

AWARD/CONTRACT	1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)	RATING	PAGE OF PAGES 1 2
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2. CONTRACT (Proc. Inst. Ident.) NO. AID-306-I-15-00006/AID-306-TO-15-00072	3. EFFECTIVE DATE See Block 20C	4. REQUISITION/PURCHASE REQUEST/PROJECT NO. REQ-306-13-000158
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5. ISSUED BY USAID / Afghanistan 6180 Kabul Place Dulles VA 20189-6180	CODE AFGHANISTA	6. ADMINISTERED BY (If other than Item 5)
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7. NAME AND ADDRESS OF CONTRACTOR (No., street, country, State and ZIP Code) MANAGEMENT SYSTEMS INTERNATIONAL, INC. 200 12TH ST SOUTH ARLINGTON VA 22202-5400	8. DELIVERY <input type="checkbox"/> FOB ORIGIN <input checked="" type="checkbox"/> OTHER (See below)	
9. DISCOUNT FOR PROMPT PAYMENT		
10. SUBMIT INVOICES (4 copies unless otherwise specified) TO THE ADDRESS SHOWN IN		
CODE	FACILITY CODE	ITEM

11. SHIP TO/MARK FOR USAID / Afghanistan 6180 Kabul Place Dulles VA 20189-6180	CODE	12. PAYMENT WILL BE MADE BY OFFICE OF FINANCIAL MANAGEMENT 00001	CODE AFGHANISTAN
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13. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION: <input type="checkbox"/> 10 U.S.C. 2304 (c) () <input type="checkbox"/> 41 U.S.C. 3304 (a) ()	14. ACCOUNTING AND APPROPRIATION DATA See Schedule
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15A. ITEM NO	15B. SUPPLIES/SERVICES	15C. QUANTITY	15D. UNIT	15E. UNIT PRICE	15F. AMOUNT
Continued					
15G. TOTAL AMOUNT OF CONTRACT					\$14,744,447.00

(X)	SEC.	DESCRIPTION	PAGE(S)	(X)	SEC.	DESCRIPTION	PAGE(S)
PART I - THE SCHEDULE				PART II - CONTRACT CLAUSES			
	A	SOLICITATION/CONTRACT FORM			I	CONTRACT CLAUSES	
	B	SUPPLIES OR SERVICES AND PRICES/COSTS		PART III - LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACH.			
	C	DESCRIPTION/SPECS./WORK STATEMENT			J	LIST OF ATTACHMENTS	
	D	PACKAGING AND MARKING		PART IV - REPRESENTATIONS AND INSTRUCTIONS			
	E	INSPECTION AND ACCEPTANCE			K	REPRESENTATIONS, CERTIFICATIONS AND OTHER STATEMENTS OF OFFERORS	
	F	DELIVERIES OR PERFORMANCE			L	INSTRS., CONDS., AND NOTICES TO OFFERORS	
	G	CONTRACT ADMINISTRATION DATA			M	EVALUATION FACTORS FOR AWARD	
	H	SPECIAL CONTRACT REQUIREMENTS					

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

17. <input checked="" type="checkbox"/> CONTRACTOR'S NEGOTIATED AGREEMENT (Contractor is required to sign this document and return <u>1</u> copies to issuing office.) Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. (Attachments are listed herein)	18. <input type="checkbox"/> SEALED-BID AWARD (Contractor is not required to sign this document.) Your bid on Solicitation Number _____ including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) the Government's solicitation and your bid, and (b) this award/contract. No further contractual document is necessary. (Block 18 should be checked only when awarding a sealed-bid contract.)
19A. NAME AND TITLE OF SIGNER (Type or print)	20A. NAME OF CONTRACTING OFFICER Michael Capobianco

19B. NAME OF CONTRACTOR	19C. DATE SIGNED July 27, 2015	20B. UNITED STATES OF AMERICA By <i>Michael Capobianco</i> (Signature of the Contracting Officer)	20C. DATE SIGNED 8/9/2015
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CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
AID-306-I-15-00006/AID-306-TO-15-00072

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2 2

NAME OF OFFEROR OR CONTRACTOR
MANAGEMENT SYSTEMS INTERNATIONAL, INC.

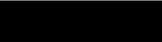
ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Delivery: 5 Days After Award Initial funding of \$4 million Incrementally Funded Amount: \$7,592,000.00 Accounting Info: 306 BBFY: 2009 EBFY: 2010 Fund: ES OP: AFGHANISTA Prog Area: A26 Dist Code: 306-M Prog Elem: A140 Team/Div: AFG/PRT BGA: 306 SOC: 4100100 Funded: \$14,638.00 Accounting Info: 306 BBFY: 2010 EBFY: 2011 Fund: ES OP: AFGHANISTA Prog Area: A26 Dist Code: 306-M Prog Elem: A140 Team/Div: AFG/PRT BGA: 306 SOC: 4100100 Funded: \$959.72 Accounting Info: 306 BBFY: 2012 EBFY: 2013 Fund: ES-OCO OP: AFGHANISTA Prog Area: A26 Dist Code: 306-M Prog Elem: A140 Team/Div: AFG/PPDO BGA: 306 SOC: 4100100 Funded: \$3,326,402.28 Accounting Info: BBFY: 2012 EBFY: 2013 Fund: ES-OCO OP: AFGHANISTA Prog Area: A26 Dist Code: 306-M Prog Elem: A140 Team/Div: AFG/PPDO BGA: 306 SOC: 4100301 Funded: \$4,250,000.00				13,997,693.00
0002	Fixed fee Incrementally Funded Amount:  Accounting Info: 306 BBFY: 2012 EBFY: 2013 Fund: ES-OCO OP: AFGHANISTA Prog Area: A26 Dist Code: 306-M Prog Elem: A140 Team/Div: AFG/PPDO BGA: 306 SOC: 4100100 Funded: 				

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B.4 BUDGET

The budget for this contract is as follows:

Cost Line Item Description	Cost (\$)
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

B.5 PAYMENT

Payment shall be made in accordance with FAR 52.232-25, Prompt Payment (July 2013) Alternate 1 (Feb 2002) and Section G – Contract Administration Data, paragraph G.2 and G.3 of the basic IDIQ.

The paying office is:

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

[END OF SECTION B]

SECTION C – DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK

C.1 OBJECTIVES

The overall objective of Task Order One (TO-1) is to provide USAID/Afghanistan with additional data on project implementation, allowing technical teams to compare information from their own monitoring efforts with additional sources of monitoring data, and make evidence-based management decisions on the performance of their projects. The TO-1 will provide the Mission with *sufficient, accurate, and verified* information on the progress of projects within the geographic, programmatic, and temporal scope, as defined below.

The data that the Contractor collects on projects' performance will be compared to the targets and standards set in implementing partners' approved project Work Plans, project Performance Management Plans (PMP), and the Mission-wide PMP. Furthermore, the standards of data collected by the Contractor are as follows:

Sufficient information—means that USAID will have all of the information it aims to collect in its project PMPs and Mission PMP, which, if designed properly, should allow USAID to make strategic decisions about the direction of its project portfolio.

Accurate information—means that the Contractor will, to the best of its abilities, ensure that USAID receives data that reflects the reality in the field without bias or distortion.

Verified information—refers to the role the Contractor will play in corroborating information that USAID's other implementing partners provide through their normal reporting functions. In addition to verification, the Contractor will in some cases be required to assess the quality of activity implementation.

C.2 TECHNICAL REQUIREMENTS

A. Perform Project Verification for USAID/Afghanistan's Technical Projects

USAID has established performance management and evaluation procedures for managing and overseeing its assistance programs. These procedures, among other things, require (1) the development of a Mission PMP; (2) the establishment and approval of implementing partner performance indicators and targets within project PMPs; and (3) the collection, analysis and use of performance data. Even as international military forces draw down, the donor community has pledged to sustain a robust development assistance partnership with Afghanistan over the coming years. USAID seeks to supplement existing project monitoring efforts—which involve close collaboration with implementing partners and counterparts from local government and local organizations—with additional sources of monitoring data to better inform decision makers on program results. The need to effectively monitor and maintain oversight of USG projects will continue to be an area of heightened importance in the transition environment. This supplemental information on project performance will comprise one part of USAID's overall monitoring approach.

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The main objective of this Task Order will be to provide USAID/Afghanistan with an additional layer of data on project implementation, allowing technical offices to compare information from their own monitoring efforts with additional sources of monitoring data, and make evidence-based management decisions on the performance of their projects. To achieve this objective, the Contractor will provide USAID/Afghanistan with *sufficient, accurate, and verified* information on the progress of technical projects within its portfolio in accordance with the approved project PMPs and Mission PMP. This task will be done through separate verification activities corresponding to specific technical projects that the Contractor will manage. The Contractor must submit regular and timely Verification and Monitoring Reports for each verification and monitoring activity completed. The Contractor is also required to upload the raw supporting data produced from the verification and monitoring activities into the Mission knowledge management database, Afghan Info. See Section F.5 for specific requirements for this deliverable.

The Contractor will initially perform verification and monitoring activities of select outputs and outcomes for approximately 56 active projects across Afghanistan. The exact number of projects for which the Contractor will provide supplemental verification and monitoring data will vary as some projects conclude and others begin implementation. For a given project, the Contractor also will provide supplementary verification and monitoring data for only a select set of outputs and outcomes, rather than all of the indicators in the project PMP. The projects to be monitored are technical projects implemented through USAID contracts, grants, and cooperative agreements, as well as “on-budget assistance,” which is implemented directly through ministries of the Government of the Islamic Republic of Afghanistan (GIRoA)

USAID/Afghanistan’s technical offices will work with the Office of Program and Project Development (OPPD) to design a Statement of Work for the verification and monitoring needs of each project’s performance, including a set of output and outcome indicators and potential monitoring methods. The Contractor must recommend to USAID any modification to the monitoring methods—which could enhance the verification and monitoring of the indicators outlined in the Statement of Work—and in executing the verification and monitoring activities. To adequately respond to these Statements of Work, including the verification/monitoring tools and methods needed, the Contractor must maintain a staff capable and available to provide technical assistance to USAID in all the technical areas in which USAID/Afghanistan works. The Contractor also must be present for one initial meeting with each technical project implementing partner to agree upon a strategy for collecting information to verify the performance of that technical project. To maintain objectivity, the Contractor must not share findings with technical project implementing partners regarding project monitoring components unless requested by USAID.

On occasion, disagreements over the findings of the Contractor’s monitoring tasks will arise. At USAID request, the Contractor must appear for meetings with USAID staff and/or technical project implementing partners to explain any discrepancies between its findings and the findings of the technical project implementing partner’s own monitoring. At such meetings, USAID staff will discuss how the discrepancy will be resolved. The Contractor must work to resolve the discrepancy and adjust the future implementation of the monitoring task, as necessary.

