



USAID | AFGHANISTAN

FROM THE AMERICAN PEOPLE

September 30, 2015

Mr. Scott Liddle
Country Director
Turquoise Mountain Trust
Murad Khani
Kabul, Afghanistan
scott@turquoisemountain.org

Subject: Fixed Amount Award No. AID-306-F-15-00001, Re-branding Afghanistan, Creating Jobs, Changing Perceptions and Empowering Women (RACCEW)

Dear Mr. Liddle:

Pursuant to the authority contained in the U. S. Foreign Assistance Act of 1961, as amended, the U.S. Agency for International Development to Afghanistan (USAID/Afghanistan) (hereinafter referred to as "USAID" or "Grantor"), hereby awards to the Turquoise Mountain Trust (hereinafter referred to as "TMT", "Grantee" or "Recipient"), the fixed amount NTE U.S. Dollars \$4,800,000 according to the Milestone Schedule and Payment shown in the Schedule, Attachment 1, to support the subject award, as more fully described in the Program Description, Attachment 2.

By signing this Grant Agreement, the Recipient agrees that:

1. The Recipient will comply with the terms and conditions as set forth in the attachments listed following the signature below, which are incorporated as part of the Grant Agreement.

2. The Recipient will maintain records of transactions related to the Grant Agreement for at least three years after payment of the final milestone. After the end of the agreement, USAID retains the right, at its discretion, to examine all or a sample of the recipient's records or transactions related to the Grant Agreement where concerns of implementation irregularities arise.

3. USAID is not liable for reimbursing the recipient for any amount in excess of the obligated amount, or outside of the grant period, as provided in the Schedule.

4. Unless otherwise provided in the Schedule, title to any equipment or personal property purchased to accomplish any milestones under this Agreement vests in the recipient upon acquisition, with the condition that the recipient must use the equipment or property for the grant as long as it is needed for such.

5. The Recipient will obtain the USAID Agreement Officer's (AO) written approval prior to any changes to: 1) the activities being supported by this Grant; 2) the fixed amount of this grant; 3) the milestones; or 4) change in the Grant Agreement completion date.

6. USAID or an independent contractor working on its behalf will conduct monitoring of the grant program, including telephone calls and site visits as appropriate.

7. On submission of the voucher for payment for the final milestone, the Recipient must certify that the grant is completed and the Recipient will make no further claim against the grantor after final payment.

8. This award may be terminated by either party at any time, in whole or in part, 30 calendar days after receipt of written notification by the other party. If USAID terminates this award, the Recipient may submit a claim within 90 calendar days of such termination for any costs incurred in performance of any unpaid or incomplete milestones. The Agreement Officer must determine the amount(s) to be paid by USAID to the recipient under such claim in accordance with the legally applicable Cost Principles.

9. Any dispute under this award will be decided by the AO. Notwithstanding any other term of this award, subawardees and contractors have no right to submit claims directly to USAID and USAID assumes no liability for any third party claims against the recipient.

This Agreement is awarded to the Recipient on condition that: 1) the recipient will provide a Certification Regarding Trafficking in Persons, Implementing Title XVII of the National Defense Authorization Act for Fiscal Year 2013 to the Agreement Officer prior to award and then annually thereafter; and 2) the funds will be administered in accordance with the terms and conditions set forth in the attachments listed under my signature below, which together constitute the entire award document, and to which your organization has agreed

Please sign this letter to acknowledge receipt and confirm acceptance of the Grant Agreement, and e-mail a scanned copy of the Grant Agreement to SWasim@state.gov.

Sincerely,



Peggy L. Manthe
Agreement Officer
Office of Acquisition and Assistance
USAID/Afghanistan

Attachments:

1. Schedule
2. Program Description
3. Branding Strategy and Marking Plan
4. Standard Provisions

ACKNOWLEDGED: Turquoise Mountain Trust

Signature: _____

Name: _____

Title: _____

Date: _____


SCOTT LITTLE
COUNTRY DIRECTOR
OCTOBER 1ST, 2015

ACCOUNTING AND APPROPRIATION DATA:

A. GENERAL

A.1. Total Fixed Amount	:	\$4,800,000.00
A.2. Total Obligated Amount	:	\$1,003,947.00
A.3. Agreement Officer's Representative (AOR)	:	See Section F. of Attachment 1
A.4. DUNS Number	:	850490499
A.5. USAID CFDA Number	:	98.001

B. SPECIFIC

B.1.(a) Award Number	:	AID-306-F-15-00001
B.1.(b) REQ Number	:	REQ-306-15-000241
B.1.(c) BBFY/EBFY	:	2013/2014
B.1.(d) Fund Account	:	ES-OCO
B.1.(e) Program Element	:	A077
B.1.(f) Operating Unit	:	AFGHANISTA
B.1.(g) Program Area	:	A19
B.1.(h) Distribution	:	306
B.1.(i) BGA	:	306
B.1.(j) SOC	:	4100100
B.1.(k) Amount	:	\$1,003,947.00

Payment Office:

Office of Financial Management
USAID/Afghanistan
U.S. Embassy
Great Massoud Road
Kabul, Afghanistan
Email: kabulaidevouchers@usaid.gov

ATTACHMENT 1 - SCHEDULE

A. PURPOSE OF GRANT

The purpose of this grant is to provide support for the program described in Attachment 2, Program Description. This Fixed Amount Award will provide support for a program in Afghanistan as described in Attachment 2, Program Description.

B. GRANT PERIOD

The effective date of this grant is November 2, 2015. The completion date of the grant is November 1, 2018 or upon submission of the final milestone if earlier than the completion date.

C. AMOUNT OF AWARD AND PAYMENT

1. USAID hereby awards the amount of US\$4,800,000 for purposes of this grant.
2. Payment will be made to the Grantee upon submission of the following to the USAID Controller at USAID/Afghanistan at kabulaidevouchers@usaid.gov with a copy to the Agreement Officer's Representative (AOR) set forth in Section F of this award.
 - a) An original and two copies of a properly prepared voucher using the SF1034, available at <https://www.usaid.gov/forms>. Each voucher will be identified by the award number, specify the Milestone that is being billed, and the fixed amount associated with that Milestone.
 - b) A Statement of Completion certifying that the Milestone being billed has been completed and providing any other specified documentation/deliverable required by USAID for that milestone.

The Statement of Completion must be as follows:

I hereby certify that that the activity(ies) for which funds were provided under Fixed Amount Award No. AID-306-F-15-00001, and for which payment is hereby being requested, has (have) been successfully completed.

Signature of Authorized Individual

Typed or Printed Name

Title

Date

- c) AOR acceptance of the Milestone being billed.

Payment will be made by the designated payment office within 30 days after receipt of a proper voucher or the verification by the AOR of milestone completion for which payment is requested, whichever is later.

D. MILESTONE SCHEDULE AND PAYMENT

1. Following is the Schedule of Milestones associated with the program which has been agreed upon between the USAID and the Recipient, for funding under this Grant Agreement.

2. The accomplishment of each Milestone will be based on the successful submittal or completion of the tasks or deliverables delineated for that Milestone.

3. The AOR will carry out verification of these milestones throughout the program and prior to payment; verification may include, as appropriate, verification phone calls, independent monitoring visits and reports, and requests for other documents from Turquoise Mountain, such as plans, schedules, invitations, and letters or other means of verification as the AOR determines necessary.

4. Throughout the Milestones tables, "AOR approved" is defined as follows: confirmation from the AOR of the accuracy of the report or other documentation provided by Turquoise Mountain to verify the attainment of a milestone. AOR approval of milestone attainment is not the primary means of determining program quality or suggesting improvements to program delivery. Program monitoring and quality assurance will primarily take place through continuous communication between the AOR and the program managers, principally through quarterly reports delivered in line with the monitoring and evaluation plan.

