attach copies of photo ID for each non-U.S. “Key Individual”. In addition, for all non-U.S. Key Individuals in possession of passports, passport copies must be attached.

Note: If a “Key Individual” is a U.S. citizen or permanent legal resident, proof of citizenship or residency must be attached.

Part II

The representative of the prime Awardee (chief of party, program director or their designee) must fill out the form, read the certification and print their name where indicated, sign where indicated, print their title and the name of their organization where indicated, and print the date where indicated.

Part III

This section will be completed by the USG vetting official.

Attachment J. 8: Registration and Tax Exemptions in Afghanistan

July 21, 2013

The purpose of this information sheet is to provide guidance to partners on how to register to legally operate in Afghanistan and to provide guidance on applicable tax exemptions. The information provided in this document should not substitute for each implementing partner seeking its own registration and tax advice. USAID expects each of its implementing partners to fully comply with the laws of the Islamic Republic of Afghanistan (IRoA).

Questions related to USAID tax exemptions and problems encountered with registration and the payment of taxes where exemptions apply should be brought to USAID's attention immediately.

I. REGISTERING AS AN NGO

The Afghanistan NGO Law was enacted on June 7, 2005, for the purpose of regulating the activities of domestic and foreign NGOs in Afghanistan. It provides the terms of establishment, registration, administration, activity, internal supervision, dissolution and liquidation of property of domestic and foreign NGOs. The law may be found in the Official Gazette No. 857/2005.

What is an NGO under the laws of Afghanistan?

An "NGO" is a domestic or foreign non-governmental, non-political and not-for-profit organization.¹⁷ A foreign NGO is established outside of Afghanistan according to the laws of a foreign government.

How to Register an NGO in Afghanistan?

NGOs are registered by the NGO Department within the IRoA Ministry of Economy (MoE), which is responsible for both registering and supervising NGOs. There are two key laws that govern the establishment, registration and operations of civil society organizations: the Law on Social Organizations enacted November 2002 and the Law on Non-Governmental Organizations enacted June 2005.¹⁸

For NGOs receiving USAID funds, the entity must first proceed to the Ministry of Foreign Affairs (MoFA) with a letter from Economic Section of the U.S Embassy in Kabul introducing the organization as a USAID-funded organization to the MoFA for registration. USAID IPs should request such letters through USAID. The MoFA then sends the information to the MoE to register the entity as an NGO. According to the Afghanistan NGO Law¹⁹, an NGO must submit a semi-annual activity report and an annual activity report to the MoE. Failure to submit the reports could result in the dissolution of the NGO. The semi-annual report should be prepared in one original and three copies for submission to the central and regional offices of the MoE. In addition, an

¹⁷ Article 5.1.2.3.4.5 Afghanistan NGO Law

¹⁸ Articles 11, 18 & 27 Afghanistan NGO Law

¹⁹ Articles 27 & 31 of Afghanistan NGO Law

NGO must provide its annual financial statements/reports, prepared in accordance with international auditing standards, to the MoE.

How to register For-Profit Entities?

In order for a for-profit entity to register and begin work in Afghanistan, it must first register with the Afghanistan Investment Support Agency (AISA). AISA issues licenses for investors in manufacturing, health services, construction and the service sector such as consulting and security services. There are several for-profit entities (not NGOs) which are USAID partners/contractors implementing USAID funded programs in Afghanistan. These entities are registered at AISA as consulting/advisory services organizations implementing foreign donor assistance programs.

To register, the for-profit entity must first proceed to the MoFA with a letter from Economic Section of the U.S Embassy in Kabul (through USAID) introducing the organization as a USAID-funded organization to the MoFA for licensing at AISA.²⁰ The MoFA then sends the information to AISA to license the entity as a for-profit entity. The implementing partner collects and completes the AISA forms and submits them to the licensing department of AISA. AISA then sends a letter to the Ministry of Finance (MoF) requesting information on whether the organization is exempt from taxes in accordance with our bilateral agreement with the GIROA.

Once the AISA forms are completed, information on the organization is also sent to the Central Business Registry (CBR) for registration. The CBR is a “one stop shop” to register businesses combining all of the functions previously done by the Commercial Court, the Ministry of Justice (MoJ) and the MoF. The CBR facilitates the registration process for all businesses. The CBR issues the partner a Tax Identification Number (TIN)²¹, registers the business and publishes the information in the Official Gazette of the MoJ. The partner receives a registration number from the CBR which then allows AISA to issue the license. For more information on licensing at AISA, please visit www.aisa.org.af or contact Mr. Ghulam Rabani, Director of Licensing Department at +93 (0) 798 274500, ghulam.rabani@aisa.org.af.

II. TAXES

A. Tax Exemptions under Afghanistan Tax Law

Afghanistan's Income Tax Law, enacted in 1965 and amended in 2005 and most recently in 2009, was modeled on the U.S. tax law. Article 10 of the IROA Income Tax Law defines a category of "Tax Exempt Organizations" similar to a charitable organization under Section 501(c)(3) of the U.S. IRS Code. To qualify as an exempt organization under Article 10, an organization must be (1) established under the laws of Afghanistan, (2) organized and operated exclusively for educational, cultural, literary, scientific, or charitable purposes and (3) contributors, shareholders,

²¹ TIN: Individuals, companies and organizations which are, according to the Income Tax Law and the Customs Law, required to pay taxes or customs duties; social, non profit and welfare organizations which are required to withhold taxes from the salaries or wages of their employees are required to have a TIN.

members or employees either during the operation or upon dissolution of the organization ... must not benefit from the organization. The contributions and income received from the necessary operations of qualifying organizations are exempt from taxation.