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To implement the tasks outlined in the verification and monitoring Statements of Work for each project, the Contractor must manage a diverse selection of monitoring tools. Additionally, the Contractor is expected to propose to USAID additional innovative tools and approaches not listed here to achieve the MSP goal. At a minimum, a basic set of monitoring tools or methods will include the following:

- i. Monitoring Partners: These individuals will be hired by the Contractor or any local organization(s) included in the Contractor's management plan to visit project sites to verify activities that an implementing partner has completed and reported to USAID. The Contractor must direct the work of monitoring partners under their employ. The monitoring partners must report to the Contractor, who must then report to the USAID COR. The Contractor also might be required to observe and verify delivery of planned assistance. Aside from verification, monitoring partners might be asked to assess the quality of activity results, including those in less secure environments. The MSP contractor might structure its organizational plans and/or sub-contracting plans to best allow it to meet the objectives of the MSP. The precise nature of the data collection efforts will vary on a project-by-project basis. In certain instances, a contractor must collect baseline data and information to help answer questions of sector-level improvement for future evaluations, as prioritized by USAID. Monitoring partners must conduct the verification and monitoring activities assigned to them in ways that do not negatively influence the implementation of the technical project, including its beneficiaries. Additional specific technical expertise in different sectors (e.g., at least a bachelor's degree, or equivalent, in health, education, agriculture, economics, engineering, law) will also be necessary for determining the quality of activities being monitored. If monitoring partners do not have all the M&E expertise required initially, the Contractor must develop training to ensure the monitoring partners gain the necessary skills to appropriately perform this function. Monitoring partners will be the primary verification tool used in this contract. Every effort must be made to corroborate all information reported by monitoring partners, using objective monitoring techniques (such as GPS tracking, photography, and crowdsourcing, as described below), to reduce the risk of bias, error, or corruption. Monitoring partners must have the skills necessary to verify project activities and provide observations on performance.
- ii. Global Positioning System (GPS) Tracking: The Contractor must equip monitoring partners with GPS receivers so they can navigate to and verify activity locations using only geographic coordinates provided by implementing partners through USAID. The Contractor must monitor use of GPS receivers to record the precise location of all of their verification visits. This information will be collected through photos taken with GPS-enabled cameras (see below), so location data collected with stand-alone GPS receivers can be used to validate the coordinates embedded in the photos.¹ For security reasons, USAID understands that monitoring partners will not always be able to record the precise location of their verification visits using standard GPS receivers. In such

¹ The reason for collecting the GPS coordinates twice—once with a stand-alone GPS receiver and again with GPS-enabled cameras—is because the accuracy of coordinates from GPS-enabled cameras is generally less than that of GPS receivers.

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cases, the Contractor and monitoring partners shall devise strategies for recording the precise locations of activities, which might include using more discreet and inconspicuous GPS recording devices or coordinate identification with paper or online maps following a field visit. In the event standard GPS receivers cannot be used for a particular verification visit, the Contractor must inform USAID of the method to be used to determine the coordinates for that site before the monitoring is implemented.

- iii. Photography: The Contractor also must equip monitoring partners with GPS-, date- and time-stamp enabled digital cameras to record pictures that demonstrate the project implementation associated with the time and location of a particular verification visit. Much like their use of GPS devices, monitoring partners must take digital pictures of all of their verification visits, but security circumstances could prevent the possibility of taking such pictures. In the event a picture cannot be taken, the monitoring partners must inform USAID and record the reason in their verification reports.
- iv. Satellite/Aerial Imagery Analysis: In certain instances, satellite and aerial imagery might be an effective way to verify that technical projects are advancing as planned. USAID/Afghanistan expects this tool might be employed regularly for the monitoring of 10 to 20 technical agriculture and infrastructure projects. USAID will work with interagency partners that already procure commercial satellite imagery to acquire imagery covering project sites where satellite/aerial imagery analysis is appropriate, so this cost will not be covered by the Contractor. This imagery is for official use only. The awardee must be able to provide analysis of the collected imagery. For example, an agriculture project might need to measure changes in cultivated land, such as wheat or orchard crops, over time. The requirement for satellite/aerial imagery data and analysis as a part of a verification and monitoring plan for a given project will be determined by the Contracting Officer Representatives (CORs/AORs) and the USAID M&E Unit, in consultation with the MSP contractor. USAID will work with its interagency partners to acquire the necessary unclassified imagery with the appropriate licenses for use in the project.
- v. Surveys: The Contractor must be able to design and deploy, with required assistance of a local sub-contractor specializing in survey work, two types of public opinion surveys:
 - *Rapidly-developed and rapidly-deployed surveys*. These surveys will provide a quick perspective to USAID on the performance of a project. These surveys may reach a more limited number of respondents. The sampling must have statistically valid results, but this is not the single priority for the rapid survey. They may be deployed through a number of instruments and mediums, including human enumerators and cell phone-based surveys, as described below.
 - *Larger, more rigorous surveys*. These surveys must be thoroughly designed and tested to prevent bias. They will reach sample sizes sufficient to ensure statistical validity. These surveys will be deployed through enumerators. The Contractor will be responsible for training the enumerators and performing quality control on the survey execution. The Contractor must have the capability to execute at least three of

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these surveys annually, yet the precise number of annual surveys required might vary from year to year.

- vi. Data collection with mobile devices: In addition to the above tools, the Contractor must be able to execute, with permitted assistance of a local sub-contractor, verification and monitoring activities using mobile devices, including cell phones. These include the following:
- *Conducting surveys of technical project beneficiaries via short message service (SMS; i.e., text messages) or interactive voice response (IVR) systems.* The Contractor must deploy such surveys, consisting of 1 to 20 questions, and manage the inflow of survey responses and compile them into a readable format.
 - *Assisting implementers of technical projects in incorporating cell phone-based data collection into their project implementation.* For example, training participants might be expected to record their attendance at a training event by sending an SMS to a phone number that acts as a central database. The Contractor must manage the phone number where such messages are sent and the database where such information is collected and stored. Other projects may incorporate cell phone-based data collection into their projects in other ways. The Contractor must assist USAID and the technical project implementing partner in developing and managing these data collection methods.
 - *Managing data intake and databases for unsolicited reporting.* The Contractor must assist in organizing and managing email addresses and phone numbers where project beneficiaries and other Afghan citizens can send information on project performance. The Contractor must compile information from these various email addresses and phone numbers into readable reports on a monthly basis for further action by USAID. Further action must entail follow-up visits by third-party monitors to locations that such unsolicited reporting identifies as particularly problematic or beneficial.
- vii. “Crowd Sourcing:” In some circumstances, it might be advantageous to solicit feedback on specific aspects of project performance, or a related indicator, from a broader population, not just from direct beneficiaries. The Contractor must assist USAID technical offices in defining the specific and discreet monitoring tasks the public can perform objectively – commonly referred to as “crowd sourcing” – and the most effective methods of soliciting and receiving this information. For example, a sub-national governance project might work on training municipal employees on project planning and budgeting, yet to understand higher-level outcomes it is necessary to solicit information on municipal service delivery from the population of citizens in municipalities. In this case, the Contractor would work with USAID and the implementing partners of USAID technical projects to develop and implement outreach campaigns to inform communities about programs being implemented by USAID and/or the municipal government in a given community and their expected outcomes. Along with the outreach campaign, the Contractor would be responsible for (a) designing any incentive plan necessary to encourage the public’s participation in the data collection exercise, while concurrently

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dissuading false reporting; (b) setting up the system necessary for receiving and managing the intake of information following the outreach campaign; and (c) compiling reported information into readable reports on a monthly basis. The compilation process will require translation services from Pashto and Dari into English.

The Contractor will assist AOR/CORs of projects for USAID/Afghanistan to make informed management decisions in an attempt to achieve maximum impact regarding the performance of their respective projects. Specifically, AORs/CORs require:

- Cross check and re-validation of the values of all indicators and results reported in project weekly, quarterly, and annual reports;
- Comparison between target and actual results for and documentation of reasons for deviations;
- Objective assessment as to whether or not implementation of the project is and has been “on-track” and proceeding as expected to achieve its stated objectives;
- Description of implementation challenges and problems.

The specific geographic, programmatic, and temporal scope within which the Contractor is expected to carry out this Task Order, as well as the scope of reporting for monitoring activities are defined as follows:

1. *Geographic Scope*: TO-1 will work in the following provinces in Afghanistan:

- a. [REDACTED]

2. *Programmatic Scope of Monitoring Activities*: Verification and monitoring components, as outlined above, will be applied to the following general categories of project activity outputs. Initially, the Contractor will be expected to provide verification of all the activity outputs that implementing partners report to USAID, but this may be expanded to include basic assessments of the quality of these outputs.

a. Beneficiary-based outputs—this type of activity output may include people who have received training, recipients of technical assistance, people who have attended workshops,

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loan recipients, and beneficiaries of an agricultural extension project, among others. The common factor between all of these outputs is that they are all people who have received direct benefit from a USAID project. The TOCOR for MSP TO-1 and the COR for the project being monitored will determine which indicators and/or outputs are necessary for performance management purposes. In order to verify beneficiary data reported by implementing partners, the Contractor will need to do the following:

- i. If the number of beneficiaries for a specific indicator is too large to verify in its entirety, design a representative sample that is statistically significant at conventional levels.
- ii. If the number of beneficiaries for a specific indicator is small, it will be required to interview all of the individuals, if possible.

Once the samples of different beneficiaries have been designed, the Contractor will be required to contact the beneficiaries in the sample to verify the benefit they received from the project. This contact may be done either in person or remotely (e.g., by telephone, SMS, e-mail, etc.), depending on the sensitivities of the people being interviewed. If the interview is conducted remotely, the Contractor will be required to demonstrate how it intends to ensure the integrity of verification data collected and how oversampling was avoided by monitoring partners.

- b. Tangible outputs—this type of activity output may include small-scale infrastructure (e.g., irrigation canals), buildings (e.g., schools, clinics), and agricultural outputs (e.g., orchards or vineyards planted). The common factor between all of these outputs is their physical nature, which can be visually observed. The TOCOR for MSP TO-1 and the COR for the project being monitored will determine which indicators and/or outputs are necessary for performance management purposes. In order to verify tangible output data reported by implementing partners, the Contractor will need to do the following:

- i. If the number of tangible activity outputs reported is too large to verify in its entirety, design a representative sample with a level that is statistically significant at conventional levels.
- ii. If the number of tangible activity outputs reported is small, it will be necessary to verify the complete set of activities.

Once the samples for the different tangible activity outputs have been designed, the Contractor's third-party monitors will be required to visit each location to verify that the activity has occurred as reported. The Contractor will also be required to utilize other monitoring methods as outlined in Section B.1 of this Task Order to provide further evidence of the verification.

- c. On-site event monitoring—this type of activity output may include training sessions, workshops, or other events reported by implementing partners. This type of monitoring differs from the other two listed above in the sense that it is prospective, rather than retrospective. Consequently, the Contractor will need to coordinate closely with the TOCOR

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and COR of the focus project to have a complete list of upcoming events to monitor and to mitigate any security or access concerns that arise.

3. *Temporal scope of monitoring activities:* In the case of beneficiary-based and tangible outputs, the Contractor will be expected to verify that activities have occurred on a quarterly basis. In practice, implementing partners for different projects are required to report on their activity outputs through routine quarterly reporting to USAID through Afghan Info. The data that is reported will then form the basis for verification activities implemented by the Contractor.

In the case of on-site event monitoring, the Contractor will be required to conduct monitoring based on the scheduling of these events provided by different projects. The Contractor will consequently report back on a regular basis (e.g., monthly) regarding the monitoring of these events.

4. *Reporting of monitoring activities:* To document its verification and monitoring activities, the Contractor will submit reports and raw verification and monitoring data (through Afghan Info) to USAID on a regular basis for each project being monitored. Specifically, these reports will summarize the raw monitoring data and provide answers to the following questions:

- a) Progress to Date/Verification:

- i. What percentage of the implementing partner's reporting to USAID on select project outputs is complete and accurate (per the approved Performance Management Plan or other reporting)?
- ii. If USAID is not receiving complete and accurate information about the project's performance, what are the observed discrepancies?
- iii. Based on a review and comparison of the work plan, PMP, and reports, communicate to AOR/COR is the project on track/on schedule?

- b) PMP/Targets:

- i. How often is data for the PMP indicators being collected? How is it collected? How often is the PMP updated and revised with new information? Are backup/supporting documents for performance data maintained and readily available?
- ii. Based on a review and comparison of the work plan, PMP, and reports, communicate to AOR/COR how the project is on track/on schedule?
- iii. Has the project adjusted its performance indicators to adequately reflect its performance (per the recommendations from past performance evaluation(s) of the project and under the direction of the AOR/COR)?