Milestone	Description of Milestone	Deliverable(s) required from Turquoise Mountain	Due date	Payment Amount
1.	Review and improve the Institute curriculum and sustainability plan (4.1): (a) TMT will hire a qualified consultant to conduct a review of the Institute's curriculum and sustainability plan	Statement of Work for Institute curriculum review and sustainability planning activities. Submission of CV and signed contract of the consultant engaged.	11.30.15	\$100,000
2.	Yr 1 Annual Workplan	Yr 1 Annual Workplan approved by AOR	01.10.16	\$100,000
3.	Identify and recruit key phase 1 members of the project implementation team (2.1)	Submission of CVs and signed contracts for the following newly-recruited positions: Director of	01.31.16	\$100,000

		Artisan Enterprise Support, Head of External Affairs, Head of Business Mentoring, and Domestic Sales Officer;		
4.	Monitoring and Evaluation Plan	AOR review and approval of Monitoring and Evaluation Plan	02.29.16	\$100,000
5.	Carry out detailed baseline survey of the first cohort (group) of supported businesses, as required for the monitoring and evaluation framework, in particular focused on sales revenues and employee numbers (2.1)	Statement of Work for baseline survey with methodology and survey instruments including questionnaires. AOR-approved report of findings of the completed baseline survey with survey forms attached.	03.31.16	\$200,000
6.	Review and improve the Institute curriculum and sustainability plan (4.1): (b) curriculum and sustainability review of the Institute conducted by consultant	AOR approved report of the Institute curriculum and sustainability review conducted by a consultant.	05.31.16	\$200,000
7.	Facilitate access to capital by organizing a first workshop for at least 45 artisan businesses and entrepreneurs to meet lenders and other finance facilitators, such as FAIDA (1.3)	AOR approved report confirming that such a workshop took place, including photos.	06.30.16	\$250,000
8.	Reaffirm Turquoise Mountain's partnership with the Murad Khani community by (5.1): (a) completing a socio-economic survey of the community	Statement of Work for the socio-economic survey of the Murad Khani community. AOR-approved report of the socio-economic survey.	07.31.16	\$200,000
9.	Provide business mentoring (e.g. Artisan Toolkit, drop-in service, other resources/expertise) for the benefit of (1.2):	AOR-approved quarterly reports and consolidated annual report including photos confirming that at	08.31.16	\$250,000

	(a) 30 businesses in Y1	least 30 businesses received business mentoring in Yr 1.		
10.	Create international and domestic market linkages by introducing new retailers to Afghan businesses (1.4)	AOR approved quarterly reports and consolidated annual report confirming that at least 3 new international retailers have been introduced to Afghan businesses in Yr 1. The report will include sales figures. (A "new retailer introduction" is defined as "a retailer sourcing products from Afghan businesses from which it did not previously source". Each retailer will count as one introduction, even if it newly sources from more than one Afghan business.)	09.30.16	\$200,000
11.	Enhance product quality by providing technical consultancy services to (1.1): (a) at least 20 businesses in Yr 1	AOR-approved quarterly reports and consolidated annual report including photos confirming that technical consultancy services have been provided to at least 20 businesses in Yr1.	10.31.16	\$200,000
12.	Yr 2 Annual Workplan	AOR review and approval of Yr 2 Workplan	12.15.16	\$100,000
13.	Reaffirm Turquoise Mountain's partnership with the Murad Khani community (5.1): (b) complete a round of consultations with key community figures	AOR-approved report of community consultation meetings, including lists of participants and	12.15.16	\$100,000

		key conclusions.		
14.	A more positive image of Afghan artisan products is created by (3.1): (a) initiate a consultation with other sector stakeholders on sector-wide branding	AOR-approved report of initial round of engagement with artisan sector stakeholders on sector-wide branding (government, non-government, businesses stakeholders).	02.15.17	\$150,000
15.	Set up apprenticeship program (4.2)	AOR-approved report confirming set-up of apprenticeship program and results of first cohort (group).	03.31.17	\$150,000
16.	Review and improve the Institute curriculum and sustainability plan (4.1) (c) Sign off from TMI Board and implementation of recommendations	AOR-approved report on the implementation of recommendations from the sustainability and curriculum review; approved copy of TMI Board minutes.	05.30.17	\$200,000
17.	Provide business mentoring (e.g. Artisan Toolkit, drop-in service, other resources/ expertise) for the benefit of (1.2): at least 30 new businesses in Yr2	AOR-approved quarterly reports and consolidated annual report including photos confirming that at least 30 new businesses received business mentoring in Yr2.	07.31.17	\$200,000
18.	Reaffirm Turquoise Mountain's partnership with the Murad Khani community (5.1): (c) Sign an MoU with the community outlining roles and responsibilities for ongoing maintenance of the historic area of the historic area of Murad Khani	AOR approved copy of signed MoU outlining roles and responsibilities for ongoing maintenance of the historic area of Murad Khani between Turquoise Mountain and the community of Murad Khani.	08.31.17	\$150,000
19.	Create international and domestic market linkages	AOR-approved quarterly reports	09.30.17	\$250,000

	by introducing new retailers to Afghan businesses (1.4)	and consolidated annual report confirming that at least 5 new international retailers have been introduced to Afghan businesses in Yr2. The report will include sales figures.		
20.	Enhance product quality by providing technical consultancy services to (1.1): at least 30 businesses in Yr 2	AOR-approved quarterly reports and consolidated annual report including photos confirming that technical consultancy services have been provided to at least 30 businesses in Yr2.	10.31.17	\$200,000
21.	Yr 3 Annual Workplan	AOR review and approval of Yr 3 Workplan	11.30.17	\$100,000
22.	A more positive image of Afghan artisan products is created (3.1): (b) complete roadmap for Afghan artisan sector branding, with input from key stakeholders	AOR approved report of final roadmap for sector branding produced with input from key stakeholders.	03.15.18	\$200,000
23.	A more positive image of Afghan artisan products is created (3.1): (c) hold at least one international museum-quality exhibition	AOR approved report of at least one major international museum-quality exhibition related to Afghan artisan products organized by Turquoise Mountain (not including Smithsonian).	04.15.18	\$250,000
24.	Provide business mentoring (e.g. Artisan Toolkit, drop-in service, other resources/expertise) for the benefit of (1.2): at least 30 new businesses in Yr 3	AOR-approved quarterly reports and consolidated annual report including photos confirming that at least 30 new businesses received business mentoring in Yr 3.	06.30.18	\$250,000

25.	Create international and domestic market linkages by introducing new retailers to Afghan businesses (1.4)	AOR approved quarterly reports and consolidated annual report confirming that at least 5 new international retailers have been introduced to Afghan businesses in Yr 3. The report will include sales figures.	08.31.18	\$300,000
26.	Enhance product quality by providing technical consultancy services to (1.1): (c) at least 30 businesses in Yr 3	AOR approved quarterly reports and consolidated annual report including photos confirming that technical consultancy services have been provided to at least 30 businesses in Yr3.	09.30.18	\$300,000
Total Fixed Amount				\$4,800,000

Milestones are in sequential order unless the schedule provides otherwise.

E. PROGRAMMATIC REPORTING REQUIREMENTS

a) The Recipient must electronically submit to the AOR at the email address in Section F of this award the following: AOR acceptance of the completion of each milestone along with the statement of completion and all programmatic and other reports (i.e. Scopes of Work for baseline studies, assessments, and surveys, implementation plans, quarterly milestone performance reports, and annual performance reports) as set forth in the "Deliverable(s) Required from Turquoise Mountain" column of the Milestone table set forth in Section D of this award. These deliverables must also be uploaded to the Afghan Info database in a timely manner.

b) Final Program Results Report: The Recipient shall electronically submit the final report required under this Agreement, but not financial reports, to the Development Experience Clearinghouse (DEC). The Recipient must review the DEC website for submission instructions, including document formatting and the types of documents to submit. Submission instructions can be found at: <http://dec.usaid.gov>

c) The Recipient shall electronically submit the final Program Results report to the AOR at the email address in Section F of this award. The Recipient must submit the final program results report not later than 90 days after the completion date indicated in Section B. above. The final program results report shall emphasize quantitative as well as qualitative data that reflect results, shall measure impact using the baseline data and

indicators established for the program, and shall, at a minimum, include the following data:

- (i) The number of new or better full-time equivalent jobs created per year.
- (ii) The percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) The proportion of those participating in or benefiting directly from a USG-funded business program (including females employed by supported businesses) which are female, expressed as a percentage.
- (iii) The total number of businesses that are directly supported through USG-funded TMT activities including technical consultancies, business mentoring, incubation space or sales support.
- (iv) The total growth in sales of Afghan businesses supported under the program (including technical consultancy, incubation, artisan toolkit, sales support) measured annually.
- (v) A description of the efforts to help Afghan artisans upgrade the quality of products.
- (vi) A description of the effort to work with stakeholders to create a brand for Afghan handicrafts.
- (vii) A description of access to finance events, trade shows and other events undertaken on behalf of handicraft production businesses.
- (viii) A description of partnering efforts linking Afghan handicraft production businesses with domestic and international buyers.
- (ix) A description of the Turquoise Mountain Institute curriculum review and sustainability assessment and the steps taken to implement the recommendations.
- (x) A description of the engagement efforts with the Murad Khani community aimed at preservation and upkeep of the neighborhood.
- (xi) A description of assessments and surveillance data used to measure results.
- (xii) A discussion of the overall performance of the program, including details of any discrepancies between expected and actual results and any recommendations for improving the design of future programs.
- (xiii) A comparison of actual accomplishments, with the established goals and objectives, and expected results; the findings of the investigator; or both. Data must be presented using established baseline data, targets, and indicators for each objective, and be supported by a brief narrative. Whenever appropriate and the output of programs or projects can be readily quantified, such quantitative data should be related to cost data for computation of unit costs.
- (xiv) Reasons why established goals/targets were not met (if applicable), the impact on the program objective(s), and how the impact has been/will be addressed.
- (xv) Other pertinent information including, when appropriate, success stories (if available) which illustrate the direct positive effects of the program; how unforeseen circumstances affected overall performance compared to original assumptions (if applicable), how activities were accordingly adjusted or re-targeted; and analysis and explanation of cost overruns or high unit costs.