B. Annual Tax Filing

The 2009 amendments to the Income Tax Law provide details of on the legal requirement for annual tax filing. Even though an entity may be exempt from taxes, the organization is still required to file a tax return if they fit the criteria as outlined in Article 87, regardless of the fact that they may owe no tax. Failure to file a return may result in penalties for failing to file. Annual income tax returns, as well as all other tax returns, are available at the Medium Tax Office.

C. Tax Exemptions for USAID Partners

The Point Four General Agreement for Technical Cooperation, dated February 7, 1951, is the framework bilateral agreement for all USAID activities in Afghanistan. It includes a provision that states that:

Any funds, materials and equipment introduced into Afghanistan by the Government of the United States of America pursuant to such program and project agreements shall be exempt from taxes, service charges, investment or deposit requirements, and currency controls.

In addition, USAID has four over-arching Strategic Objective Grant Agreements (SOAGs) with the GIRoA that encompass all of the programs USAID finances in Afghanistan. The SOAGs contain identical tax exemption provisions that follow from and clarify the scope of the tax exemption contained in the 1951 Bilateral Agreement. The specific language of the tax exemption provisions in the SOAG is found in Attachment 1.

D. Withholding Tax on Subcontractor

In March 2009, a new provision was added to the Tax Law. Article 72 provides for a withholding tax on subcontractors. Subcontractors, who are not registered with AISA and that provide supplies, materials, construction and other services under contract, are subject to a 7% fixed tax in lieu of income tax. This tax is withheld from the gross amount payable to the subcontractor. However, subcontractors, who are registered with AISA and provide the services listed above, are subject to a 2% withholding tax. The tax withheld is creditable against subsequent tax liabilities for the subcontractor.

This tax is a withholding tax. The prime contractor is to withhold the tax from the subcontractor and remit the tax to the Da Afghanistan Bank to the account of the Medium Tax Office, bank account number #1203043. Forms for subcontract withholdings can be obtained at the Medium Tax Office.

Subcontractors, subject to this Article are required, upon signing the subcontract, to send a copy of the subcontract to the Medium Tax Office. Natural persons who earn taxable salaries are excluded from this provision. Under the USAID Tax Exemption language in our SOAGs, the withholding only applies to national subcontractors, i.e. Afghan subcontractors.

Foreign subcontractors are exempt from such withholding. However, USAID prime contractors/partners are not exempt from withholding this tax on their Afghan subcontractors. The SOAG exempts non-national organizations and persons from the withholding – not Afghan organizations or Afghan citizens.

Foreign/International subcontractors to USAID prime contractors are exempt from taxes under the SOAGs, similar to their prime contractors. However, the legal division of the Afghanistan Revenue Department (ARD) must issue a letter (exemption certificate) to each exempt subcontractor in order to effect the exemption for administrative purposes under Afghan law. In other words, each subcontractor must have an official exemption letter from the ARD. To obtain the exemption certificate, the prime contractor submits a letter to the ARD Legal Department on behalf of its subcontractors requesting the exemption, i.e. a private ruling. A copy of the subcontractors cover sheet to its contract must be included with the request. The Legal Department of ARD has copies of the SOAG, so it is not necessary to provide the SOAG as an attachment. The letter however should reference that the prime and the subcontractor are implementing a USAID activity under the applicable SOAG. The Legal Department will review the documents and issue a letter confirming exemption. If the exemption letter is not issued by ARD, the subcontractors will not be exempt from tax.

Question 1: Do the Tax Exemption Provisions in the Bilateral Agreement and SOAGs Provide a Blanket Tax Exemption for All USAID Implementing Partners for All Taxes in Afghanistan?

No. For USAID implementing partners, the tax exemptions described here only apply to funds provided by USAID. For funds received from any other source, including other U.S. Government agencies, implementing partners should check with those donors to determine whether any such non-USAID funds also benefit from a tax exemption. In addition, there are different tax exemptions for “national” and “non-national” organizations.

Question 2: How do the Tax Exemptions Affect Payment of the “Rental Property Tax” in Afghanistan?

The rental property tax imposes a withholding tax on landlords for real property as follows:

- If the monthly rent is more than Afs.10, 000 (\$200) and less than Afs.100, 000 (\$2000) - 10 percent.
- If the monthly rent is more than Afs.100, 000 (\$2000) -15 percent.

The law requires the renter to withhold the tax on behalf of the landlord. The rental property tax is a tax on the landlord not on the renter. The withholding is merely transferring a part of the landlord's income (the rent) to the GIRoA to cover the tax. It is up to the lease or rental agreement between the landlord and the renter to address how the private parties address the withholding. There is no requirement that the landlord pass the tax along to the renter. The parties can agree however that the renter will remit the landlord's tax on behalf of the landlord.

Whatever the arrangement between landlord and renter, the USAID tax exemption is not applicable since the tax is on the landlord.

Question 3: How do the Tax Exemptions Affect Payment of the Income Tax in Afghanistan?

In Afghanistan, there is an income tax on organizations and individuals. There is also a business receipts tax (BRT) which is a type of income tax on gross receipts of for-profit organizations.