B. Build the Capacity of Local Organizations to Monitor Projects

The Contractor will be required to work with local Afghan organizations, including civil society organizations, non-governmental organizations, private Afghan firms, and other entities in the

Task Order 1: Northern Provinces Monitoring under Monitoring Support Project (MSP)

Northern Provinces to build their capacity in monitoring. These organizations shall be those the Contractor intends to rely on to conduct the verification and monitoring activities of USAID projects in the Northern Provinces. The Contractor must illustrate a viable plan to assess the Afghan entities' capacities in key technical areas for project monitoring, and their capacity to carry out the necessary monitoring activities. Illustratively, these assessments could be self-assessment surveys to understand local firms' capacities within the region. Where there is capacity within the Afghan entity, the Contractor must illustrate how these skills directly relate to monitoring activities that are needed within the region. Where there are gaps in capacity, the Contractor must illustrate how these gaps will be addressed—through either trainings or other capacity development activities—in order to meet the monitoring needs within the region. The Contractor is encouraged to propose innovative plans on how to meet monitoring needs while building the capacity of local organizations.

C. Conduct Environmental Compliance Monitoring

The purpose of this component is to ensure that all USAID projects in Afghanistan either have no adverse effects on the environment, or mitigate any potential impacts. All USAID/Afghanistan projects have one of four environmental threshold decisions (ETD): (a) Categorical Exclusion (CE), (b) Negative Determination (ND), (c) Negative Determination with Conditions (NDC), and/or (d) Positive Determination (PD). A PD requires an Environmental Assessment (this will be the responsibility of the technical project implementing partner, not the MSP Contractor), which will identify mitigating measures to reduce impact to acceptable levels, or in case the impact is too great will recommend that the activity is not implemented.

Each project with an ETD falling within any one of the last two categories (NDC, PD) for any portion of their project will have an Environmental Mitigation and Monitoring Plan (EMMP), which outlines the steps the implementing partner will take to monitor the activities that could have an adverse environmental impact and all mitigation measures designed to off-set those impacts. The Contractor must verify that implementing partners with NDC or PD environmental threshold decisions are carrying out the measures outlined in the approved EMMPs on at least a semi-annual basis. For implementing partners operating under an ND, the Contractor must be aware of the types of activities that might trigger a reevaluation by USAID of the ND determination and must notify the COR if such activities are discovered.

For all other projects that have a CE, the Contractor does not have to provide detailed verification data related to environmental compliance, unless the monitors observe activities with potential adverse effects on the environment. All field monitoring staff therefore must have basic training on environmental compliance and familiarity with project-level EMMPs, so they can identify any potential issues during site visits.

The approach to conducting this verification work may include a mix of methods, as outlined above. The Mission Environmental Officer and the individual CORs for technical projects will use the verification data from the MSP contractors to manage each project's environmental compliance activities.

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The Contractor will work with USAID (including the TOCOR, technical project COR/AOR, and Mission Environment Officer) and the other task order holders under the MSP IDIQ to identify a coordinated approach to verify the environmental compliance data provided by projects with Environmental Threshold Decisions categorized as “Negative Determination with Conditions” or “Positive Determination,” in accordance with the project’s Environmental Management and Mitigation Plan. The Contractor will also be responsible for providing basic training for field monitors in environmental compliance for them to be aware of potential issues for other projects (e.g., for projects with Categorical Exclusions).

[END OF SECTION C]

SECTION D – PACKAGING AND MARKING

D.1 BRANDING STRATEGY

This section incorporates by reference section D of IDIQ Contract Number: AID-306-I-15-00006.

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).

The approved Branding Implementation Plan and Marking Plan is attached as Attachment J.7.

[END OF SECTION D]

SECTION E – INSPECTION AND ACCEPTANCE

Section E of IDIQ Contract Number: AID-306-I-15-00006 is incorporated by reference.

[END OF SECTION E]

SECTION F – DELIVERIES OR PERFORMANCE

F.1 PERIOD OF PERFORMANCE

- a. The period of performance for the contract, including all options, is from August 9, 2015 to August 10, 2020.
- b. The estimated period of performance for this task order is as follows:
 - Base period (24 months) August 9, 2015 through August 10, 2017
 - Option period 1 (12 months) August 9, 2017 through August 10, 2018
 - Option period 2 (12 months) August 9, 2018 through August 10, 2019
 - Option period 3 (12 months) August 9, 2019 through August 10, 2020

F.2 PLACE OF PERFORMANCE

Performance of this contract will be principally in the following provinces of Afghanistan:



F.3 AUTHORIZED WORK DAY / WEEK

No overtime or premium pay is authorized under this task order. A six-day work week is authorized.

F.4 PERFORMANCE STANDARDS

Evaluation of the Contractor's overall performance, in accordance with the performance standards set forth in Section F of IDIQ Contract Number: AID-306-I-15-00006, shall be conducted jointly by the TOCOR and the Task Order Contracting Officer and shall form the basis of the Contractor's permanent performance record with regard to this Task Order.

F.5 REPORTS AND DELIVERABLES OR OUTPUTS

In addition to the requirements set forth in Section C – Statement of Work for the Task Order and the Task Order reporting requirements in Section F.7 of IDIQ Contract Number: AID-306-I-15-00006, the Contractor must submit the following deliverables to the TOCOR with a copy to the TOCO. The reports, as detailed below, are to be submitted to the TOCOR by the due dates specified below. The Contractor shall promptly notify the TOCOR of any problems, delays, or adverse conditions which materially impair the Contractor's ability to meet the requirements of the Contract.

SUMMARY DELIVERABLES

Task Order 1: Northern Provinces Monitoring under Monitoring Support Project (MSP)

SERIAL NO.	DELIVERABLES	DUE DATE
1	Annual Work Plan (AWP)	Within 30 calendar days before the end of each U.S. Government Fiscal Year end, i.e. August 30 of each year
2	Verification and Monitoring Reports	Within 14 calendar days following the conclusion of the verification and monitoring activity
3	Performance and Management Plan	In consultation with the TOCOR
4	Quarterly Performance Report	Within 15 calendar days of the three month (quarterly) period
5	Quarterly Financial Report	Within 15 calendar days of the three month (quarterly) periods
6	Annual Report	Within 30 days of the end of each fiscal year, i.e. September 30
7	Foreign Assistance Reporting	Within 14 calendar days of request
8	Final Report	Within 30 calendar days of the completion date of the Task Order
9	Close Out Plan	Within 90 calendar days prior to the completion date of the Task Order

1. ANNUAL WORK PLAN (AWP)

The Contractor will prepare for the TOCOR's review and approval an Annual Work Plan (AWP) setting forth in reasonable detail the Contractor's plans for pursuing activities described in Section C and detailing additional proposed activities that may substantially contribute toward the project goals, including the Contractor's communications and messaging strategy and plan. The work plan should also delineate project work by region and by province as appropriate. The draft AWP covering the first year of the project shall be provided to the TOCOR no later than 30 days after the start of the project. Draft work plans for subsequent years shall be submitted to the TOCOR at least 30 days prior to the start of each corresponding project year. As may be necessary due to circumstances beyond the Contractor's control, and subject to the TOCOR's approval, the AWP may be amended and benchmarks added, deleted, or revised from time to time.

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The AWP shall 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 Contractor will incorporate any required revisions into a final AWP no later than 15 days after receipt of such comments. The 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 shall submit a revised work plan to USAID for approval.

2. VERIFICATION AND MONITORING REPORTS

The Contractor must submit to the TOCOR regular and ongoing reports for each verification and monitoring activity that are due **no later than 14 calendar days following the conclusion of the verification and monitoring activity**. The Contractor must work with the TOCOR to determine a quarterly work plan for monitoring projects in the assigned region. While the actual number of active projects may vary, the Contractor should use 56 projects as a proxy and understand that there could be between 60-80 active projects in a region.

Normally, monitoring activities on any one specific project will take place on a quarterly basis to coincide with implementing partner quarterly activity reporting, but may in certain circumstances be required more frequently. The reports must summarize the verification and monitoring data collected and provide succinct responses to the following questions:

- What percentage of the implementing partner’s reporting on project outputs to USAID, per the approved PMP, is complete and accurate?
- If USAID is not receiving complete and accurate information about the project’s performance, what are the observed discrepancies?
- Based on a review and comparison of the work plan, PMP, and reports, is the project on track/on schedule?

Reports must also provide supporting information to substantiate the verification and monitoring activities conducted. This additional information may include, but is not limited to, time-, date-, and GPS-stamped photographs of relevant tangible outputs taken during site visits; standardized event monitoring reports; maps with satellite imagery showing the extent of agricultural activities; and summary statistics of interviews with project beneficiaries. The mix of supporting information will vary by project and must reflect the mix of verification and monitoring methods that the Contractors implement.

For projects with an environmental threshold decision categorized as “Negative Determination with Conditions” or “Positive Determination,” the verification and monitoring report must also include data on the environmental mitigation activities implemented by the technical project being monitored, in accordance with the project’s EMMP. Supporting information for the environmental compliance section of the verification and monitoring report may include photographs, GPS coordinates, and other information that will inform the project COR/AOR and the Mission Environment Officer about the project’s adherence to the approved EMMP.

Task Order 1: Northern Provinces Monitoring under Monitoring Support Project (MSP)

Based on their management plan, the Contractor must report on the progress of actualizing their plan to assess the Afghan entities' capacities in key technical areas for project monitoring and their capacity to carry out the necessary monitoring activities. If gaps are identified with local Afghan partnering firms, the Contractor must report on the actions taken to address these gaps in order to meet the monitoring needs within the region.

Finally, regardless of the verification monitoring methods used for a given project, monitoring reports and supporting information must be succinct and simple to use, enabling AORs/CORs to make sound and informed performance management decisions for their respective projects. All reports and supporting information must be entered into the Mission's knowledge management system, Afghan Info, unless otherwise directed by the TOCOR.

3. PERFORMANCE MANAGEMENT PLAN (PMP)

The Performance Management Plan (PMP) 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 PMP ensures valid, reliable, precise, and timely data is assessed periodically. The PMP will include, at a minimum: brief project overview, the project theory of change, the project logical framework (if available), PMP 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 may be expected to report on the standard indicators from the Foreign Assistance Framework as needed. A PMP, excluding PIRS, should be no more than 25 pages. Examples of PMPs and PIRS are available with USAID for reference. The process of monitoring project performance shall be consultative and interactive between USAID and the Contractor, and shall involve a combination of written reports and oral briefings. PMP must be provided with the initial Annual Work plan.

4. QUARTERLY PERFORMANCE REPORT

The Contractor must provide to the TOCOR a concise quarterly report on or before the last day of the month following the end of each quarter from the contract award. The report shall summarize the verification and monitoring activities undertaken; significant lessons learned that may affect multiple monitoring activities; budget information (including amounts obligated, Contractor funds obligated to program activities, and funds disbursed); and any challenges, the extent of resistance encountered, and proposed remedial actions.

5. QUARTERLY FINANCIAL REPORTS

The Contractor shall submit to the TOCOR and to the USAID Financial Management Officer brief quarterly expenditure reports, which will contain a summary page showing spending by category for the quarter, cumulative spending to date, available funding for the remainder of the

Task Order 1: Northern Provinces Monitoring under Monitoring Support Project (MSP)

activity and any variances from planned expenditures. The quarterly report will also outline expenditures by results, as well as by province and regional command. If there are significant accrued expenditures for the quarter being reported upon which for some reason have not yet been billed to the contract, the Contractor will include a brief note to that effect, with the specific amount involved, thus enabling the TOCOR to accurately track Contractor's expenditure rate. This will be submitted on the same schedule as the quarterly performance reports.