F. AGREEMENT OFFICER'S REPRESENTATIVE (AOR)

The AOR for this Agreement has been designated in a separate memorandum from the Agreement Officer to the AOR, a copy of which is being provided to the

Recipient in addition to this Agreement. All correspondence to the AOR should be addressed to:

Mr. Paul McKee
USAID/Afghanistan
RMckee@state.gov

G. SPECIAL PROVISIONS

(a) Branding Strategy and Marking Plan

(1) In accordance with the Standard Provision set forth in Attachment 4 of this Agreement entitled "MARKING AND PUBLIC COMMUNICATIONS UNDER USAID-FUNDED ASSISTANCE" the Recipient's Branding Strategy and Marking Plan are incorporated into this Agreement as Attachment 3 hereof. Accordingly, paragraphs (g) and (h) of said Standard Provision do not apply.

(b) U.S. Export Restrictions

Unless otherwise approved in advance by the Agreement Officer, funds provided hereunder may not be expended by the Recipient in violation of the U.S. Government's Export Administration Regulations (EAR) found in 15 CFR 730, *et seq.*¹ The Recipient shall comply with any and all requirements and provisions of the EAR.

(c) U.S. Economic Sanctions

Unless otherwise approved in advance by the Agreement Officer, funds provided hereunder may not be expended by the Recipient in violation of any U.S. Government Economic Sanctions and/or any OFAC license related thereto. The Recipient shall comply with any and all requirements and provisions of the relevant sanctions regulations and/or OFAC license.

(d) Host Country Taxes and Duties

The Recipient is advised that equipment, materials, and funds introduced into Afghanistan under the USAID program are exempt from customs duties and taxes of every kind. Accordingly, and in accordance with the applicable U.S. Government cost principles, such costs are unallowable and may not be charged to this Agreement or paid with funding provided hereunder. If the Recipient is assessed any such charges, the Recipient shall bring the proposed assessment to the immediate attention of the Agreement Officer at USAID/Kabul.

¹ Further information about export restrictions may be found on the internet at: <http://www.gpo.gov/bis/index.html> and http://www.gpo.gov/bis/ear/ear_data.html.

ATTACHMENT 2 - PROGRAM DESCRIPTION

The Recipient's proposal entitled "Re-branding Afghanistan, Creating Jobs, Changing Perceptions and Empowering Women (RACCEW)," and dated September 4, 2015, is attached hereto as the Program Description and is made a part of this FAA.

Re-Branding Afghanistan

Creating Jobs, Changing Perceptions, Empowering Women

1. Executive Summary

Overview

The Re-Branding Afghanistan Creating Jobs, Changing Perceptions, Empowering Women program is a three year program to support the Afghan artisan sector - which will leverage nearly ten years of experience and expertise accumulated by Turquoise Mountain, the investments of USAID and other donors in the artisan sector, and private industry - to create a self-sustaining and diverse Afghan artisan sector. This program includes intensive, tailored assistance to artisan enterprises across the country, which will complement the training of a new generation of Afghan artisans in the Turquoise Mountain Institute.

The program's goal is to create a self-sustaining and diverse Afghan artisan sector that is able to flourish independently of foreign aid, employing thousands, empowering women, instilling pride, and creating a new more positive image of Afghanistan around the world.

Turquoise Mountain and USAID

Turquoise Mountain was founded in 2006 to invest in historic areas and traditional crafts, to provide jobs, skills and a renewed sense of national pride. Turquoise Mountain, with the support of USAID, has rebuilt Kabul's historic old city heart of Murad Khani, established the Institute for Afghan Arts & Architecture, and taken traditional crafts from the edge of disappearing to a stage of renewal. Turquoise Mountain has proven that Afghan artisanal products can compete on international luxury goods markets, and they could one day return to being a significant and needed contributor to the Afghan economy.

In 2008, USAID supported the program "Regenerating Murad Khani, restoring, refurbishing, and revitalizing the old city district of Kabul" under cooperative agreement AID-316-A-00-00503-00 with the Turquoise Mountain Trust (TMT). That agreement covered four elements: urban regeneration, community development, education and business development. In 2010, the total award ceiling was increased by \$6,099,465 to \$10,637,111 and renamed "Building Livelihoods and Trade (BLT)." When the urban regeneration, community and business development aspects were completed in July 2011, the program's focus was narrowed to vocational training through November 1, 2015. The vocational component provides training to the next generation of aspiring artisans at the Turquoise Mountain Institute (TMI), which was established by Turquoise Mountain Trust and is the only vocational school in Afghanistan specializing in traditional

handicrafts, including woodworking, ceramics, calligraphy and miniature painting, and jewelry and gem cutting.

This follow-on program will play an important role in furthering USAID's mission in Afghanistan of creating jobs, building durable market linkages between Afghan producers and international markets, and empowering and highlighting women in business.

The Need, the Opportunity, the Aims

This program responds to the critical need for employment and economic growth in Afghanistan. The Afghan artisan sector presents an opportunity to harness a deep history and a living tradition of artisanal skills. To expand the opportunities of Afghan artisan sector businesses, ensure the sustainability of TMI, and change international perceptions about Afghanistan, this three year program will build on the BLT program to create a vibrant and diverse artisan sector that makes a significant contribution to the Afghan economy. The program aims to:

- Help the Afghan artisan sector to grow by enhancing product quality, providing business mentoring, facilitating access to capital, and creating international and domestic market linkages, for the benefit of at least 115 Afghan artisan businesses;
- Create 1,100 new or better direct jobs in supported businesses over three years, with a focus on the increased participation of women and youth (a better job is defined as a job in which the salary has increased inside a single year by at least 3% due to the USG-funded program);
- Shape a more positive international image of Afghanistan through the rebranding of Afghan artisan products;
- Enable the review and improvement of the Turquoise Mountain Institute curriculum, and review and implementation of the Institute's sustainability plan; and
- Reaffirm Turquoise Mountain's partnership with the Murad Khani community - which has been largely rehabilitated and represents the last intact quarter of the old city of Kabul - by working with the community to create a long-term plan for the upkeep of historic buildings, garbage collection, drainage and other essential services.

Leveraging Experience: The Challenges of the Artisan Sector

The program will leverage Turquoise Mountain's key strengths – being on the ground close to Afghan artisans, hard-won experience and knowledge from nine years in the sector, and international networks and solid reputation – for the benefit of a diverse range of Afghan artisans and their businesses across the country.

Through this experience Turquoise Mountain has identified five main challenges faced by the artisan sector, including:

Supply-side challenges

1. Meeting demand in terms of quality, consistency, scale of production, and industry standards;
2. A lack of strong management skills and access to key inputs required to grow the capacity of artisan enterprises;
3. Financial, logistical and administrative difficulties associated with export and distribution.

Demand-side challenges

4. A poor perception of Afghanistan and products made in Afghanistan on the part of retailers and consumers; and
5. A lack of durable market linkages between Afghan artisan businesses and international designers and retailers; a lack of development of the domestic market for locally-made artisan products.

Follow-on Funding

This three year, \$4,800,000 USAID funded program will provide support to artisan enterprises, as well as follow-up activities as a result of recommendations of the USAID-commissioned BLT evaluation.

The table below shows a breakdown of the funding to be provided by USAID by type of activity: \$4,633,013 for artisan enterprise support; \$71,965 for curriculum and sustainability review of the Turquoise Mountain Institute; and \$95,022 for work with the community of Murad Khani.

The USAID funded support is part of a wider coalition of public and private partners as shown by the expected contributions over the three years of the program as follows:

2. Statement of Purpose

Below are the five key areas that the USAID funded program will support:

1. *Expansion of the Afghan artisan sector supported through mentoring and technical input, focused on improving business skills and access to capital, increasing product quality, improvement of effectiveness and efficiency of export, and linking to domestic and international markets.*

TMT has had success in improving quality, developing handicraft market linkages, building a strong reputation for delivering high quality products to buyers around the world, and negotiating repeat business with high-end designers [REDACTED]. Over the past three years, TMT has supported 29 independent artisan enterprises in Afghanistan to improve their products, learn needed business management skills, and connect to domestic and international markets. TMT will use the experience and expertise it has gained over nine years, to expand its support to many more artisan entrepreneurs, to broaden its market linkages and to grow the Afghan artisan sector.