The tax exemption described above exempts all non-Afghan national implementing partners (both organizations and individuals) from paying taxes on their income, profits, or property. This includes social security or other similar type of taxes. The exemption does not extend to Afghan nationals. USAID implementing partners are required to withhold income tax on their Afghan national employees²² and subcontractors including BRT²³. The BRT is a tax which is collected from total gross income (sales) before any deduction. The exemptions are not applicable to Afghan organizations even though they are receiving USAID funds. Once again, however, it should be noted that the exemption only applies to USAID funds. Funds received by organizations or individuals that cannot be tracked back to USAID is not subject to the exemption. If organizations or individuals are receiving funds for assistance activities from other donors or other U.S. Government agencies, they should check with those donors or other U.S. Government agencies to see if any tax exemptions are applicable to such funds.

Question 4: How do the Tax Exemptions Affect Payment of Customs Duties, Tariffs, Import Taxes or Other Levies on the Importation, Use and Re-Exportation of Goods into or out of Afghanistan?

The tax exemptions apply to all goods brought into the country for use on a USAID-financed assistance project. The exemption applies to such goods whether they are brought in by Afghan national or non-Afghan implementing partners.

In addition, non-Afghan implementing partners may bring in personal belongings and effects for the non-Afghan national employees (including personally-owned automobiles, for example) for personal use (not for resale, however) and for the personal use of their family members.

Question 5: How do the Tax Exemptions Affect Payment of the VAT, Sales Taxes, Taxes on Purchases or Rentals of Real or Personal Property or other Taxes Levied on the Last Transaction for the Purchase of Goods or Services Financed by USAID in Afghanistan?

To the extent that such taxes are imposed, the tax exemption will apply for goods and services purchased for use in activities financed by USAID. To the extent the purchase of a good or service would not be an allowable cost under an implementing partner's agreement with USAID, the exemption would not apply (for example, individual employees' purchases of personal effects are

²² The income tax of legal persons is 20 percent of its taxable income in the fiscal year

From Afs.0 to Afs.5,000 monthly - 0%

From Afs.5,001 to Afs.12,500 - 2%

From Afs. 12,501 to Afs. 100,000 - 10% + Afs. 150 fixed amount

From Afs. 100,000 above - 20% + Afs.8,900 fixed amount

²³ BRT is imposed on natural persons who provide goods or services in exchange for consideration and whose revenue from such sales is 750,000 Afghanis or more per quarter of the year

not allowable costs under USAID assistance agreements and therefore would be subject to the sales tax should one be instituted in Afghanistan).

Question 6: What Happens if the GIRoA Collects a Tax Despite the Existence of an Applicable Tax Exemption?

USAID will work with the GIRoA through the MoF to try to ensure that, when exemptions apply, no taxes will be collected. However, it is likely that there will be cases where taxes will be collected despite the best intentions of all parties to comply with the terms of the Bilateral Agreement and SOAGs. USAID agreements with implementing partners should contain a provision related to reporting of foreign taxes. If an implementing partner's agreement does not contain such a provision, it should contact its USAID Contracting Officer or Agreement Officer and request inclusion of such standard provision. USAID will then seek reimbursement of reported taxes from the GIRoA. Implementing partners should also advise USAID if there appears to be a tax being charged that should be subject to an exemption so that USAID can discuss the situation with the GIRoA/MoF.

If an implementing partner has any question about whether its payment of a tax under its agreement with USAID would be an allowable cost under its grant or contract, it should check with its USAID Contract or Agreement Officer for clarification.

For questions, you may contact the following persons at the USAID Regional Legal Office:

Noor Ahmad Hamdard
Legal Specialist
nhamdard@state.gov

Betty Chung
Resident Legal Officer
bchung@state.gov

SOAG TAX EXEMPTION PROVISION

Section B.4. Taxation

- (a) General Exemption: The Agreement is a program agreement under the terms of the Point Four General Agreement for Technical Cooperation, dated as February 7, 1951, between the grantee and the USG, and the assistance thereunder is free from any taxes imposed under laws in effect in the territory of the grantee.
- (b) Except as provided otherwise in this provision, the General Exemption in subsection (a) applies to , but is not limited to 1) any activity, contract, grant of other implementing agreement financed by USAID under this agreement, 2) any transaction or supplies, equipment, materials, property or other goods (hereinafter collectively "goods") under (1) above, 3) any contractor, grantee, or other organizations carrying out activities financed by USAID under this agreement, 4) any employee of such organizations, and 5) any individual contractor or grantee carrying out activities financed by USAID under this agreement.
- (c) Except as provided otherwise in this provision, the General Exemption in subsection (a) applies to , but is not limited to the following taxes:
 - 1) Exemption 1. Customs duties, tariffs, import taxes, or other levies on the importation, use and re-exportation of goods or the personal belongings and effects (including personally-owned automobiles) for the personal use of non-national

- individuals or their family members. Exemption 1 includes, but is not limited to; all charges based on the value of such imported goods, but does not include service charges directly related to services performed to transfer goods or cargo.
- 2) Exemption 2. Taxes on the income, profits or property of all 1) non-national organizations or any type, 2) non-national employees of national and non-national organizations, or 3) non-national individual contractors and grantees. Exemption 2 includes income and social security taxes of all types and all taxes on the property, personal or real, owned by such non-national organizations or persons. The term "national" refers to organizations established under the laws of the grantee and citizens of the grantee, other than permanent resident aliens in the US.
 - 3) Exemption 3. Taxes levied on the last transaction for the purchase of goods or services financed by USAID under this agreement, including sales taxes, value-added taxes (VAT), or taxes on purchases or rentals of real or personal property. The term "last transaction" refers to the last transaction by which the goods or services were purchased for use in the activities financed by USAID under this agreement.
- (d) If a tax has been levied and paid contrary the provisions of and exemption, USAID may, in its discretion, 1) require the Grantee to refund to USAID or to others as USAID may direct the amount of such tax with funds other than those provided under the agreement, or 2) offset the amount of such tax from amounts to be disbursed under this or any other agreement between the parties.
- (e) In the event of a disagreement about the application of an exemption, the Parties agree to promptly meet and resolve such matters, guided by the principle that the assistance furnished by USAID is free from direct taxation, so that all of the assistance furnished by USAID will contribute directly to the economic development of the country of the Grantee.