6. ANNUAL REPORT

The Contractor must provide to the TOCOR a concise annual report will be due no later than 30 days after the conclusion of the USAID fiscal year (September 30). This shall include progress of major activities, problems encountered, and proposed remedial actions. Depending on the timing of the award of the task order, this could be in place of the fourth quarterly report but must cover the topics/format of the quarterly report at a minimum.

7. FOREIGN ASSISTANCE FRAMEWORK ("F") AND OTHER REPORTING

The Contractor must provide indicator and other information as needed for reporting under the relevant foreign assistance objectives, areas and elements.

8. FINAL REPORT

The Contractor must provide to the TOCOR a concise, final report no later than the estimated end-date of the task order. This report shall summarize the country situation; program highlights, achievements, and major activities; lessons learned and best practices in implementing internships; funds obligated and disbursed; summary of grant implementation and appraisal; problems encountered and how they were rectified.

9. CLOSE OUT PLAN

The Contractor shall submit a Demobilization Plan for TOCOR approval 90 days before the end of the award. The Demobilization Plan shall 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 Contract 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.

F.6 LABOR

Labor categories, labor rates, and other requirements shall be in accordance with the Requirements in Section B.7 of IDIQ Contract Number: AID-306-I-15-00006 and Section F of this Task Order, as applicable.

The Contractor shall furnish the following Key Personnel positions for long-term technical assistance based in Kabul:

Task Order 1: Northern Provinces Monitoring under Monitoring Support Project (MSP)

Key Personnel:

Position Title: Chief of Party

Position Title: Deputy Chief of Party

Position Title: Finance Manager

The above listed Key Personnel are considered to be essential to the work being performed under this Task Order. Their roles are overarching and cross-cutting.

Prior to replacing any of the specified key personnel, the Contractor shall notify both the TOCO and TOCOR reasonably in advance and shall submit written justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the program. No replacement of key personnel shall be made by the Contractor without prior written consent of the TOCO.

KEY PERSONNEL QUALIFICATIONS

Chief of Party (COP) (Program Development Specialist): Please refer to Section B.7(f) of IDIQ Contract Number: AID-306-I-15-00006. The Chief of Party (COP) shall be responsible for the overall management and implementation of the task order and report directly to the USAID Contractor Officer's Representative. S/he shall supervise project implementation and ensure that the project meets stated goals and reporting requirements. The COP is also responsible for overall cost and budget management, oversight of technical work and compliance with the conditions of the task order, including sub-awards. The COP will confer regularly with USAID management on strategy in order to maximize impact, effectiveness and sustainability. Additional requirements for this labor category for this task order include 10 years international development experience; and at least 3 years of experience in conflict or post-conflict environments.

Deputy Chief of Party (DCOP) (Program Development, Finance, and Administration): Please refer to Section B.7(f) of IDIQ Contract Number: AID-306-I-15-00006. The Deputy Chief of Party (DCOP) will be responsible for day-to-day management of the task order, including work plans, staffing, and gathering information and data for reporting or analysis as required by the award. The DCOP will prepare reports and will provide recommendations on the direction of implementation to Chief of Party or USAID as needed. The DCOP is also responsible for overseeing and managing logistics in order to support implementation. The DCOP must also fulfill the role as Chief of Party when the Chief of Party is absent.

Additional requirements for this labor category for this task order include at least 7 years of international development experience; and at least 3 years of experience in conflict or post-conflict environments.

Finance Manager: Please refer to Section B.7(f) of IDIQ Contract Number: AID-306-I-15-00006. The Finance Manager will oversee the financial management and accounting of the task order. Responsibilities include maintaining and managing field office accounts in coordination with HQ and preparing and tracking budgets and expenditures. The finance manager reviews vouchers and payment requests, including proper back-up documentation to ensure financial

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compliance. S/he will also manage procurement of items under the task order in accordance with USAID rules and regulations and ensures timely payments to staff, consultants and vendors.

Additional requirements for this labor category for this task order include at least 8 years of experience in international, donor-funded programs.

[END OF SECTION F]

SECTION G – CONTRACT ADMINISTRATION DATA

Section G of the IDIQ is incorporated by reference.

G.1 ADMINISTRATIVE CONTRACTING OFFICER

Craig Smith, Contracting Officer
Office of Acquisition and Assistance
USAID/Afghanistan,
Great Massoud Road
Kabul, Afghanistan

G.2 CONTRACTING OFFICER'S REPRESENTATIVE (COR)

Volodya Yatsenko, Contracting Officer's Representative
Office of Program and Project Development, M&E Unit
USAID/Afghanistan,
Great Massoud Road
Kabul, Afghanistan

G.3 CONTRACTOR'S PRIMARY POINT OF CONTACT

The Contractor's Primary Point of Contact is [REDACTED]

G.4 PAYING OFFICE

The Contractor must submit invoices to the payment office indicated on the Cover Page of each Task Order or as specified in each task order.

Invoices for USAID/Afghanistan must be submitted to the payment office at the following email address:

kabulaidevouchers@usaid.gov

Include in the voucher: Subject Line: Contractor Name, Award #, Invoice #

G.5 ACCOUNTING AND APPROPRIATION DATA

GLAAS Requisition No:	REQ-306-13-000158
Fund:	ES-OCO
Operating Unit:	AFGHANISTA
Program Element:	A140
Distribution Code:	306-M

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Team/Division:	AFG/PPDO
Benefiting Geographic Area:	306 Afghanistan
SOC:	4100301
Amount Obligated:	\$8,000,000.00

G.6 CONTRACTOR'S PAYMENT ADDRESS



[END OF SECTION G]

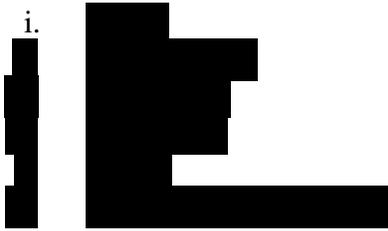
SECTION H – SPECIAL CONTRACT REQUIREMENTS

Section H of IDIQ Contract Number: AID-306-I-15-00006 is incorporated by reference.

H.1 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:

i.



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. 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.2 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for Afghanistan for the procurement of goods and services under this contract is 935. The USAID Geographic Code Book sets forth the official description of all geographic codes used by USAID in authorizing or implementing documents, which defines this code as “Any area or country including the recipient country, but excluding any country that is a prohibited source.”

[END OF SECTION H]

SECTION I – CONTRACT CLAUSES

Section I of IDIQ Contract Number: AID-306-I-15-00006 is incorporated by reference.

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT J.1:	USAID VETTING PARTNER INFORMATION
ATTACHMENT J.2:	REGISTRATION AND TAX EXEMPTIONS IN AFGHANISTAN
ATTACHMENT J.3:	AFGHAN FIRST POLICY
ATTACHMENT J.4:	INITIAL ENVIRONMENTAL EXAMINATION
ATTACHMENT J.5:	VERIFICATION AND MONITORING REPORT FORMAT
ATTACHMENT J.6:	SECURITY PLAN
ATTACHMENT J.7:	MARKING AND BRANDING IMPLEMENTATION PLAN

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ATTACHMENT J.1: USAID PARTNER INFORMATION FORMAT

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 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. JCCS Registration # (Optional)
c. Address:		
d. Telephone:	e. Fax:	f. Email:
g. Tribal affiliation or clan		
6. Information on Key Individuals associated with the organization named in 5 above, 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:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if "key individual").**
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:		
Part II: Contractor/Grantee/Recipient Certification:		
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		

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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:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if “key individual”):**
Other names used (may include nicknames, pseudonyms not listed under “Name”):**		Gender:**
Current employer and job title:**		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father’s Name)
Email:		
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:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if “key individual”):**
Other names used (may include nicknames, pseudonyms not listed under “Name”):**		Gender:**
Current employer and job title:**		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father’s Name)
Email:		
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:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if “key individual”):**
Other names used (may include nicknames, pseudonyms not listed under “Name”):**		Gender:**
Current employer and job title:		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father’s Name)
Email:		
E. 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:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if “key individual”):**
Other names used (may include nicknames, pseudonyms not listed under “Name”):**		Gender:**

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Current employer and job title:	Occupation:
Address of residence:**	Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:	

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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. Please do not provide information for United States citizens or permanent legal residents of the United States.

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 in U.S. dollars and indicate the start and end date of the program 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-g – Self-explanatory.

Attach a copy of the relevant Afghan business license.

Question 6 - “**Key Individual**” means (i) Any large shareholder: defined as owning 10% or more of an equity stake in the organization, whether publically or privately held; (ii) Principal officers 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, vice president); (iv) The program manager or chief of party for the USAID-financed program; and (v) 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)-(iv). For Private Security Companies, this would include leadership roles down to the level of field commanders). Complete for each of these four categories or indicate “N/A” if a category does not apply. Use additional pages as needed. Attach copies of photo ID for each “key individual”.

Note: If a “Key Individual” is a U.S. Citizen or Permanent Residents no information is required.

Part II

Individual filling out form must 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 is not for individual’s information and will be completed by the USG vetting official.

**ATTACHMENT J.2: REGISTRATION AND TAX EXEMPTIONS IN
AFGHANISTAN**

Attachment J.3 of IDIQ Contract No. AID-306-I-15-00006 is incorporated by reference.

ATTACHMENT J.3: 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

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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 that is sustainable beyond the end of the project.
- 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.4: INITIAL ENVIRONMENTAL EXAMINATION

Attachment J.10 of IDIQ Contract No. AID-306-I-15-00006 is incorporated by reference.

ATTACHMENT J.5: VERIFICATION AND MONITORING REPORT FORMAT

The length of the report shall not exceed 50 pages, exclusive of Annexes in English, using Times New Roman 12 point font, 1.15 line spacing, consistent with USAID branding policy. The quarterly monitoring reports shall include the following:

1. **Title Page**
2. **Table of Contents (including Table of Figures and Table of Charts, if needed)**
3. **List of Acronyms**
4. **Introductory Chapter**
 - a. Brief statement on purpose of the monitoring, including a list of the main monitoring questions.
 - b. A description of the project activities being monitored during the reporting period, as well as the indicator data collected (note: this must match the approved project PMP).
 - c. Brief statement on the methods used in the monitoring activity such as interviews, site visits, surveys, collection of GPS data, and photography etc.
 - d. Explanation of any challenges encountered during the monitoring activity—especially with respect to the methodology—and how these challenges affect the findings.
5. **Findings:** This section must describe the findings, focusing on each of the monitoring questions.
6. **Explanation of Deviations:** This section must include an identification and explanation of any discrepancies that were observed between the findings from the monitoring activity and information reported by the project in their quarterly report.
7. **Implementation Challenges and Problems:** This section must include thorough descriptions of any apparent implementation challenges and problems that arose during the monitoring of the project. If none arose, then this chapter can be omitted.
8. **Annex**
 - a. Third Party Monitoring Statement of Work
 - b. Description of the project activities and beneficiaries monitored during the reporting period. This will include places visited (including exact coordinates if available); list of organizations and people interviewed, including contact details.
 - c. Monitoring design and methodology.
 - d. Copies of all tools such as survey instruments, questionnaires, discussions guides, checklists.
 - e. Bibliography of critical background documents.
 - f. Meeting notes of all key meetings with stakeholders.
 - g. “Statement of Differences”