2. *Reduction of unemployment and increase in opportunities for the career advancement of artisans, especially women and youth.*

As the Coalition troops have largely withdrawn from Afghanistan and insecurity in many areas has increased, tackling the unemployment problem has become a key goal of President Ghani. Within the handicraft sector, there is untapped opportunity for new and enhanced employment generated by increased access to domestic and international markets. Also, the artisan sector has the potential to employ many women and youth. TMT's experience in working with multiple producers to fulfill domestic and international orders will be leveraged to create employment for more handicraft artisans throughout the value-chain.

3. *Improvement to the international image of Afghanistan which has long been seen as a violent war-torn environment and increasing appreciation of the rich history and excellent handicrafts produced in the country.*

In Afghanistan's key government policy document "Realizing Self-Reliance," President Ghani emphasized the need for changing international perceptions of Afghanistan. By providing high-quality handicraft products to domestic and international buyers, TMT has already started to turn around this negative image. To date it has done over \$3.5 million worth of sales, which represents a group of clients who now have a more positive vision of Afghanistan. Also, starting in March 2016, the USAID-supported TMT exhibition at the Freer-Sackler Galleries of the Smithsonian Institute in Washington, DC will present to the American public a new vision of Afghanistan, through the regeneration of the historic old city and a thriving artisan sector. Building upon preliminary work done by the George Washington University (GWU) on rebranding Afghanistan, and leveraging the positive international perception generated by the Smithsonian exhibition, which is envisaged to travel to other locations, TMT will work with experts to develop a strong branding strategy for the Afghan handicraft production industry and advocate for its acceptance among the many stakeholders in Afghanistan.



“The USAID-supported Turquoise Mountain program is an extraordinary example of success and innovation in development, illustrating how culture can play a key role in social and economic change. It is an inspiring story that I am sure will have a real impact on US audiences; it is for that reason that I approached Turquoise Mountain regarding a nation-wide exhibition highlighting their work.”

Julian Raby, Director of the Freer-Sackler Galleries, Smithsonian Museum

- 4. Revision of the Turquoise Mountain Institute curriculum and sustainability plan, to improve employability of graduates within the Afghan handicraft production industry and ensure that TMI can maximize its impact.*

The BLT Final Evaluation and Sustainability Assessment, finalized in August 2015, gave TMT and TMI the opportunity to assess the strengths, weaknesses and opportunities going into the next phase of TMI's growth. As highlighted in the evaluation, it is crucial that graduates are as adequately prepared as possible for the work environment. TMT and TMI will reassess the curriculum and implement revisions, such as the addition of meaningful apprenticeships and revision of the business skills and English language instruction. It will also revise and put in place a long-term sustainability plan to ensure that the legacy of the Institute continues into the future.

- 5. Increased coordination and communication between TMT and the community of Murad Khani, to ensure that it remains the vibrant beating heart of the Old City and the growing artisan sector.*

Turquoise Mountain has, since 2006, rebuilt and transformed the neighborhood of Murad Khani into a historical landmark that has been recognized by UNESCO. However the challenge remains to work with the community to preserve the area and plan for the future sustainability. TMT will reaffirm its commitment to the Murad Khani community and work with them and other stakeholders to create a long-term strategy for the upkeep of the area.

3. Background

Afghanistan urgently needs to develop worker skills and create jobs in order to address poverty, social division, and political instability. Economic growth is stalling (2014 saw economic growth fall to just 2 per cent and 2015 is likely to see economic growth decline even further)², and the trade imbalance means that Afghanistan still imports vastly more than it exports.

² Afghanistan Economic Update, World Bank Group, April 2015:
<http://www.worldbank.org/en/news/feature/2015/05/02/increasing-fiscal-stresses-against-the-backdrop-of-a->

1.1.1 The Vision of the Government of Afghanistan

In the key Afghan government policy document “Realizing Self-Reliance”, President Ashraf Ghani emphasizes the importance of:

- Economic growth;
- Getting more women into the workforce;
- Reducing disparities between urban and rural areas;
- Changing international perceptions of Afghanistan; and
- Remaining open and engaged with the world community.

A key component of the President’s vision is the development of high-quality Afghan products for export.

While the international community has focused its private sector development efforts largely on the agricultural and extractive sectors, the Government of Afghanistan wishes to broaden its approach. Both President Ghani and the First Lady have emphasized that the development of high-quality Afghan products for export, spearheaded by female artisans, is crucial for Afghanistan’s economic and social development.

In his address to the 2014 London Conference on Afghanistan, President Ghani emphasized the importance of working with three groups in particular in order to empower them: women, youth, and the poor. “There are three numerical majorities in our country that are economic, political and social minorities. We have to get their empowerment right,” Ghani stated. The artisan sector is uniquely placed to provide opportunities to empower all three groups – to women, to the young, and to the urban and rural poor.

1.1.2 The Opportunity of the Artisan Sector

The Afghan artisan sector is one of the most promising sectors for economic growth in Afghanistan, while also offering the opportunity for social and economic empowerment, particularly for women, and for changing perceptions about Afghanistan both amongst Afghans and around the world.

The unique opportunity offered by the artisan sector is based on the following five factors:

- The artisan sector provides the best opportunity of any sector in Afghanistan for the employment of women, since female participation in artisan activities is culturally accepted;

- There is a vast and expanding global market for socially responsible, high-end and luxury products of the kind that Afghanistan’s creative industries can produce. Global exports of handmade crafts doubled between 2002 and 2010, to USD 29.8 billion;³
- Afghan artisan products have the elements required for a strong global brand with a unique competitive advantage, including heritage, scarcity, artistry, social responsibility, empowerment, and craftsmanship;
- The sector provides livelihoods for Afghan women and men in both rural and urban areas, binding together different communities and reducing economic disparities across the rural-urban divide; and
- Afghanistan has a wealth of raw materials on which the artisan sector can draw: gemstones such as lapis lazuli from Badakhshan and chrysocolla from Bamiyan; silk from Herat and the north; wool from Ghazni; walnut from Samangan. The Afghan artisan sector can contribute to these industries, ensuring that the value added in the later stages of processing and production remain in the country.

1.1.3 Challenges Facing the Afghan Artisan Sector

Investment is needed to capitalize on this opportunity. Thirty years of conflict have eroded technical and business skills, and severed connections to local and export markets. The recent history of the country has also fostered negative perceptions of Afghan products among local and international consumers.

Fourteen years ago, the artisan sector faced an uncertain future: the last generation of master artisans was ageing while the transmission of traditional skills had all but ceased. Exports of artisan products, with the exception of the carpet sector, had dwindled close to zero. Today hundreds of young Afghan women and men are producing artisan products for export, while skills are once again being taught to a new generation, at the Turquoise Mountain Institute and elsewhere. \$3.5 million in sales of high-end Afghan artisanal products to international markets has proven that the sector can compete. But this revival is still in its early stages and is relatively fragile: further investment is required to rebuild a robust sector that is able to overcome key challenges.

4. Program Goals and Objectives

In order to expand the opportunities of Afghan artisan businesses, ensure the sustainability of TMI, and change international perceptions about Afghanistan, the program will provide a package of tailored, support to businesses to help them meet these challenges and export to international markets. Turquoise Mountain’s overall goal is to enable the creation of a self-sustaining, diverse and flourishing Afghan artisan sector.

To address the supply side challenges:

³ UN Conference on Trade and Development, 2010 data, accessed at unctad.org/statistics.

The program will expand TMT's network of artisan support around Kabul and to Mazar-e Sharif and Bamiyan, assess the needs of those SMEs, and provide support to enable them to export and grow. Many of the new SMEs supported by TMT will be existing businesses which demonstrate a potential to grow and export. While Turquoise Mountain will continue its support to artisan start-up enterprises in its incubation spaces in Kabul, the majority of businesses supported will be existing enterprises. In particular, new businesses which Turquoise Mountain will identify in Mazar-e Sharif and Bamiyan will be existing businesses with a demonstrated ability and desire to improve their product quality and consistency, and produce designs for export. New businesses will primarily be identified through initial surveys and the artisan toolkit mentoring sessions. Through these sessions, trained mentors will have the ability to identify those businesses which show the most promise. This has already been piloted in Kabul in 2015 for 25 businesses which had not previously received support from Turquoise Mountain.

Support to businesses will include tailored mentoring and technical consultancy services, training using the Artisan Toolkit (a training module for increasing the capacity of the Afghan handicraft industry to improve sales), assistance in accessing finance, links to designers and MBA interns, quality control techniques and oversight, workplace safety and environmental standards, sampling and product development, and access to incubation spaces. It will emphasize quality over quantity, both in the choice of which and how many SMEs are engaged and through passing that focus on to the SMEs themselves. Finally, it will work to enable artisan products to get to market effectively and cost-efficiently through research and testing of logistics and tariffs, coordination with and advocacy to key stakeholders, and the development of regional distributors worldwide.