Attachment 2
Embassy Consular Office Delegation Letter



Embassy of the United States of America

January 18, 2010

Protocol Department
Ministry of Foreign Affairs
Islamic Republic of Afghanistan

To Whom It May Concern:

The Consular Section of the United States Embassy in Kabul, Afghanistan, hereby delegates to USAID/Afghanistan the authority to sign and transmit letters to the Ministry of Foreign Affairs (MoFA) introducing all USAID funded non-governmental organizations and for-profit organizations to the MoFA for registration purposes.

If you have any questions regarding the above delegation, please contact the Consular Section of the U.S. Embassy in Kabul. Thank you for your assistance in this matter.

Sincerely,


Randall Mericeth, Consul

Cc:
Mr. Zalmay Wafamal, Desk Officer, UNO and International Financial Institutions, MoFA
Ms. Sohaila Noori, MoFA
Ms. Ann Marie Yastishock, Senior Legal Advisor, USAID/Afghanistan
Ms. Ritu Tariyal, Legal Advisor, USAID/Afghanistan
Ms. Diane Moore, Supervisory Executive Officer, USAID/Afghanistan

Attachment J. 9: Afghan First Policy

The U.S. Embassy and U.S. Forces Afghanistan (USFOR-A) *Afghan First* policy encourages local procurement of Afghan products made by Afghans to benefit and improve the well-being of the Afghan people. The ways to implement the ideas put forward in this document may be varied, but taken together as a strategy, policy and collective effort can mark a step forward to lay a new foundation for growth in Afghanistan. And growth creates Afghan jobs and income.

Procuring goods and services from Afghan companies promotes economic development, supports the growth of a modern and competitive business sector, and boosts Afghan employment. The coalition military and development agencies are significant players in the Afghan economy. Our influence will be more positive to the extent we actively partner with Afghans and Afghan companies to create jobs. Abating unemployment requires full use of USG resources.

Local procurement makes good business sense from the buyer's perspective. Afghan firms know the market and can often provide goods and services with comparable quality, at competitive prices. With a shorter supply chain, local procurement is often the best way for the buyer to maximize value and timely delivery of needed goods and services. Such business engagement can broaden Afghan support for our mutual strategic objectives in Afghanistan. But most importantly, it helps local businesses to grow, gain experience, and generate jobs in the industrial, commercial, and agriculture sectors.

Why Afghan First?

Purpose:

- Afghan Leadership
- Participation
- Capacity
- Sustainability

While looking for the best value for the USG, establishing an *Afghan First* policy can make sense:

Afghan Leadership and Ownership: Helps ensure that procurement responds to the needs of Afghans and is accountable to the Afghans it is meant to support.

Afghan Participation: Promotes the Afghan private sector in their management and delivery of goods and services while fostering entrepreneurship.

Afghan Capacity Development: Develops the Afghan labor force.

Afghan Sustainability: Over time, local procurement reduces support for the insurgency, makes foreign assistance more effective, and ultimately reduces the dependence of development assistance.

AFGHAN FIRST POLICY

Local procurement by all USG and other foreign organizations can contribute directly to both stability and economic development which are critically important to accomplish our shared purpose: to support Afghan leadership, capacity, and sustainability. Therefore, the USG's procurement policy in Afghanistan is: *Afghan First*.

Local procurement can be faster, easier, and less expensive than purchasing from vendors outside Afghanistan. For many products and services, local quality standards may already meet import standards, or with focused and sustained effort, they may be raised to international standards.

Increasing local procurement, at acceptable standards for quality, price and reliability of supply will require sustained, senior management attention, and the dedication of those at all levels regarding procurement decisions. In this purpose, all of us must be innovative, proactive, and creative to implement *Afghan First*.

The U.S. Mission will work with UNAMA, USFOR-A, ISAF and international organizations and companies to increase procurement within Afghanistan of supplies for civilian and military activities. USG procurement offices (including Human Resources Offices) should record the procurement of all goods and services, and analyze and report this data quarterly using existing WebPass, eServices systems, etc. Each quarterly analysis should identify prospective ways and means to increase local procurement of goods and services.

The top priority for all USG procurement to implement *Afghan First* is as follows

Step 1: Afghan First: Hire Afghans and develop the labor force; purchase Afghan materials/services to expand the industrial, commercial and agricultural bases

Step 2: If labor is not available; If materials are not available Can we stimulate production? Can we develop labor skills?

Step 3: (A) Replace American or Third Country National direct hires with Afghans wherever possible, or

Step 4: (B) Write contracts that reward/incentivize: Using Afghan contractors/sub-contractors; Skilled/Semi-skilled and other Afghan labor; and Local procurement of Afghan products.