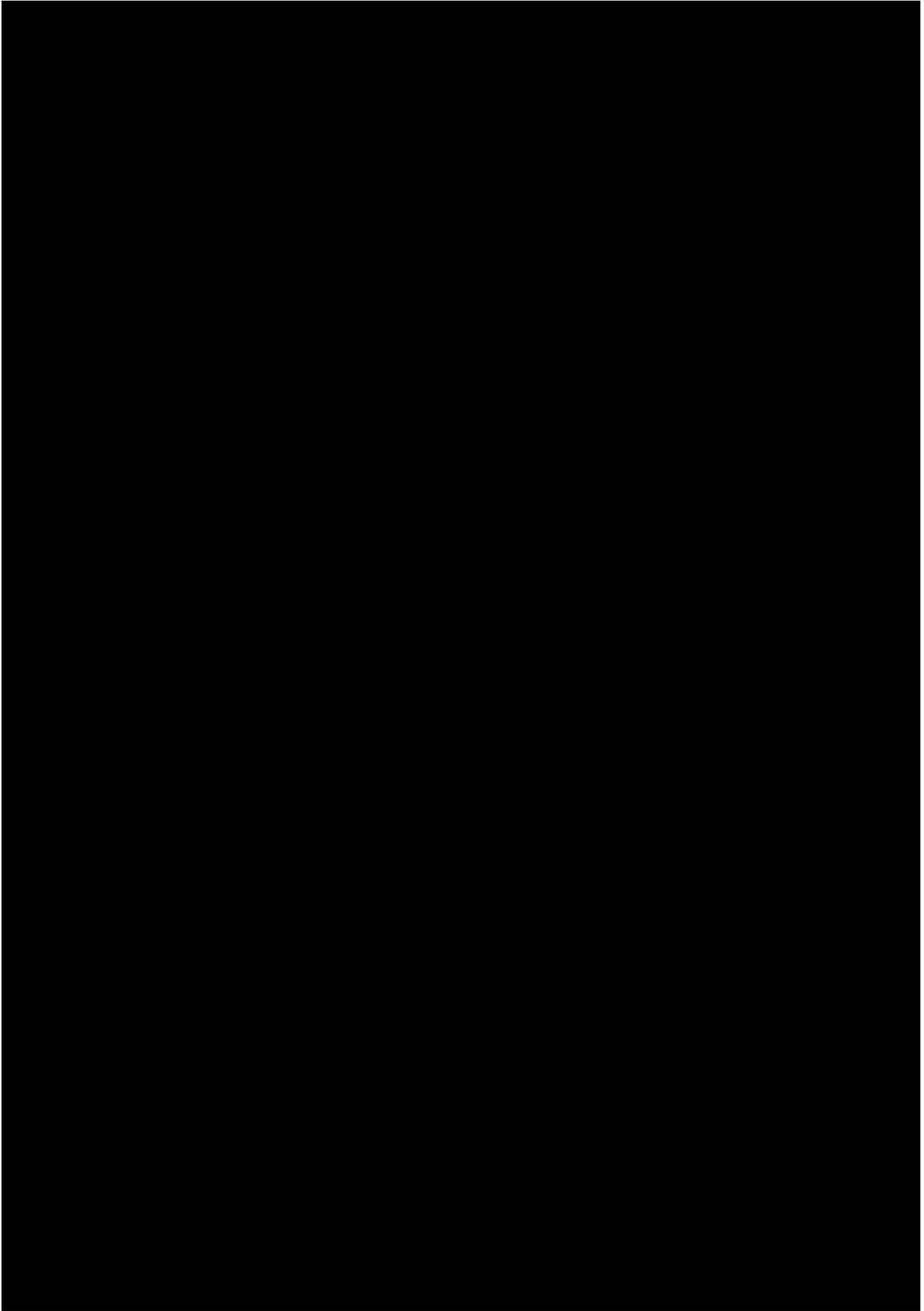
A. REPORTING GUIDELINES

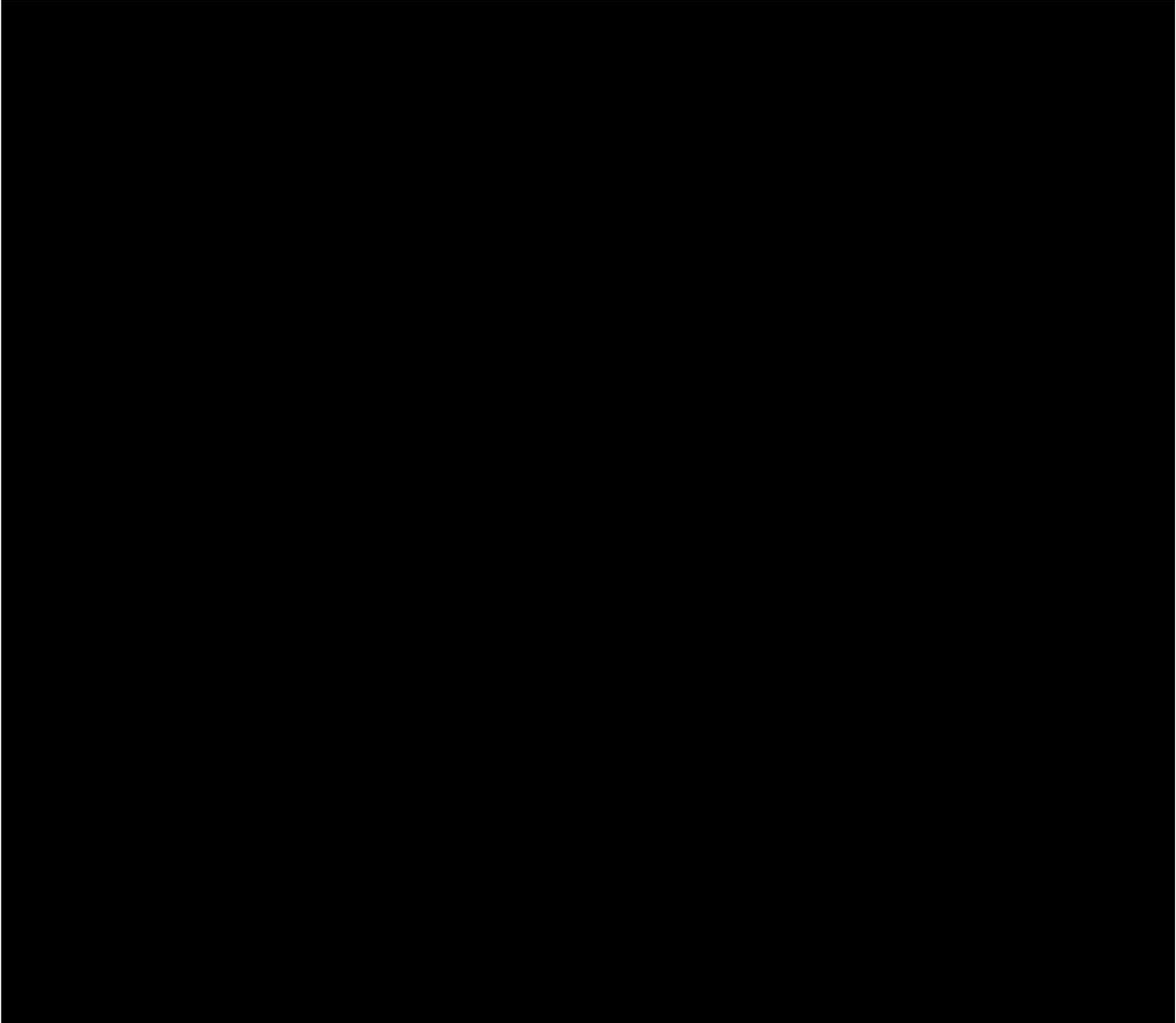
- The quarterly monitoring report must represent a thoughtful, well-researched and well-organized effort to objectively verify what the project accomplished over the reporting period.
- Quarterly monitoring reports shall address all monitoring questions included in the statement of work.
- The quarterly monitoring report must include the statement of work as an annex. All modifications to the statement of work, whether in technical requirements, monitoring questions, methodology, or timeline need to be agreed upon in writing by the RFTOP COR.

Task Order 1: Northern Provinces Monitoring under Monitoring Support Project (MSP)

- Monitoring methodology shall be explained in detail and all tools used in conducting the monitoring activities such as questionnaires, checklists, photographs, geographic coordinates and discussion guides will be included in an annex in the final report.
- Monitoring data collection will be informed by the project PMP to ensure consistency and comparability with IP project data, including disaggregation by gender, age group, and geographic area wherever feasible.
- Limitations to the monitoring activity shall be disclosed in the report, with particular attention to the limitations associated with the monitoring methodology.
- Monitoring findings must be presented objectively as analyzed facts, evidence, and data and not based on anecdotes, hearsay or the compilation of people's opinions. Findings must be specific, concise and supported by strong quantitative and/or qualitative evidence.
- Sources of information will be properly identified and listed in an annex.
- Recommendations must be actionable and supported by a specific set of findings. They will also be action-oriented, practical, and specific, with defined responsible parties for each action.

ATTACHMENT J.6:





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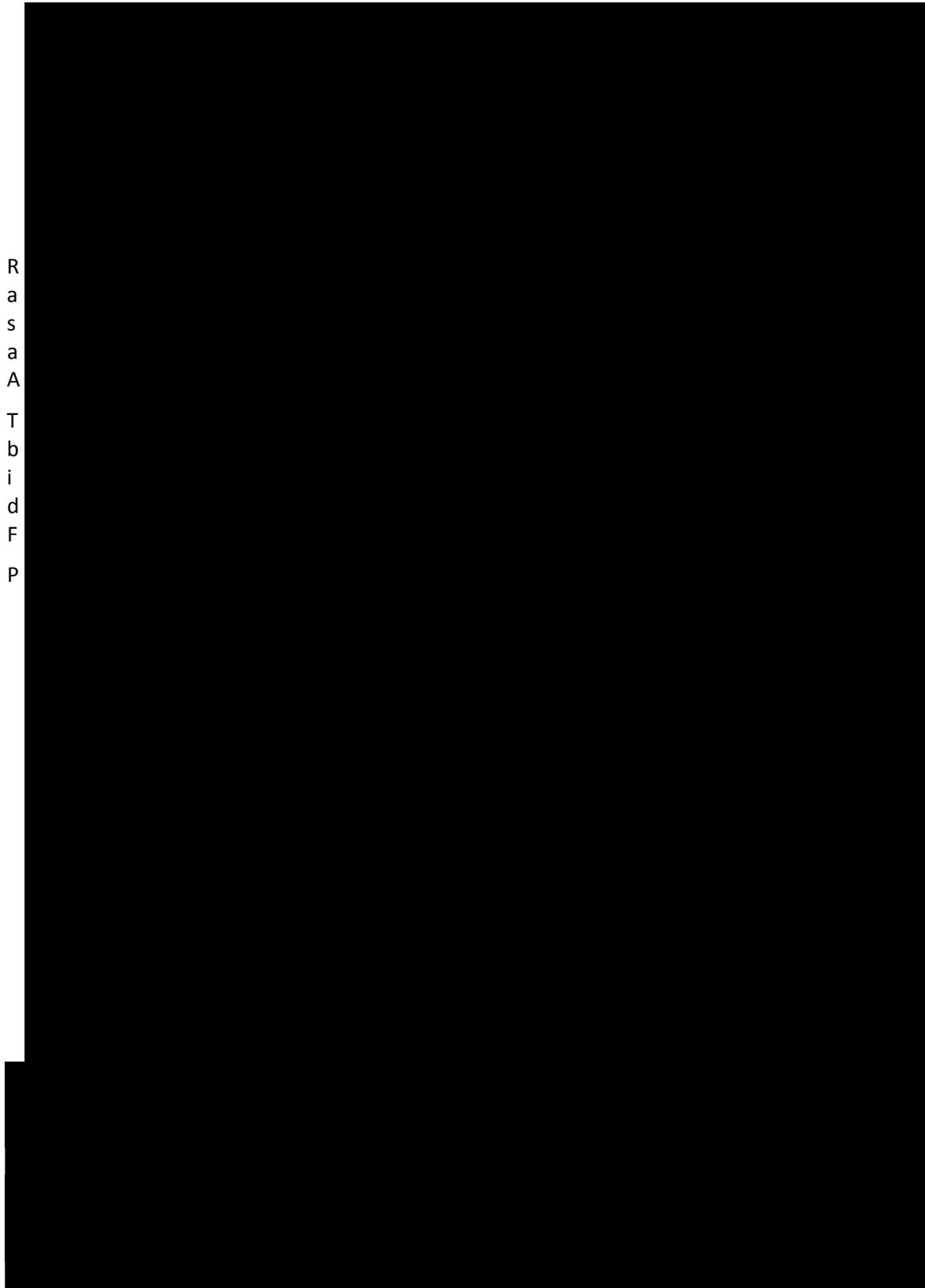
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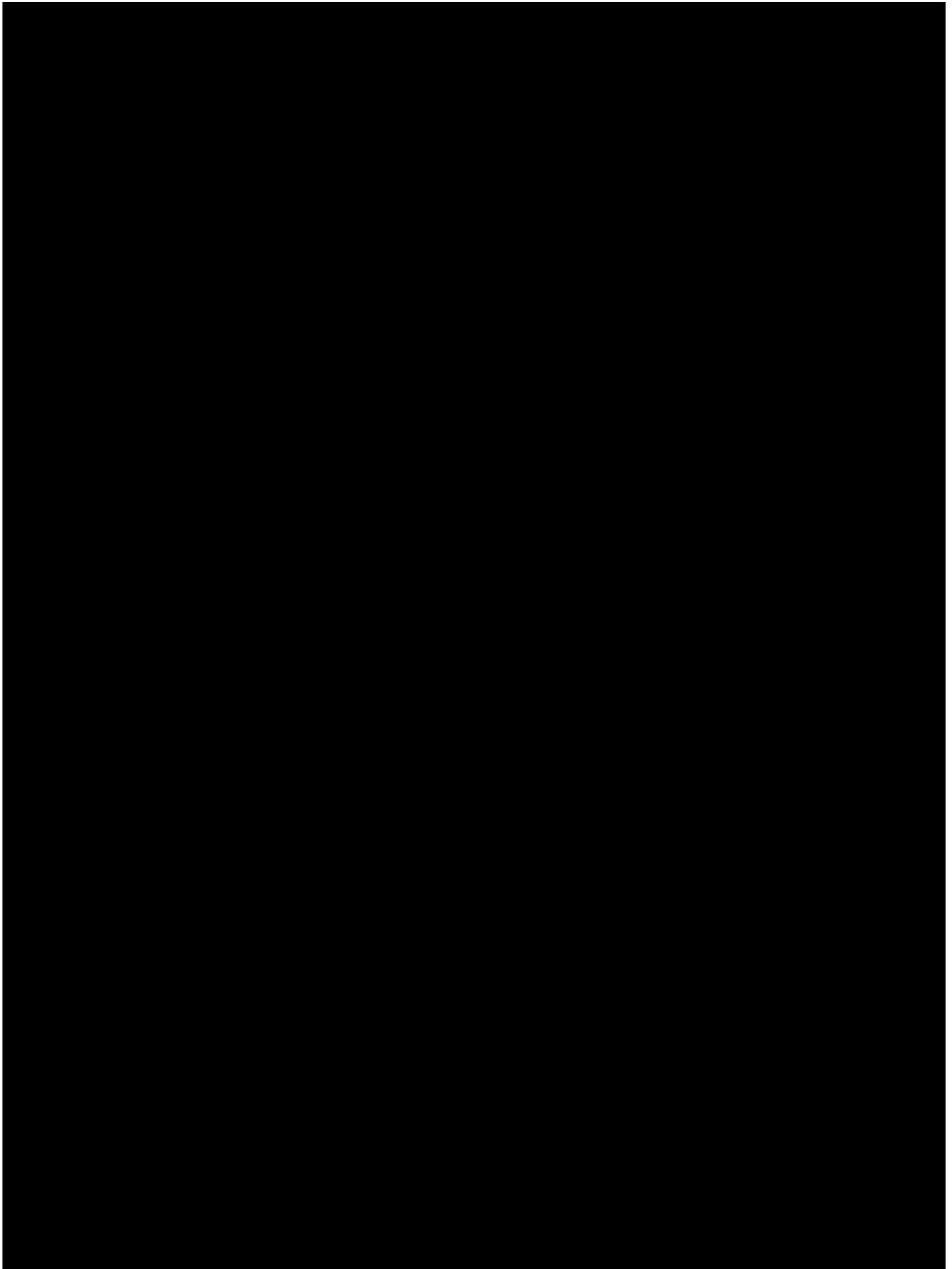
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Figure 1 Decision to move from Project Hibernation through relocation to evacuation will follow either specific direction or as a response to a change in the security environment.