Technical consultancy to artisan businesses will be provided primarily by international consultants, assisted by Afghan assistants, who will also be trained over the course of the program to carry out more and more of the consultants' functions. These consultants will focus on market-oriented quality and design improvements, for example to fulfill a specific order. This will not be speculative training; this is targeted upskilling for a demonstrated market need. The Institute – which lies outside the scope of this program – will continue to provide skills training to future artisans; as part of the Institute's re-structuring and sustainability, it may begin to offer cost-recovery short courses; these will leverage USAID's earlier investment in the Institute, but would also lie outside the scope of the current program, while certainly complementing it.

The Artisan Toolkit handicraft training module is an excellent resource developed with a range of stakeholders, including Far & Wide, Export Promotion Agency of Afghanistan (EPAA), and Harakat, with input from Turquoise Mountain-supported businesses. It is tailored to the challenges of the Afghan artisan sector. Level 1 of the toolkit is most appropriate for students at the Institute and for artisans setting out to become entrepreneurs. It is also appropriate for artisans with a lower level of education, for example in rural areas; Turquoise Mountain recently met a women's embroidery collective in Bamiyan which would benefit from Level 1 Artisan Toolkit training. Level 2 is more sophisticated and assumes knowledge of basic business management concepts. It deals with issues connected to marketing and international export, as well as pricing and accessing finance. These resources will be used in a tailored fashion, in recognition of the fact that each business has its own needs according to its stage of development. For more advanced businesses, Turquoise Mountain will also facilitate connections

to other sources of business knowledge, such as the Business School of the American University of Afghanistan, in the form of an MBA student internship program.

To ensure that Turquoise Mountain is the fullest range of expertise and advice possible, Turquoise Mountain will work with other established projects in Afghanistan, such as the USAID-funded Afghanistan Workforce Development Program and the USAID-funded Financing Access and Investment in the Development of Afghanistan program (FAIDA).

On the demand side:

An effort to re-brand the sector can only be successful if it has wide buy-in and begins with a broad-based consultative process. Turquoise Mountain has already begun discussions with the Ministry of Commerce and Industries on this subject. Under this program, Turquoise Mountain will also discuss with other key players such as the EPAA and the Afghanistan Investment Support Agency, as well as artisan businesses, other NGOs in the sector, and international commercial partners, [REDACTED]. The proposed program contains funding to scope out this initiative, including initial advice from branding consultants; however it is not proposed that this program will fund the entire roll-out of any future sector branding initiative. The roll-out of such an initiative will depend of course on the outcome of initial consultations and meetings, and would attract its own funding from private and public sources.

Turquoise Mountain will continue to be a premium “attack brand” in the Afghan artisan sector, setting the highest standards for product quality and leveraging its network of international contacts for the benefit of Afghan businesses.

A key part of the program is to create durable market linkages between Afghan businesses and international retailers and designers. The creation of such links takes time. One of Turquoise Mountain’s success stories, the partnership of the jewelry designer Pippa Small with Afghan artisans, has been 8 years in the making. That commercial relationship now operates without Turquoise Mountain as an intermediary: jewelry is produced for Pippa Small shops by the Noori Jewelry Corporation in Kabul, while the orders are managed, quality-assured, and shipped by Kabul Unique Design, a separate independent Afghan business. This is a collaboration, then, between two Afghan businesses and one international designer/retailer. This is the model the program will seek to replicate. In some cases, e.g. the carpet sector, producers already have good links to international markets; in such cases Turquoise Mountain’s support will be tailored to other areas, e.g. improvements in design, or graphing techniques. However, for businesses with little experience of the export market, e.g. a women’s embroidery collective in Bamiyan or a young jewelry business in Kabul, building durable links will take many years; this is the hard lesson which Turquoise Mountain has learned. What is crucial in overcoming this barrier is giving Afghan artisans international exposure. This will be achieved most tangibly by this program through design exchanges: both international designers coming to Afghanistan, and Afghan designers going abroad. One of our supported designers will shortly be leaving to spend

a month at the California College of Arts, while another is currently attending an Artisan Enterprise conference sponsored by the State Department in Washington, DC. Yet a third is currently organizing and attending jewelry trunk-shows in the US. This kind of exposure is invaluable, and gives artisans the confidence to then maintain direct, durable relationships with international clients.

The Turquoise Mountain Institute: curriculum and sustainability review

USAID was a major early investor in the Turquoise Mountain Institute for Afghan Arts and Architecture. A USAID-commissioned evaluation conducted in June/July 2015 made some valuable observations and recommendations on how to improve the Institute curriculum, particularly in the supplementary subjects of business skills, English language, and IT. The evaluation also made suggestions for improving the Institute's future financial sustainability. In order to follow up on these recommendations, assess their viability, and put them into action, USAID will support Turquoise Mountain to engage one international consultant and one Afghan consultant, who will support and advise the management of the Institute through this process of review and implementation. They will review the curriculum and restructure how the supplementary subjects are taught. They will also advise on the proper relationship between the Institute and the Ministry of Education. They will assist in the set-up of the Institute's apprenticeship program. Ultimate responsibility for implementation will lie with the Institute senior management team, with oversight from the Board of Directors. The senior management team, and other Institute staff and costs, are not covered under this USAID funded program. They will be funded by the Institute's endowment fund.

The Murad Khani community: re-affirming engagement

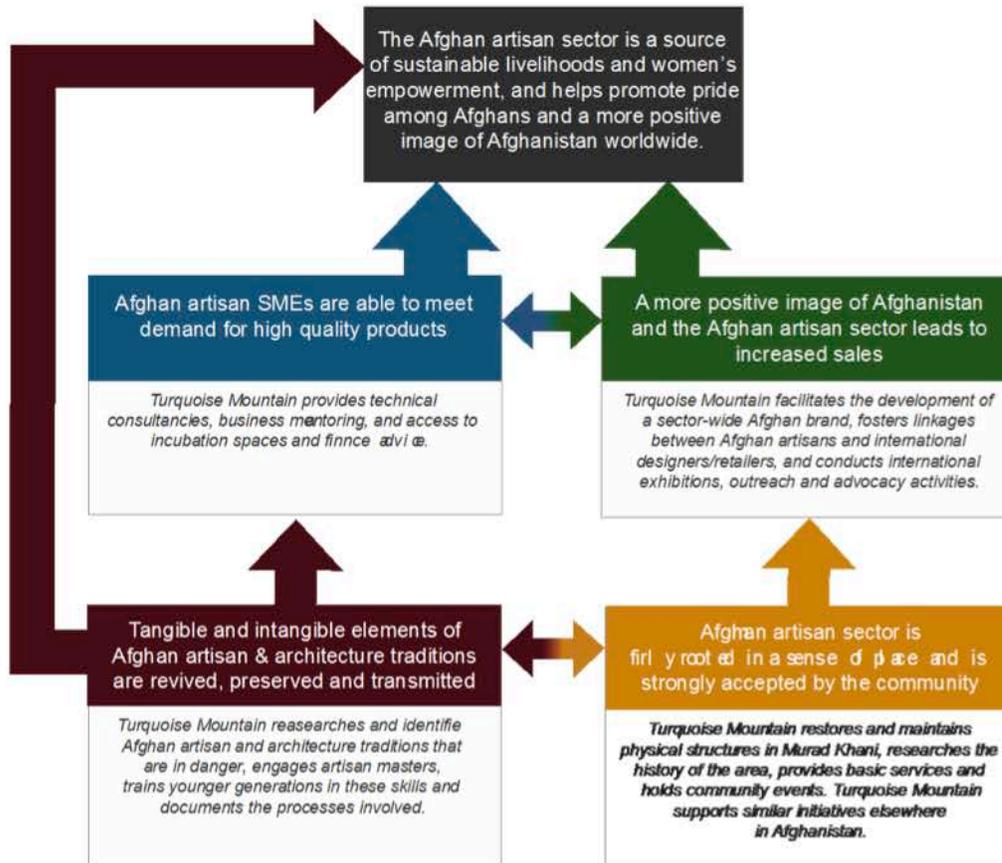
In its engagement with the Murad Khani community, Turquoise Mountain will continue to seek to:

- 1) Provide high-quality primary health care and primary education to the women, children and families of Murad Khani;
- 2) Initiate or reinvigorate dialogue with key government stakeholders;
- 3) Ensure – through cultural programs, maintenance, and liaison with community stakeholders – that Murad Khani is a beacon at the heart of the old city, for Afghanistan, the community of Murad Khani, and the brand of Afghan artisan products.

This program will support the re-engagement with the community through a community liaison focal point and the completion of a full socio-economic survey of the community, to be able to assess engagement priorities with the community. This will build on recommendations from the USAID-commissioned BLT evaluation conducted in 2015. Community consultations and the socio-economic survey will be completed in year 1 of this program. They will result in a clear plan for sustainable maintenance and for ongoing outreach to the community, e.g. through artisan volunteer programs. All other aspects – primary healthcare, primary education, maintenance, outreach programs – will be funded from sources other than USAID.