Procurement

Whether it's implementing development projects, procuring furniture, contracting services, hiring staff, etc., all USG staff can make a difference to implement *Afghan First*. Here is an illustrative 'menu' of options on how to implement *Afghan First*:

1. Use existing local resources and Afghan business directories

- Peace Dividend Trust (PDT) is a non-profit organization that fosters and implements innovations in peacekeeping and economic development. Their goal is to make missions efficient, effective, and equitable.
- The USG supports local partners such as PDT, who have been working in Afghanistan since January 2006 to increase local procurement, by connecting international buyers to Afghan sellers. In particular, PDT manages a database of Afghan suppliers -- currently about 4,600 -- that one can find on PDT's webpage: www.buildingmarkets.org. PDT also trains Afghan companies about bidding and performance issues.

2. Encourage a greater response from Afghan businesses

- Advertise in Dari and Pashto in local communities.
- Simplify documents and identify points of contact that are fluent in Dari and Pashto.
- Make vendor registration procedures and key forms available in Dari and Pashto.
- Provide free bid invitations and tender documents to local Afghan businesses.
- Pay local Afghan companies within 30 days.
- Establish local Afghan vendor lists.
- Prequalify Afghan businesses.

3. Support the local currency

- Pay contracts in Afghanis wherever possible.
- Pay wages in Afghanis wherever possible.

4. Develop Afghan skills

- Retain Afghan firms wherever possible.
- Reduce size of contracts, dividing them by geography or by sector.
- Coordinate training programs for suppliers.
- Refer suppliers to an existing program with incentives to participate.

5. Hire / Recruit / Retain Afghan staff

- Hire national Afghan staff wherever possible.
- Build capacity of national staff.
- Provide mentorship and training opportunities.
- Motivate staff via formal recognition of work well done.

Provide recognition of achievements and recommendations for their professional development.

Attachment J.10 Marking and Branding Implementation Plan

LIST OF ACRONYMS

ADS	Automated Directives System
AWLE	Afghan Women's Leadership in the Economy
COP	Chief of Party
DAI	Development Alternatives Incorporated
GIRoA	Government of the Islamic Republic of Afghanistan
TOCO	Task Order Contracting Officer
TOCOR	Task Order Contracting Officer's Representative
USAID	United States Agency for International Development

BRANDING STRATEGY

With reference to Section 320.3.2.1 of Automated Directives System (ADS) Chapter 320, below is the required Branding Strategy:

Project Name:

USAID's Afghan Women's Leadership in the Economy (AWLE)

The Dari translation is: رهبري خانم های افغان در امور اقتصادی

The Pashto translation is: د افغان ښځو رهبري به اقتصادی امور کی

- **How the USAID logo will be positioned on materials and communications:** All USAID logos on materials and communications produced under this task order will be positioned in accordance with the standardized USAID regulations on branding. In cases when an activity is jointly sponsored with the U.S. Government (USG), the host-country government, and non-USG entities, only the names and/or logos of the USG and host-country government will be mentioned in the branding. The names and/or logos of the non-USG entities will not be mentioned in the branding, unless agreed with the Contracting Officer's Representative (TOCOR) and Task Order Contracting Officer (TOCO).

DAI will use full, exclusive USAID branding and the USAID tagline "From the American people" on materials and communications, which may be translated as appropriate. Co-branding and no branding will only be considered on a case-by-case basis as considered appropriate by the Task Order Contracting Officer's Representative (TOCOR) and Task Order Contracting Officer (TOCO). Due to the nature of AWLE and its activities involving

politically and socially sensitive programming with Afghan women, there may be instances where a deliverable should not be marked according to USAID guidelines and the Contractor's Branding and Marking Plan to, for example, maintain the safety of female training participants, or ensure Afghan ownership of the deliverable. An exception will be applied for on a case-by-case basis, in close coordination between USAID and AWLE management. Specifically, the USAID TOCO, the USAID TOCOR for AWLE, the AWLE Chief of Party, and/or DAI's home office Project Manager will discuss whether a particular deliverable should be subject to an exception. Per ADS 320.3.2.5, the final determination on exceptions rests with the TOCO.

- **Desired level of visibility:** All branding must comply with the standardized USAID regulations on branding. All branding for USAID, its partners, and other U.S. Government and non-U.S. Government entities engaged in a specific activity implemented under this task order will have equal representation on all public or internal documentation, commodities, or equipment; printed, audio, or electronic public communications; and studies, reports, publications, websites, and all promotional and informational products and events in a manner that complies with standardized USAID regulations on branding. No DAI corporate logo will be used in any public communications materials, with the exception of materials used for administrative purposes including business cards, letterheads, internal correspondence, VAs, etc.; DAI will seek approval for use of these items from USAID.
- **Any other organizations to be acknowledged:** When activities occur in coordination with other USG agencies or the host-country government, acknowledgement of the contribution and efforts of these organizations will be included in any relevant public or internal documentation, publications, advertising, presentations, brochures, etc.

BRANDING IMPLEMENTATION PLAN

With reference ADS 320.3.2.4 h., USAID reserves the right to request pre-production review of USAID-funded public communications and program materials for compliance with USAID graphic standards and the approved Marking Plan.

With reference to Section 320.3.2.2 of ADS 320, below is the required Branding Implementation Plan:

How to Incorporate the Message

DAI will use full branding and the USAID tagline "From the American people" on materials and communications. Co-branding and no branding will only be considered on a case-by-case basis as considered appropriate by the TOCOR and TOCO.

How to Publicize the Project

This section discusses how to publicize the project and includes a description of the communications tools to be used.