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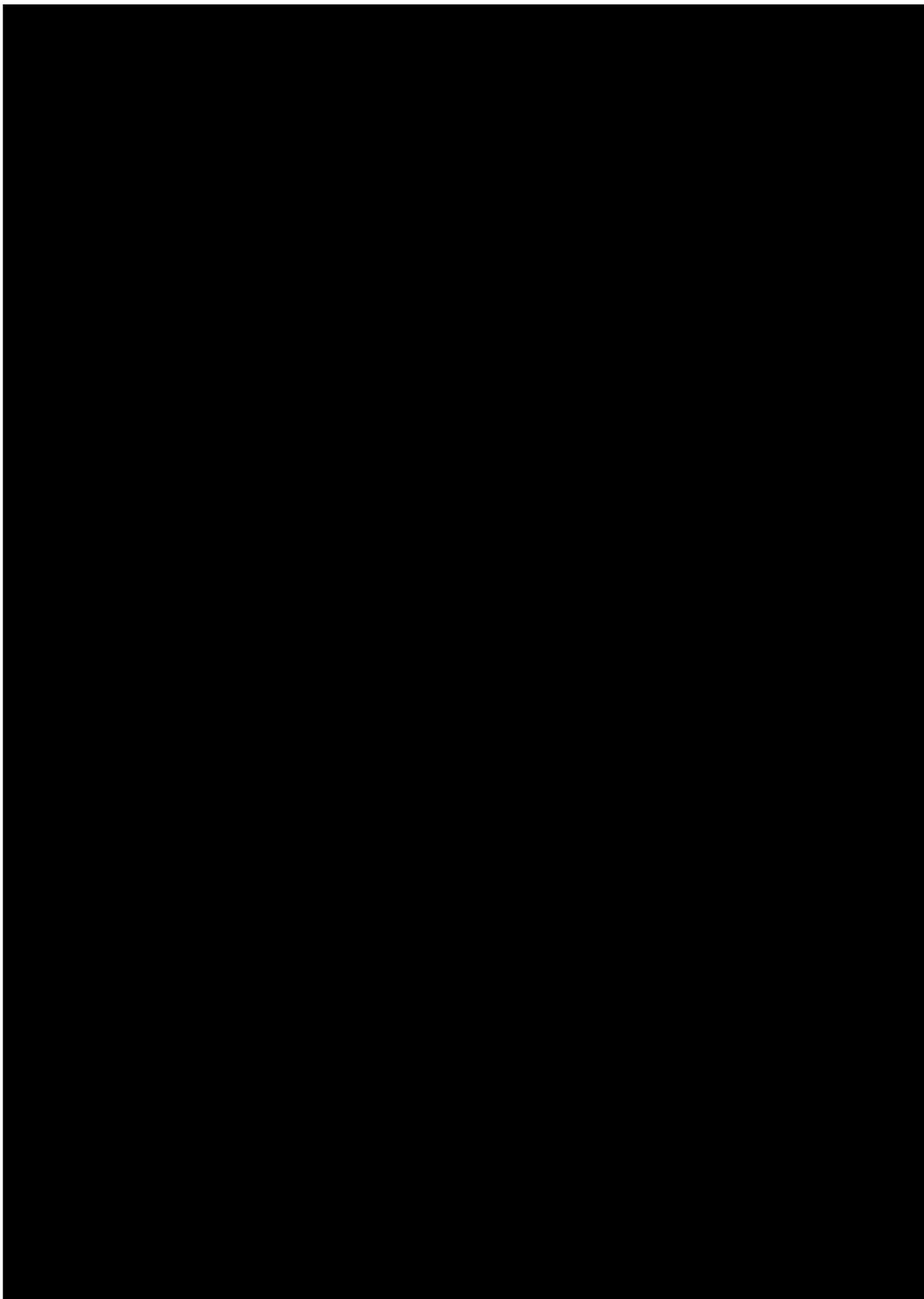
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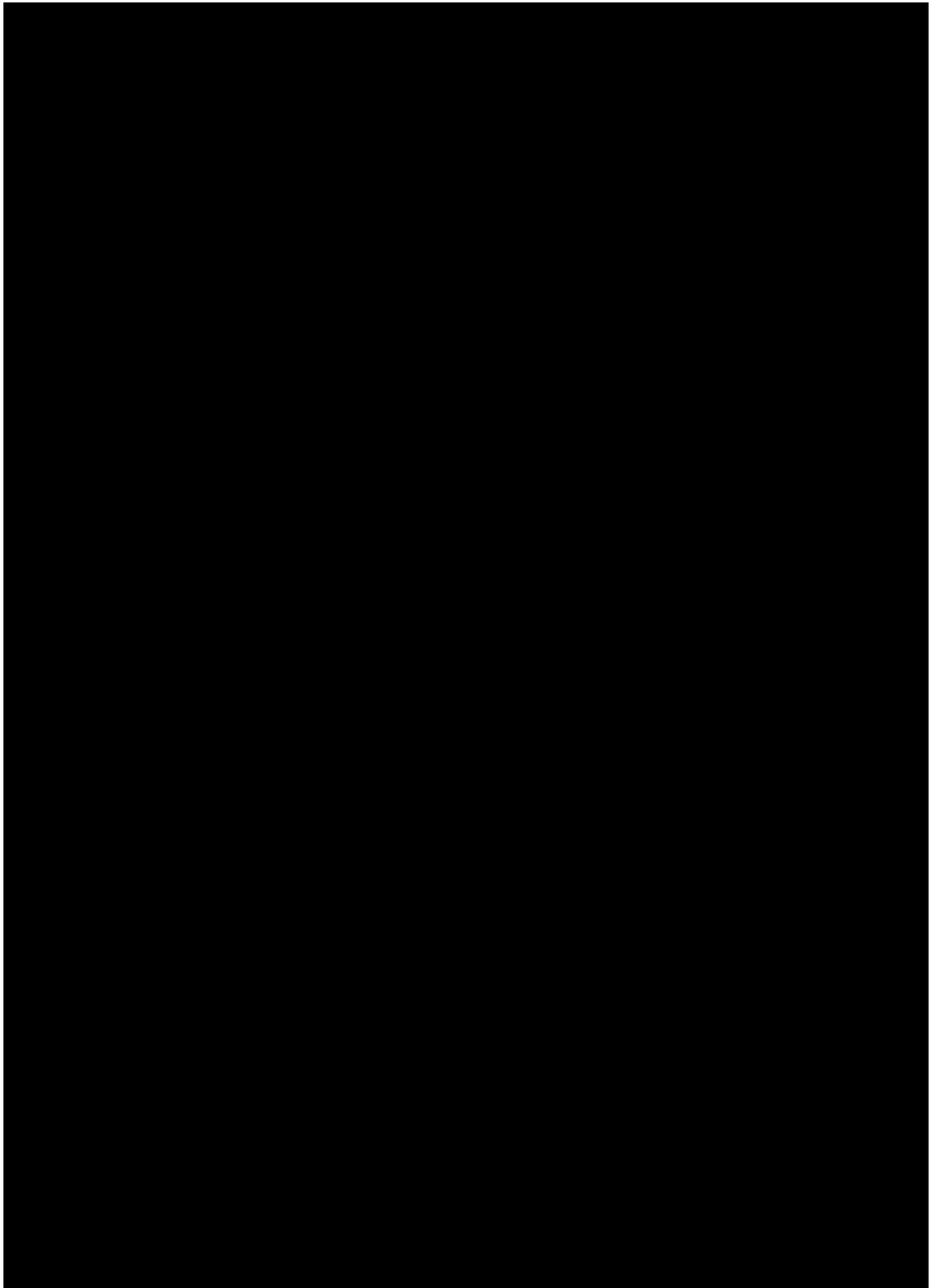
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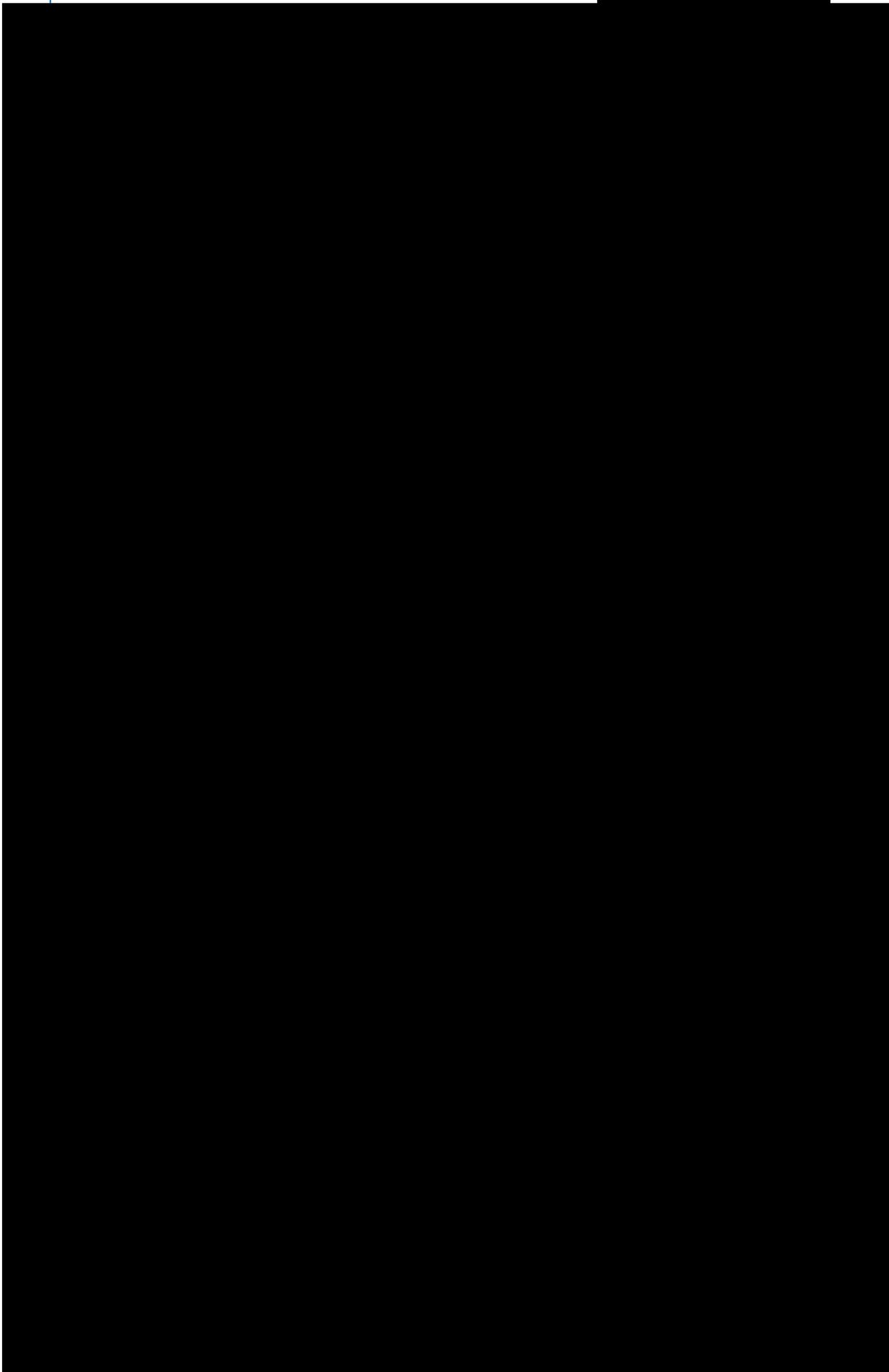
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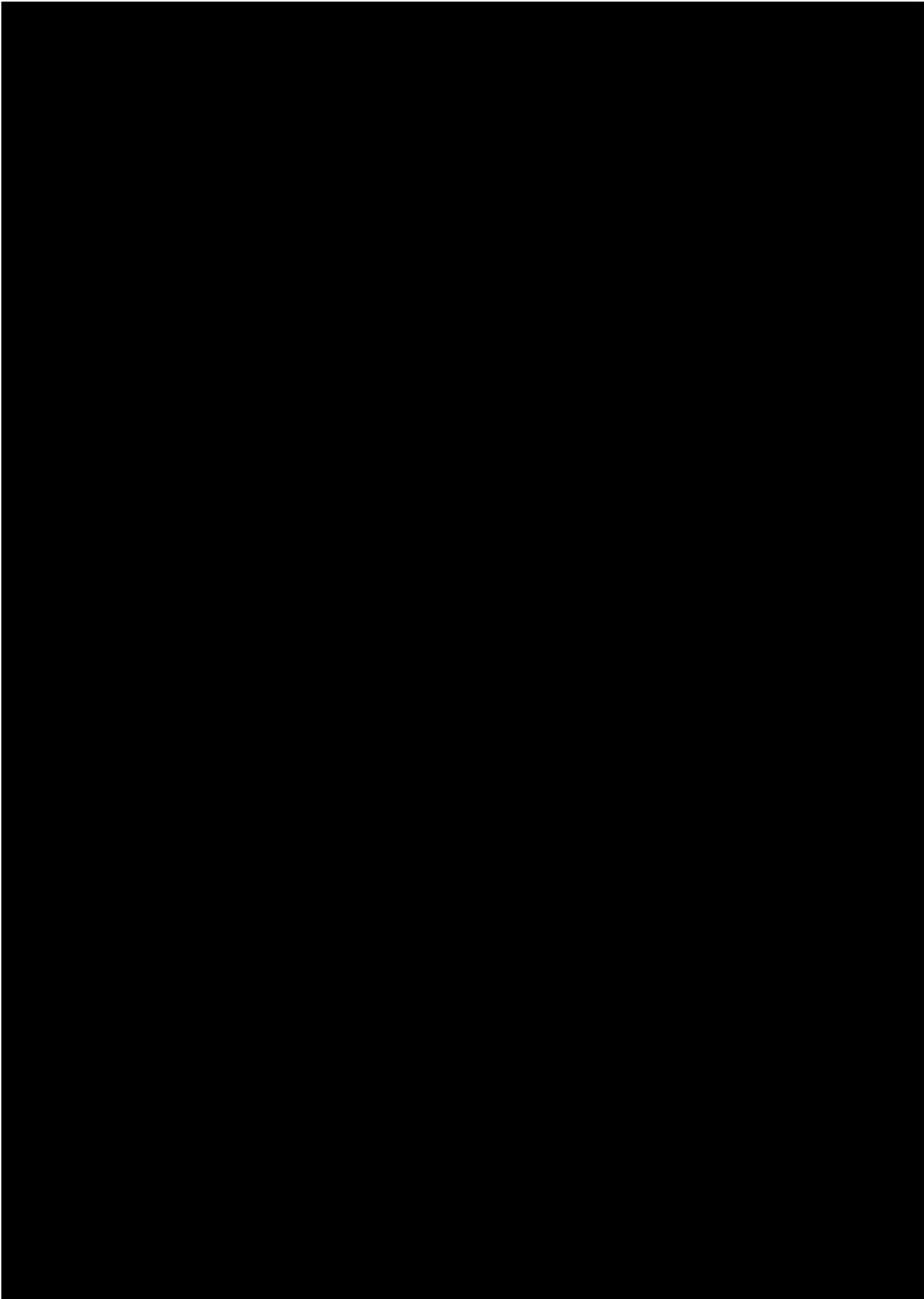
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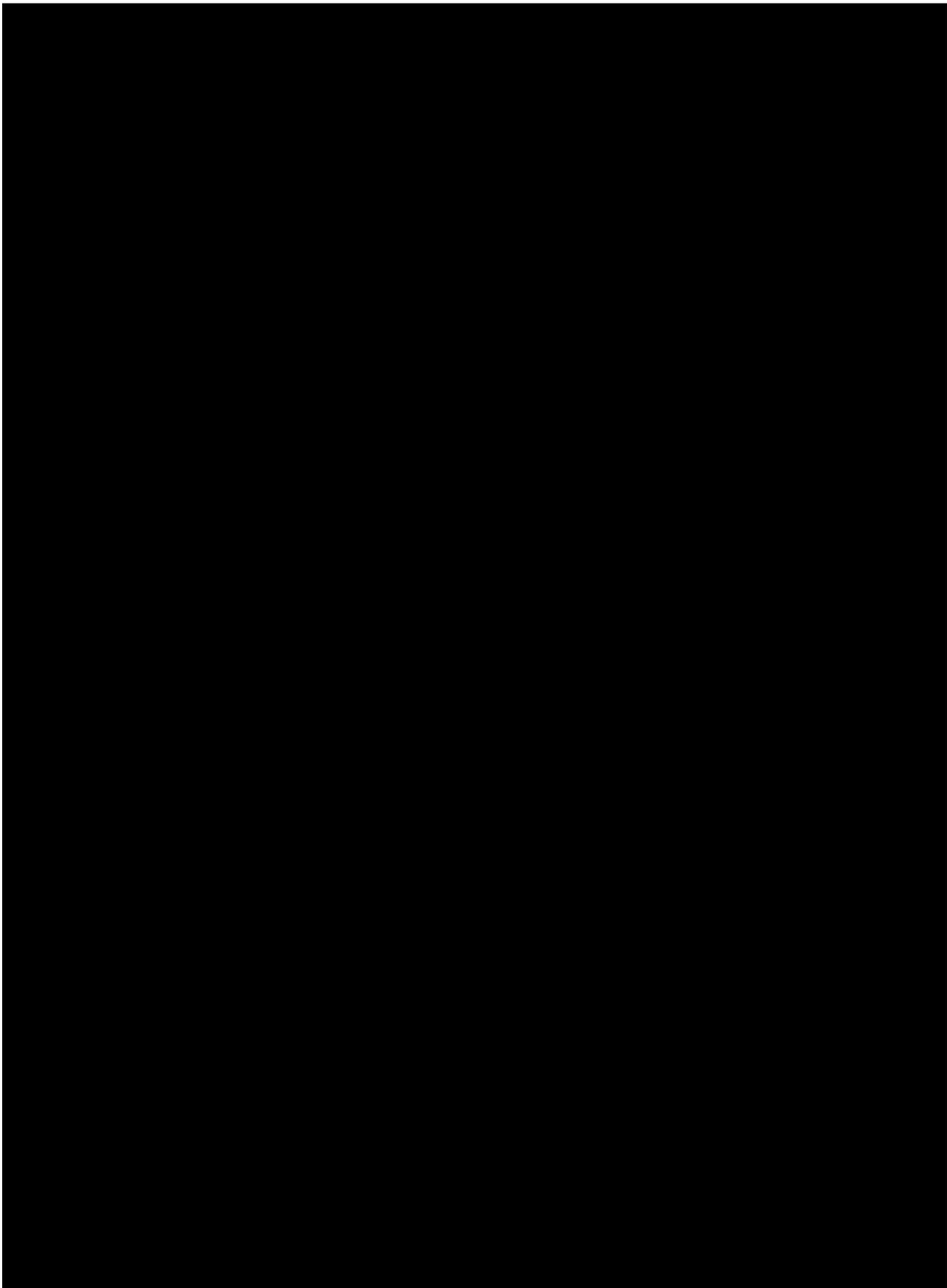