Theory of Change

The Theory of Change is an essential complement to the Monitoring & Evaluation plan as it sets the structure of the program's activities and identifies their direct outcomes. It represents how Turquoise Mountain programs as a whole feed in to each other to reach the final goal: that the artisan sector is a source of livelihoods, empowerment and pride for the Afghan people.



Women in the Artisan Sector

The program will challenge stereotypes and barriers for women in the workforce in two fundamental ways: through its choice in sector, and through the creation of leaders. As TMT works in the crafts – such as calligraphy, painting, jewelry, textiles – in which female participation is culturally and socially sanctioned, the program has a safe entry point to challenge taboos and stereotypes, creating not just jobs, but women entrepreneurs and leaders.

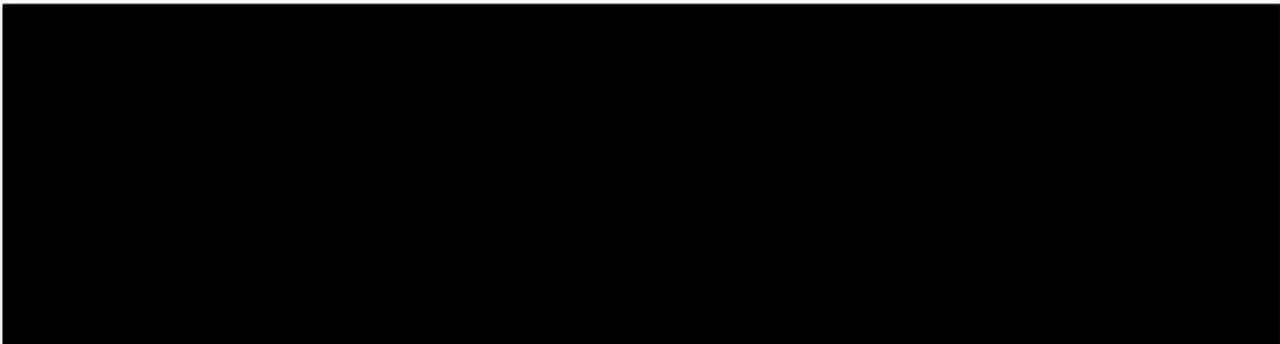
Many attempts have been made at income generation for Afghan women through handicrafts. But very few of these projects have provided women with the skills, confidence and connections to markets to make significant and sustainable incomes. Moreover, few handicraft projects strive to create homegrown entrepreneurs, who can then set up their own businesses, employ dozens, and set the tone for a whole industry.

Turquoise Mountain will continue with the approach of providing business incubation spaces for women. At the same time, as Turquoise Mountain reaches out to more businesses, including in the provinces, it will identify existing businesses with strong potential to grow, including those with female leadership or employing large numbers of women. Turquoise Mountain has already made contact with businesses of this kind in Mazar-e Sharif and Bamiyan, with the help of local AISA offices and local NGOs. These female-managed businesses will receive support to also become sector leaders with a strong voice, challenging stereotypes.

The program will coordinate and collaborate with other initiatives striving to highlight and support women in business, such as Promote Afghan Women's Leadership in the Economy (AWLE, Women in Leadership (WLD), and Promote Self-Employed Women's Association (SEWA). Turquoise Mountain will leverage the thematic expertise of these programs, combining it with its own sector expertise. Turquoise Mountain-supported female artisans have already participated in the Ministry of Commerce and Industries' Women in Handicraft working group. Such links will be strengthened. At the provincial level, Turquoise Mountain will coordinate with Departments of Women's Affairs, as it will with Departments of Economy and AISA to ensure efforts are coordinated and mutually reinforcing.

More broadly, a vibrant, profitable artisan sector will provide sustainable livelihoods for hundreds of Afghan women over the course of the program. It will do so in a way that fosters a positive sense of national identity and pride, after years of conflict, and could be a cornerstone of Afghanistan's international reputation.

Collaborations



Turquoise Mountain will collaborate with artisans, educational institutions, government and non-government entities in Afghanistan, and domestic and international buyers to achieve its objectives. In particular it will:

1. Objective 1: Help the Afghan artisan sector to grow by enhancing product quality, providing business mentoring, facilitating access to capital, and creating international and domestic market linkages, for the benefit of at least 115 Afghan artisan businesses.

This will require surveying and establishing a much wider network of artisan producers, across Kabul, Bamiyan and Mazar-e Sharif. New businesses will be identified through

organizations on the ground such as AISA, or local NGOs, [REDACTED]. The Head of Artisan Enterprise Support will then engage other service providers (including finance, business skills and logistics) and host regular events and make as-needed introductions between producers and service providers (e.g. AWDP, FAIDA, Far and Wide Collective / Artisan Toolkit).

2. Objective 2: Create 1,100 new or better direct jobs among supported businesses over three years, with a focus on the increased participation of women and youth.

It is crucial to match artisans with services and mentors that are appropriate for their needs. Educational partnerships⁴ such as a potential collaboration with the American University of Afghanistan will engage Afghan MBA students, which we envision resulting in direct mentoring relationships. For women this is particularly important. Turquoise Mountain will facilitate relationships for female artisans and entrepreneurs through artisan/designer exchange, events with the international community in Kabul, and events held at Turquoise Mountain.

3. Objective 3: Shape a more positive international image of Afghanistan through the rebranding of Afghan artisan products.

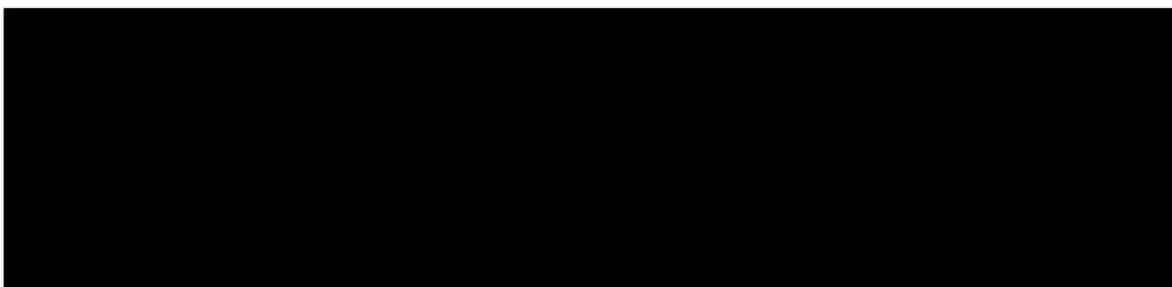
Turquoise Mountain seeks to bring together a coalition of partners and stakeholders to grow the sector and move toward a sector rebranding. We aim to work with partners across the public and private sectors through methodical consultation. This will include producers, donors, the Government of Afghanistan (EPAA within the Ministry of Commerce and Industry, the Ministry of Information and Culture including its regional offices, and others), and clients. Other programs working to improve regional trade and exports, such as the USAID-funded Afghanistan Trade and Revenue program, will also be engaged. Turquoise Mountain has already held discussions with ATAR about unlocking new regional markets such as India.

Collaborations are also crucial to the international image of Afghanistan. Turquoise Mountain will seek to partner with organizations that match and enhance the Afghan

⁴ Educational partnerships: These are collaborations that are contributions from the educational institutions themselves, and which will incur minimal costs to TMT/USAID.

- The American University of Afghanistan – initial discussions have already taken place to pair Afghan MBA students with artisans.
- The George Washington University School of Business – The first phase of this partnership is complete, in which GWU’s Professor of Strategic Brand Management, and an expert in country branding, hosted a course focused on conducting a brand audit and strategy for Turquoise Mountain and Afghanistan more widely. Following this course, GWU and Turquoise Mountain will continue their partnership based on Turquoise Mountain’s request and GWU’s expertise. For example this year GWU focused on branding, but next year it could focus on access to finance.
- The London Business School – For the second year in a row, they are providing an MBA student for three months. This year she is devoted to taking forward the work of GWU, and of testing an initial application in US markets, in conjunction with, and to fully utilize, the Smithsonian Exhibition opening in Washington in March of 2016.

brand. From experience, this includes 5-star hotels, architectural and interior design firms that target the high-end and handmade markets, and designers with an ethical focus, as examples.



4. Objective 4: Enable the review and improvement of the Turquoise Mountain Institute curriculum, and review and implementation of the Institute’s sustainability plan.

Turquoise Mountain will seek out advice and best practice from educational institutions, TVET authorities and others to ensure that it has the best possible plan for maximizing impact. It will also complete consultations with artisans and businesses to adjust the curriculum.

5. Objective 5: Reaffirm Turquoise Mountain's partnership with the Murad Khani community - which has been largely rehabilitated and represents the last intact quarter of the old city of Kabul - by working with the community to create a long-term plan for the upkeep of historic buildings, garbage collection, drainage and other essential services.

This will rely on regular meetings, formal and informal, with the community, and meetings with members of the Government of Afghanistan in particular the Municipality and Ministries of Water and Power, Culture, and Urban Development.