Audiences. Subject to approval by USAID, AWLE has the following target audiences with which it will promote and publicize USAID sponsorship:

- The **primary audience** for materials and documents produced by AWLE is the Promote target population (i.e. educated women and girls between the ages of 18 and 30 years of age, women-owned businesses and businesses employing at least 10% women); AWLE's sub grantees and partners including educational and skills training institutions, career centers and local NGOs; and USAID.
- The **secondary audience** for all materials and documents produced under this contract is regional and local community leaders, Government of the Islamic Republic of Afghanistan (GIROA) officials, business leaders, educational and training institutions not directly involved in program implementation, the general Afghan public, as well as other U.S. Government agencies, and other donors.
- **Messages.** In all materials and events the project will be branded as from USAID and prepared by DAI as part of AWLE (unless non-branding is determined necessary to ensure safety or local ownership purposes by AWLE and USAID). All branded materials will acknowledge that they were produced with support "from the American people." In some cases, the appropriate translation into Dari or Pashto will be used in branding the project, depending on the context and target audience.

Additional ideas to increase awareness that the American people support this project include training any short-term consultants or trainers to include in each presentation or training session a statement that the technical assistance or training that they provide and the other project services are made possible as a result of "the assistance from the American people." AWLE will follow specific procedures for including the Branding Implementation Plan requirements as stated in the mandatory internal reference Branding and Marking in USAID Direct Contracting in ADS 320.

Tools

The following communication tools may be used: Facebook posts or other social media, press releases, SMS messages, press conferences, media interviews, site visits, VIP visits, success stories, beneficiary testimonials, professional photography, public service announcements, videos, webcasts, e-invitations, and other emails sent to group lists, such as participants for a training session, blast emails or other internet activities.

Key Milestones and Opportunities

Key milestones are anticipated to generate awareness that the project is from the American people. These milestones may be linked to specific points in time, such as at the beginning or end of a project, or to an opportunity to showcase reports or other materials. These milestones include launching the project, announcing research findings, publishing reports, spotlighting trends, highlighting success stories, featuring beneficiaries as spokespeople, showcasing before-and-after

photographs, securing endorsements from ministry or local organizations, promoting final or interim reports, and communicating project impact/overall results.

Acknowledgements

Acknowledging USAID and USAID/AWLE. The following acknowledgment will be included on external AWLE publications and internal publications, such as quarterly reports, as appropriate:

This [study/report/website/project asset (DAI will specify based on the output)] is made possible by the support of the American people through the United States Agency for International Development (USAID). The content is the sole responsibility of DAI and does not necessarily reflect the views of USAID or the United States Government.

Acknowledging Host-Country Governments. All DAI documents will follow USAID Branding Guidelines. If, during the course of this project, other major sponsors are involved, we will advise the TOCOR of their involvement and request permission to include them as necessary.

Acknowledging Other Host-Country Partners. Co-branding will occur when these organizations have contributed funds to the activity. Co-branding with in-country partners may also be desirable when trying to promote local ownership and capacity building. However, when products are fully funded by USAID, TOCO approval is required for any exceptions to full branding requirements per ADS 320.3.2.5.

Co-branding with other International Organizations. Co-branding with other international organizations will only be considered in cases where strong justification exists and as deemed appropriate by the TOCOR and TOCO.

Coordination with USAID on Outreach and Communications

The project will clear any press releases, media events, media interviews and any promotional products with USAID (COR and the Development Outreach and Communications office (DOC). (Note: USAID requests notification on and materials related to events that will include press and/or USAID senior participation up to three to four weeks before the event.)

Throughout project implementation, DAI will provide to USAID:

- a) An updated list of public events to be organized by the project during the coming three months, including approximate date, location and audience. The project will coordinate with USAID about inclusion of USAID promotional materials for participants and participation of USAID/USG representatives.
- b) Success stories with accompanying photographs (see item c. for specifications). Success stories will be provided in a Word Document format, using standard USAID success story templates.

(Note: there are currently five approved success story formats available in the Transforming Lives section at www.usaid.gov.branding/templates.)

(Note: The project should communicate with the COR and/or DOC counterpart for guidance as it prepares and submits success stories. USAID is interested in human impact stories, which demonstrate real impact, NOT descriptions of process-level stories, like trainings or conferences. A wonderful success story can be as simple as a compelling photo and appropriate caption. Please review text submitted carefully for grammar and impactful writing. Make sure the story touches upon the issue the project is addressing, why it's important, the activity's impact, and try to maintain a human focus.)

- c) A collection of photographs that are illustrative of project's achievements should be sent to your relevant COR and DOC.

Photographs will comply with guidance provided in the USAID Graphic Standards Manual and be in jpeg format and at least 1MB in size each. Each photograph will have a brief explanation about its subject, and identify the photographer and his/her organization, person(s) featured in the photograph, and the location where the photograph was taken. Photo subjects must have given permission for the public use of their photo.

In the event of changed circumstances for implementation of this Branding Implementation Plan, DAI, through its COR, will submit to USAID a request to modify this plan and/or other related documents, such as the Marking Plan.