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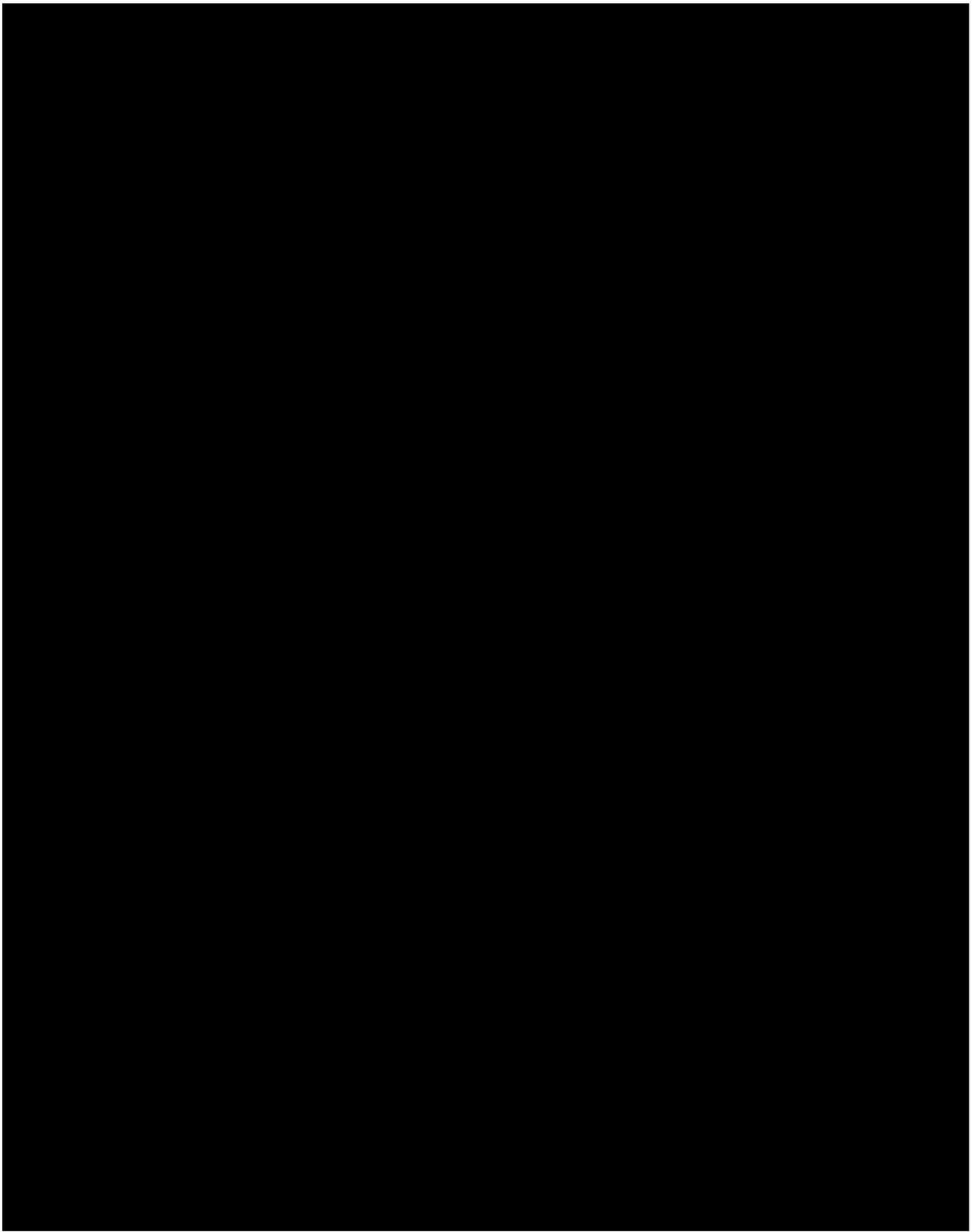
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ATTACHMENT J.7: MARKING AND BRANDING IMPLEMENTATION PLAN



USAID
FROM THE AMERICAN PEOPLE

TASK ORDER 1: NORTHERN PROVINCES MONITORING UNDER MONITORING SUPPORT PROJECT (MSP) BRANDING AND MARKING PLAN

JULY 28, 2015

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International.

BRANDING IMPLEMENTATION PLAN AND MARKING PLAN FOR TASK ORDER 1: NORTHERN PROVINCES MONITORING UNDER MONITORING SUPPORT PROJECT (MSP)

Period of Activity: 24 months + 3 option periods of 12 months each

Implementing organization: Management Systems International, Inc. (MSI)

Contract Number: AID-306-TO-15-00072

OBJECTIVE

To provide a Branding and Marking Plan that addresses the Branding Strategy referenced in Section D.1, p. 15 of AID-306-TO-15-00072 and demonstrates that the assistance provided through Task Order 1: Northern Provinces Monitoring under Monitoring Support Project (MSP) will be recognized as having been financed by the American people.

BRANDING AND MARKING POLICY

Branding Strategy Implementation and Marking under this contract shall comply with the requirements of the policy directives and required procedures outlined in USAID [Automated Directive System \(ADS\) 320.3.2](#) “Branding and Marking in USAID Direct Contracting” (version from January 8, 2007) at <http://transition.usaid.gov/policy/ads/300/320.pdf>; and USAID “Graphic Standards Manual” available at <http://www.usaid.gov/work-usaid/branding/acquisition-awards>, or any successor branding policy, and the Branding and Marking requirement in ADS Chapter 320.

BRANDING IMPLEMENTATION PLAN

PROGRAM NAME

The formal program name, as stated in the contract, is Task Order 1: Northern Provinces Monitoring under Monitoring Support Project (MSP).

POSITIONING AND VISIBILITY

Task Order 1: Northern Provinces Monitoring under Monitoring Support Project (MSP) will be positioned as being sponsored by USAID. The program will use full branding and prominently display the USAID identity on printed, audio, visual or electronic public communications; studies, reports, publications, websites, and promotional and informational products; and events, which also may be translated into local languages as appropriate.

When requested by the COR or DOC, the MSI staff will work in conjunction with USAID to ensure that information is forwarded to USAID/W for possible inclusion in the USAID Impact Blog, FrontLines and Transforming Lives, as well as other relevant Agency publications and social media outlets. If possible, and in coordination with USAID/Afghanistan, we can also ensure that publicity reaches other donors that may influence the implementation of similar or complementary programs.

THE AUDIENCES

Task Order 1: Northern Provinces Monitoring under Monitoring Support Project (MSP) will have the following target primary and secondary audiences with whom it will promote its activities.

Primary: Primary audiences may include the following:

- USAID/Afghanistan technical offices
- USAID/Washington offices identified by USAID/Afghanistan, such as OAPA and the Front Office
- Afghanistan MSP Component 1 contractors
- International and local donors
- Local NGOs working in the field that are relevant to the project
- Afghan civil society
- Oversight bodies
- Officials and entities within the Government of the Islamic Republic of Afghanistan

Secondary: Secondary audiences for the project’s communication and publicity, in collaboration with USAID/W and USAID’s Development Outreach Communications officers in the field may include:

- [REDACTED]
- The U.S. Congress
- Other USAID Missions

MESSAGING

In all materials and events the project will be USAID branded. As such, all materials will acknowledge that they were produced with support “from the American people.” This message, as well as project-specific messages and others developed in coordination with USAID/Afghanistan will be reinforced throughout the project’s lifecycle to ensure the transparency of USAID funding.

OUTREACH AND PUBLIC AWARENESS

Outreach and public awareness will be achieved through various communications tools. Such communication tools may include (but are not limited to) the following:

PRINT

Press releases, publications, PowerPoints, formal reports, fact sheets, success stories, and event banners

MASS MEDIA

Press releases, media interviews, public service announcements, video, radio, professional photography, CD/DVDs, website, webcasts, e-invitations, blast emails, and launch events for specific program initiatives

EVENTS

Workshops, briefings, and invitations

KEY MILESTONES OR OPPORTUNITIES

Opportunities to promote public awareness of project activities and USAID-sponsorship will be taken at key project milestones. These will likely include launching the project, announcing significant research findings, publishing reports or studies, spotlighting trends, holding events, and publication of final or interim reports.

ACKNOWLEDGEMENT OF USAID AND THE USAID FUNDING MECHANISM

The following acknowledgment will be included on external USAID evaluation publications and internal publications, such as quarterly reports, as appropriate: “This document was produced for review by the United States Agency for International Development. It was prepared by the contractor for Task Order 1: Northern Provinces Monitoring under Monitoring Support Project (MSP), contract number AID-306-TO-15-00072.”

ACKNOWLEDGEMENT OF HOST COUNTRY GOVERNMENTS AND OTHER HOST COUNTRY PARTNERS

The branding may acknowledge other organizations deemed as partners of an event or deliverable. Co-branding with other major sponsors or contributing local institutions, and especially in-country partners, will only occur if specifically approved by USAID/Afghanistan.

APPROVAL PROCEDURES

In carrying out the approved Branding and Marking Plan, the Contractor shall seek timely approval from the Contracting Officer for all public documents, speeches, and event materials, as per USAID/Afghanistan outreach and communication procedures.

MARKING PLAN

Enumeration of public communications and program materials and other items to be produced as part of the activity will visibly bear or carry the USAID Identity:



“This project was made possible by the United States Agency for International Development and the generous support of the American People.”

All studies, reports, publications, websites, and all informational and promotional products not authored, reviewed, or edited by USAID will contain a provision substantially as follows:

“This study/report/website is made possible by the support of the American People through the United States Agency for International Development (USAID.) The contents of this study/report/website are the sole responsibility of the contractor and do not necessarily reflect the views of USAID or the United States Government.”

The table below summarizes the items Task Order 1: Northern Provinces Monitoring under Monitoring Support Project (MSP) plans to mark:

Program Deliverables to be Marked	Type of Marking
	 
Monitoring Support Project (MSP) website (if deemed appropriate and approved by USAID)	Branded and Marked following ADS 320 and the Graphic Standards Manual
Reports, studies, papers, and any other printed documentation for distribution within and outside of USAID.	Branded and Marked following ADS 320 and the Graphic Standards Manual
In-kind contributions, including office equipment such as chairs, desks, and computers	Marked with appropriate-size USAID sticker/logo and last five digits of USAID financing document number
Promotional and informational products	Branded and Marked following ADS 320 and the Graphic Standards Manual
Project events, site visits, and trainings	Branded and Marked following ADS 320 and the Graphic Standards Manual
	<i>All such marking will be finalized only after consultation with USAID/Afghanistan</i>

MARKING WAIVERS AND EXCEPTIONS

We do not anticipate any waivers or exceptions at this time; in the future should they arise, we will discuss these with USAID/Afghanistan as appropriate.