5. Activities and Timelines

Below is a table of Activities, organized around 5 Outcomes which respond to the 5 challenges Turquoise Mountain believes the artisan sector faces. A full narrative of each activity is also available.

Activity	Output	Description	Estimated time to complete	
<i>Outcome/ Sub-IR 1: Artisan SMEs are able to consistently develop, produce and deliver higher quality products at scale</i>				
1.1	Identify eligible producers, with the aid of regional enterprise coordinators in Mazar-e Sharif and Bamiyan, to expand network of artisan SMEs in order to	Increase in number of SMEs receiving support and contributing to the export supply chain	SMEs identified and benefiting from technical, business mentoring, incubation space, or sales support, and	3 years

	increase supply chain capacity.		included in the export supply chain	
1.2	Assess needs of identified SMEs and provide technical consultancy services, tailored to the craft, size, and market of the business.	Improved quality and consistency of handmade products	SMEs receiving tailored technical consultancy to improve the quality of their products	3 years
1.3	Improve design capability and product design through mentoring, designers' visits, and international exposure for artisan SMEs	Improved design capability among artisans	Number of visits by designers to Afghanistan; number of artisans mentored by in-house designer; number of exposure visits by Afghan designers	3 years
1.4	Provide support on quality control oversight, through the development of quality assurance checklists, training of supported businesses in quality control techniques, and support of independent Afghan SMEs who provide such services.	Improved quality control procedures, and improved consistency of products.	Development and updating of quality assurance checklists; number of business trained in quality assurance techniques; support independent businesses supported who offer this service.	3 years
1.5	Systematize and manage a limited number of business incubation spaces; create an application process and set criteria and conditions for the fair, safe, and environmentally responsible use of these spaces, which work towards their sustainability.	Start-up SMEs provided with a workshop in an incubation space in the first years of their business	Businesses benefiting from incubation spaces; creation of application system and conditions for use of the spaces	3 years
1.6	Develop and promote safety, workplace and environmental standards, through research and dissemination of international best practices; training of artisans in safety procedures; partnering with independent verifying	Safety, workplace and environmental standards improved	International safety and environmental best practices researched; practices disseminated to businesses; monitoring and verification provider engaged; artisans	3 years

	bodies where possible.		trained in safety procedures	
1.7	Support businesses to develop new products through iterative sampling processes, intended to develop artisan SMEs technical abilities, design portfolio, pricing approach and production management.	New products developed, existing products improved, technical skills developed.	Number of businesses producing new or improved products	3 years
<i>Outcome / Sub-IR 2: Artisan entrepreneurs have better business skills, are connected to the business community, and are better informed about financing options</i>				
2.1	Provide sector-specific business skills mentoring for artisan SMEs, through a drop-in business mentoring service for pre-identified supported businesses, and by using the Artisan Toolkit developed by Far & Wide and EPAA.	Artisans have better business skills	Terms and parameters of drop-in service set. Artisan Toolkit Trainers recruited, SMEs identified for business skills training and drop-in mentoring, in Kabul, Mazar-e Sharif and Bamiyan, training and mentoring delivered.	3 years
2.2	Review the curriculum and sustainability plan at the Turquoise Mountain Institute, in particular the supplementary classes of business skills, English language, and IT, with a review of alternative revenue streams, apprenticeships and cost containment	Graduates of the Turquoise Mountain Institute are more prepared for the commercial realities of running an artisan SME	Review of Turquoise Mountain Institute curriculum and sustainability plan completed; recommendations implemented	1 year
2.3	Facilitate access to financing options for Afghan artisan SMEs, in particular through meeting with different lenders and supporting SMEs to transition from in-kind support to the formal banking sector, including through the identification of	Artisans are better informed about financing options and better able to access finance to grow their businesses	Number of financing institutions met with; businesses informed about financing options; businesses mentored through the process of applying for finance.	3 years

	innovative bridging finance, such as crowd-funded seed capital.			
2.4	Collaborate with Afghan and international universities to promote links between the artisan sector and the business community, in particular through MBA internship programmes, university seminars and presentations.	Afghan artisans are better connected to the business community and have access to business know-how	Number of collaborations with universities; number of MBA interns; number of artisan SMEs benefiting from links with universities	3 years
<i>Outcome/ Sub-IR 3: Artisan SMEs are able to get their products to market effectively and cost-efficiently</i>				
3.1	Refer producers to logistics companies, research and regularly review cost-effective shipping solutions, and work with SMEs to improve export logistics; research import tariffs applied to Afghan handmade products in key export markets	Artisans are better informed about shipping and logistics opportunities; export logistics become more efficient and cost-effective	Mapping of preferred logistics companies and research into new shipping options concluded; research into applicable tariffs for Afghan handmade goods concluded; new shipping routes tested	3 years
3.2	Work with governmental, NGO and private sector partners to create a more conducive export climate for the artisan sector, in particular through regular contact with key figures, in order to insure the artisan sector agenda remains prominent	Government and other partners are aware of the challenges and specificities of the artisan sector, and work to improve the export climate	Meetings held with key influencers in the governmental, NGO, and private sectors	3 years
3.3	Develop network of regional distributors worldwide who can provide warehousing and logistics networks	Products reach key markets more efficiently and cost-effectively	New partnerships formed with regional distributors	3 years
<i>Outcome/Sub-IR 4: There is strong international and domestic demand for the products of the Afghan artisan sector</i>				
4.1	Convene sector stakeholders across government, NGOs and among artisan	The Afghan artisan sector has a more distinctive and	Sector stakeholders mapped; meetings held; scope and plan	3 years

	businesses to initiate the development of a sector-wide branding approach	positive identity in the world market	for sector-wide branding approach set and advocated for	
4.2	Continue to leverage the reputation and prestige of the Turquoise Mountain brand for the benefit of Afghan artisan producers	Brand identity and messages improved	Consultations with producers and clients conducted; brand review completed and implemented	3 years
4.3	Develop and roll out an international and domestic marketing and communications strategy	Communication with multiple audiences is improved, conveying more strongly the unique story of the Afghan artisan sector	Strategy developed; strategy implemented	3 years
4.4	Facilitate Afghan artisans to conduct national and international exhibitions	Perceptions of Afghanistan and the artisan sector more positive and reaching a larger number of people	Exhibition opportunities identified and secured; artisans mentored to make international links; exhibitions completed	3 years
4.5	Promote a strong relationship between, and good citizenship among, artisans and the community of Murad Khani, through continuous engagement with key community and government figures, the outlining and supporting of maintenance responsibilities, outreach projects among the community, and a socio-economic survey	The historical fabric of the Old City is preserved and maintained; artisans have strong links to the community and are good citizens; the story of Murad Khani is an important element of the Turquoise Mountain brand which has gained an international reputation for quality Afghan crafts	Meetings with key government and community figures; socio-economic survey completed; outreach projects completed; artisans interacting with the community; responsibilities for maintenance outlined and supported	1 year
<i>Outcome/Sub-IR 5: Artisan businesses are better connected to international designers and retailers</i>				
5.1	Conduct research into the international and local market for artisan products	Target market segments and partners are identified; artisans have clearer routes to market	Market research conducted and summarized; findings made available.	3 years

5.2	Develop and leverage network of international designers/architects/retailers; facilitate Afghan producers to develop and maintain relationships	Robust market linkages established	Head of Partnerships recruited; new designers/architects, and retail and wholesale partners and distributors identified	3 years
5.3	Participate in international and domestic sales events	Market linkages are expanded and sales increased	Sales events identified and attended	3 years
5.4	Work with businesses to develop samples for international retailers/designers	Long term market linkages are expanded and sales increased and	Potential clients identified and samples created; commissions/sales won	3 years
5.5	Provide tailored advice to businesses selling Afghan artisanal products in the domestic market	Domestic markets are expanded	Market research and mentoring made available to domestic retailers	3 years

6. Key Personnel

1. CEO – Shoshana Stewart
2. Country Director – Scott Liddle:
3. CFO – [REDACTED]
4. Director of Artisan Enterprise Support - Edmund LeBrun
5. Head of Sales – [REDACTED]

Other Non-Key Personnel Positions:

Director of TMI (not funded under this program) – [REDACTED]

Director of Community Engagement and Rehabilitation: [REDACTED]

7. Expected Outcomes

This program seeks to address the five key challenges facing the Afghan artisan sector, with a joined-up integrated package of support for Afghan artisan Small, Medium Enterprises (SMEs).

The **five overall expected outcomes** of this program – each addressing a key stage in the artisan value chain are:

1. Artisan SMEs are consistently able to develop, produce and deliver higher quality products at scale.

2. Artisan entrepreneurs have better business skills, are connected to the business community, and are better informed about financing options.
3. Artisan SMEs are able to get their products to market efficiently and cost-effectively.
4. There is strong international and domestic demand for products of the Afghan artisan sector.
5. Artisan businesses are better connected to international retailers and designers.