MARKING PLAN FOR THE AWLE PROJECT

With reference to Section 320.3.2.3 of ADS 320, below is the required Marking Plan:

MARKING

Marking Plan for Materials to be Produced

The table below outlines the types of materials that may be produced under USAID/AWLE. Any materials that are not anticipated below, but are produced under the initiative, will also be subject to branding guidelines and TOCO approval, as appropriate. Please note that marking is not required on items used for administrative correspondence, such as stationery products, equipment, and offices. The goal is to mark projects, and not implementing partners. Thus, letterhead, nametags, business cards, office space, equipment, and supplies are not subject to branding. However, if DAI "mixes" use of this equipment to perform administrative functions AND actual assistance delivery, then it will be marked in the same manner as if it were being used solely for assistance delivery.

Every contract deliverable that is marked with the USAID identity for AWLE will follow design guidance for color, type, and layout in the *Graphic Standards Manual* as related to equipment, reports, studies, events, and public communication (including printed products, audio, visual, and

electronic materials). The USAID logo will be used for project-based correspondence. DAI letterhead will be used for administrative matters and will not have the USAID logo. Business cards will not show the USAID logo.

The following public communications and activity materials will be produced as part of the contract and will visibly bear the USAID Identity. All branding and marking of these materials will be in line with guidance laid out in the Graphics Standards Manual.

Category	Type of Marking	Remarks
Administrative		
Stationery products (administrative business)	USAID standard graphic identity will not be used.	Pertains to letterhead, envelopes, and mailing labels.
Stationery products (project related)	USAID standard graphic identity will be used.	Pertains to letters that accompany project materials.
Business cards	USAID standard graphic identity will not be used on business cards. The contractor will include the line “USAID’s Afghan Women’s Leadership in the Economy (AWLE)” on its business card with the words “USAID Contractor” underneath.	
Office signs	USAID standard graphic identity will not be used to mark project offices.	
Project deliverables	Follows guidelines for full branding	
Website	Follows guidelines for full branding	
Vehicles	USAID standard graphic identity will not be used.	
Project office equipment	If AWLE project equipment has “mixed use” in that it is used to perform administrative functions AND actual assistance delivery, then it will be marked in the same manner as if it were being used solely for assistance delivery.	
Technical		
Technical reports and studies	The USAID identity will be printed on the cover of documents; design follows	

Category	Type of Marking	Remarks
	guidelines for full branding unless co-branding with the host-country government is acceptable or an exemption is provided for no branding.	
Briefing papers, memoranda, and policy recommendations	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable or an exemption is provided for no branding.	
Training materials and manuals	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding with the host-country government is acceptable or an exemption is provided for no branding.	
CD-ROMs	The USAID identity will be printed on the CD label, splash screen/menu, and packaging; design follows guidelines for full branding unless co-branding with the host-country government is acceptable or an exemption is provided for no branding.	
PowerPoint presentations	The USAID identity is required on title breaker slides; design follows guidelines for the full branding unless co-branding with the host-country government is acceptable or an exemption is provided for no branding.	
Conference posters and presentations	The USAID identity will be printed on the poster or presentation; design follows guidelines for professional meetings or full branding unless co-branding with the host-country government is acceptable or an exemption is provided for no branding.	
Videos	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding with the host-country government is acceptable or an exemption is provided for no	

Category	Type of Marking	Remarks
	branding.	
Project materials	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding with the host-country government is acceptable or an exemption is provided for no branding.	
Technical web portal, Facebook page, networking applications	Follows guidelines for co-branding; the USAID identity will be included on the homepage and sub-pages as appropriate.	Individual documents included on the portal will be branded as appropriate.
Promotional		
Event signs, banners, and exhibition booth materials	The USAID identity will be printed on materials; design follows guidelines for full branding unless co-branding with the host-country government is acceptable or an exemption is provided for no branding.	
Project promotional materials (such as success stories, beneficiary announcement of research, testimonials, findings, and project results)	The USAID identity will be printed on materials; design follows guidelines for full branding.	
Television shows, radio shows, online spots	The USAID identity will be printed on materials; design follows guidelines for full branding.	
Materials for policy launch	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding with the host-country government is acceptable or an exemption is provided for no branding.	
Materials for site visits	The USAID identity will be printed on the cover of documents; design follows	

Category	Type of Marking	Remarks
	guidelines for full branding unless co-branding with the host-country government is acceptable or an exemption is provided for no branding.	
Commodities	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding with the host-country government is acceptable or an exemption is provided for no branding.	

Disclaimer Language for Publications. All studies, reports, publications, and all informational and promotional products will contain the following provision:

English

This study/report/Web site (specify) is made possible by the support of the American people through the United States Agency for International Development (USAID). The contents are the sole responsibility of DAI and do not necessarily reflect the views of USAID or the United States Government.

Dari

با حمایت مردم امریکا از طریق اداره انکشاف بین المللی ایالات متحده امریکا (مشخص نمائید) وبسایت/گزارش/این مطالعه بوده و الزاماً بیانگر نظریات اداره انکشاف بین المللی ایالات (نام اداره) محتویات آن مسئولیت عام و تام. تسهیل گردیده است متحده و یا حکومت ایالات متحده نمیشد.

Pashto

د امریکا د متحده ایالاتو د نړیوالې پرمختیایي ادارې له لارې د امریکا (مشخص یې کړئ) ویب پاڼه/رپوټ/دا څیړنه بشپړ مسؤلیت دی او الزاماً د امریکا د (د ادارې نوم) ویب پاڼې محتویات د /رپوټ/د څیړنې د ولس په ملاتړ تسهیل شوی دی. ښکارندويي نه کوي متحده ایالاتو د نړیوالې پرمختیایي ادارې او یا د امریکا د متحده ایالاتو د حکومت د نظریاتو.

Exceptions to Contract Marking Requirements. It is USAID policy that all contract deliverables be marked with USAID branding. There are several compelling justifications for exceptions to marking requirements, laid out in ADS 320.3.2.5, including the risk that branding would compromise the neutrality of activity materials, diminish the credibility of a study or assessment, or undercut host-country ownership of an initiative. Any case where the activity wishes for contract deliverables to be un-marked requires a “waiver to contract marking requirements” as laid out in ADS 320.3.2.6, usually for cases in which marking would pose a compelling political, safety or security concern, subject to the approval of the Contracting Officer. Exceptions to contract marking requirements require the approval of the Contracting Officer.

Modifications. In the event of changed communications circumstances over the course of activity implementation, requiring a modification to this Marking Plan, the project, through its COR, will submit to USAID a request to modify this plan and/or other related documents, such as the Branding Implementation Plan. Such a request requires the approval of the activity's COR, in consultation with the Regional DOC team and possibly the Contracting Officer.

Attachment J.11: Consultant Pay Scale/ Compensation Plan for Short-Term Technical Assistance (Consultants)

The below tables show DAI's pay scale for Expatriate and TCN Short Term Technical Assistance (Consultants). The first table demonstrates high, low, and average daily rates for consultants by qualifications (Table 1) based on data from a wide pool of internal and external consultants within the international development industry who fall into three labor categories:

1. Technical and Advisory Assistance
2. Program Management
3. Program Operations and Administration

TABLE 1: RATES BY TIER AND LEVEL OF EXPERIENCE

Level	High	Low	Average
Senior	████████	████████	████████
Mid	████████	████████	████████
Junior	████████	████████	████████

Average daily rates for the specific labor categories are shown in Table 2.

TABLE 2: AVERAGE DAILY PAY RATES FOR CONSULTANTS BY CATEGORY AND LEVEL OF EXPERIENCE

Labor Category	Senior	Mid	Junior
Technical Assistance	████████	████████	████████
Program Management	████████	████████	████████
Program Operations and Administration	████████	████████	████████

Qualifications for each level are defined by educational degree and years of work experience as presented in Table 3.

TABLE 3: QUALIFICATION DEFINITIONS

Level	Academic Degree	Plus Approximate
Senior	Ph.D.	6
	JD/ABD	8
	MS, MA, MBA	12
	BS, BA	14
	Less than Bachelors	15

Mid-Level	Ph.D.	3
	JD/ABD	4
	MS, MA, MBA	6
	BS, BA	8
	Less than Bachelors	12
Junior	Ph.D.	0
	JD/ABD	0
	MS, MA, MBA	0
	BS, BA	2
	Less than Bachelors	4

- (b) The labor categories are defined below and will be used along with the qualifications matrix above to determine fit for all short term consultants proposed on AWLE.
- (c) In accordance with the DAI established policies, when determining a reasonable rate for independent consultants the project can consider a combination of factors in addition to the salary history on the USAID Biodata form including: the salary range for the labor category; current market value for the position; candidate qualifications; relevant experience; supervisory skills; and education.
- (d) It is also DAI's standard practice to propose short term personnel whose qualifications and level of experience correspond with the program requirements for a position. For instance, if the scope of work for an STTA position calls for 6 years of experience and a Master's degree, we would fill that position with someone at the mid-level salary range for the particular labor category. In this example, we would only propose someone at a senior salary level if we have documented evidence that we are not able to find a suitable candidate for the position at the mid-level salary range.
- (e) DAI administers its TCN LTTA compensation on contracts for which there is a TCN waiver in place. It is similar to how DAI administers US expatriate LTTA compensation under the terms of the contract and in accordance with the FAR cost principles, following DAI's company policies for hiring, promotions and providing salary increases.

Labor Category Descriptions and Responsibilities

Technical and Advisory Assistance: Technical and Advisory Assistance: Development professional with specific sector or technical expertise relevant to AWLE program needs, including but not limited to, the following areas: agribusiness development, enterprise development, microfinance, business skills development, workforce development, TVET, training, capacity building, private sector development, curriculum development, financial management, economic development, private-public partnerships, Human and Institutional Capacity Development, training, gender mainstreaming, engineering, environmental compliance, risk management, regulatory/policy, institutional development, media

communications, monitoring and evaluation, information and communications (ICT) technology (including software design, development, testing and implementation; systems design, development, programming, administration and maintenance; data warehousing, and/or mobile technology), human resources, and regional expertise. Provides analysis or technical assistance and/or specific sector/industry advisory experience to project team in area of specialty.

Program Management: Knowledgeable and experienced regarding management, operational, and financial reporting for USAID-supported programs and activities. Supports field team in technical, financial, contractual, and management oversight to facilitate project outcomes. Provides technical and strategic management support to AWLE team. Helps troubleshoot issues and ensures project compliance with DAI policies and procedures and USAID regulations.

Program Operations and Administration: Knowledgeable in areas related to administrative and /or operations for field program support. Provides analysis, advice and/or implementation support concerning practices, policies, procedures for reporting and/or compliance requirements in the areas of finance, subcontracting, grant, procurement or audit. Will ensure transparency and accountability in the administrative processes of grants, procurement, finance/accounting, and /or subcontracting or related operations and administrative matters. May provide training and/or specialized assistance to team members or AWLE counterpart organizations. Also includes support for management teams in start-up and close-down operations and specific corporate set-ups for systems, policies and/or manuals.

[END OF ATTACHMENTS]