The program outcomes are aligned with **USAID DO.1: “Sustainable agriculture-led growth expanded.”**

The program broadly aims to improve livelihoods and create jobs in the artisan sector. This is aligned with **USAID IR 1.1 “Employment opportunities increased.”** The program seeks to create better livelihoods by increasing the sales and exports of Afghan artisan products so that artisan businesses are able to grow and employ more people.

In order to do this, the program focuses on both the supply and the demand sides. As such, outcomes 1 to 3 above focus on the supply: improving the quality of products, the business acumen of artisans, and the ability of businesses to ship effectively. Outcomes 1 to 3 are aligned with **USAID Sub-IR 1.1.3 “Competitiveness of business and entrepreneurs increased.”**

Outcomes 4 and 5 focus on the demand for Afghan artisan products, by seeking to change perceptions about Afghan products and create durable connections between Afghan entrepreneurs and international retailers. Outcomes 4 and 5 are aligned with **USAID Sub-IR 1.1.4 “Regional trade increased.”**

The program will take a **value-chain approach**: as well as focusing on the benefits to artisans creating finished products, Turquoise Mountain seeks to understand, capture, and influence the improvement to livelihoods of all Afghans employed in the artisan value chain – from artisanal small-scale miners and lumberjacks to weavers and gem-dealers – by working with partners who specialize in earlier stages of the value-chain.

Turquoise Mountain will measure the creation of new or better direct jobs among supported enterprises. These calculations will be based in part on sales figures and interviews with businesses supported. Turquoise Mountain will also conduct research to understand better the beneficial effects of sales creation on the entire value chain.

Gender is a cross-cutting focus of the program. Turquoise Mountain seeks to increase female participation in the artisan sector through all parts of the program. The participation of women in the artisan sector is culturally accepted. It is therefore a promising place to begin to increase the participation of Afghan women in the workforce. Turquoise Mountain has created safe spaces in which women can establish businesses and take the risks required to become successful entrepreneurs. Throughout the program Turquoise Mountain will monitor the participation of women, tracking the development with the USAID indicator **GNDR-2 “Percentage of females participating in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income, employment).”**

Geographic scope: the program's outcomes will bring benefits to at least three regions of Afghanistan: Kabul province; Balkh and north-western provinces; and Bamiyan and the center.

As well as outcomes associated with support to the artisan sector across Afghanistan, the program seeks to ensure that the gains of Turquoise Mountain's previous USAID-funded BLT program are preserved and built upon, in particular by ensuring that:

- Young **graduate artisans** from the Turquoise Mountain Institute are fully equipped to enter the work-place;
- The Institute operates on a **sustainable** footing, thus leveraging USAID's early investment in vocational artisan training for many years to come;
- The historic buildings of Murad Khani are **preserved** for generations of Afghans to come;
- The local community feels ownership for the maintenance of their built environment.

The program also aims to create other important, less tangible outcomes. The program seeks to:

- Make Afghans **proud** of their heritage;
- Demonstrate the value of **culture and heritage** in economic and social development;
- Instil values of **good citizenship** and social responsibility in Afghan artisans;
- **Change perceptions** of Afghan artisan products, and thus of Afghanistan.

8. Program Oversight

USAID's Office of Economic Growth and Infrastructure (OEGI), specifically Economic Growth, will oversee the award. The designated Agreement Officer's Representative (AOR) will work closely with the Turquoise Mountain Trust management team and the USAID Agreement Officer to support timely and effective implementation and communication

9. Close-Out

Close-out occurs upon the AOR's acceptance of the final milestone and approval of payment.

ATTACHMENT 3 - BRANDING AND MARKING PLAN

The Grantee's Branding Strategy and Marking Plan are attached hereto and are made a part of this FAA.



USAID
FROM THE AMERICAN PEOPLE



TURQUOISE MOUNTAIN

BRANDING AND MARKING PLAN

For

**Rebranding Afghanistan, Creating Jobs, Changing perceptions and
Empowering Women**

RFA #:

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Submitted by:

Turquoise Mountain

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Afghanistan Mission USAID

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BRANDING

About the Project

The goal of Turquoise Mountain Trust program is to create a self-sustaining and diverse Afghan artisan sector, able to flourish independently of foreign aid, employing thousands, empowering women, instilling pride, and creating a new more positive image of Afghanistan around the world.

With USAID's support this program will create a vibrant and diverse artisan sector, contributing a significant amount to the Afghan economy. The program aims, at a minimum, to:

- Help the Afghan artisan sector to grow by enhancing product quality, providing business mentoring, facilitating access to capital, and creating international and domestic market linkages, for the benefit of at least **115 Afghan artisan businesses**;
- Create **1,100 new or better direct jobs** through the artisan value-chain over three years, with a focus on the increased participation of women and youth;
- Shape a more positive international image of Afghanistan through the rebranding of Afghan artisan products;
- Enable the review and improvement of the Turquoise Mountain Institute curriculum, and review and implementation of the Institute's sustainability plan; and
- Reaffirm Turquoise Mountain's partnership with the Murad Khani community - which has been largely rehabilitated and represents the last intact quarter of the old city of Kabul - by working with the community to create a long-term plan for the upkeep of historic buildings, garbage collection, drainage and other essential services.

The program will leverage Turquoise Mountain's key strengths – being on the ground close to Afghan artisans, hard-won experience and knowledge from nine years in the sector, and unrivalled international networks and reputation – for the benefit of a diverse range of Afghan artisans and their businesses across the country.

Branding Plan

Pursuant to the New Standard Marking Provisions in the Acquisition and Award Policy Directive 05-11, The Turquoise Mountain Trust (TMT) is pleased to submit for USAID review, the following branding strategy and marking plan for the RFA “Re-branding Afghanistan, Creating jobs, Changing perception and Empowering Women”.

TMT is well-versed in the requirements contained in the AAPD 05-11 and will ensure that the work funded under this award is in full compliance with the detailed guidelines released regarding USAID's branding and marking strategies for assistance awards. Where the USAID Identity is utilized, TMT will ensure that the images are those provided by USAID for such purposes. In addition, unless otherwise stipulated below, TMT will ensure that the branding and

marking strategies described herein “flow down” to sub-grantees and will insert the new standard provisions into our agreements with said grantees per 22 CFR 226.91(a) (4).

Branding Strategy

With reference to Section 320.3.2.1 of Automated Directives System (ADS) Chapter 320, below is the Branding Strategy which identifies the program name, the branding and marking format for expected outputs, project attribution and desired level of visibility.

A.1. Positioning

All logos/identities will be of equal size and prominence and will be positioned accordingly. In such cases:

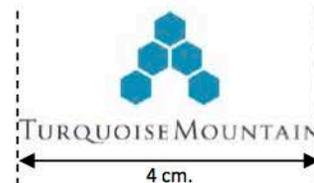
- The USAID logo and tagline “From the American People” will be used and positioned on the far left of the page and the TMT identity will be positioned on the far right for all materials produced for project reports such as Quarterly, PMP, and Annual Reports as well as any other outreach printing materials.
- The USAID identity will always be of a size and prominence as illustrated in Graphic Standard manual for USAID and in accordance with Automated Directive Systems (ADS) 320.
- In case of multiple identities/sponsors such as with the implementing partner, NGOs identity will be positioned between USAID and Foundation identities.

A.2. Project Name

Re-branding Afghanistan, Creating jobs, Changing perceptions and Empowering Women

A.3. Program Logo

Turquoise Mountain has redesigned its logo and developed a new branding strategy as attached in Annex 1 that will be used following USAID’s Branding and Marking policy.



A.4. Visibility

Overall, USAID’s identity will be high level of visibility when it is appropriate and the audience will understand that the aid is provided by the American people.

Project Communications and Publicity

B.1. Key Audiences and Messages

The audiences will be

- Artisans (including women and youth) and entrepreneurs who are managing handicraft production enterprises, students and graduates of TMI, and the community of Murad Khani.
- International and National partners [REDACTED] and residents in Murad Khani and surrounding community members. Local support of respected leaders in communities and neighbourhoods also minimizes security risks. We would also like to highlight the positive environmental changes in the community such as better infrastructure and health facilities.
- USAID. For this audience we want to document project results, successful approaches and lessons learned that can inform USAID programs, and instil a sense of pride in members of the USAID community.
- The American public in general.
- Influencers within the community (e.g. community Shura, representatives, and elders)
- Stakeholders in the area of handicrafts, medical associations, the teacher's union, large employers, NGOs working in artisan sector, donor partners to USAID, Provincial and District authorities
- Management and leadership of key partner and stakeholder organizations, other donors and development partners.

At each public event USAID branding will be appropriately displayed and the support from the American people will be verbally acknowledged in language laid out in the accompanying Marking Plan. In addition, the project will ensure that all staff can speak about the activity and explain USAID and the American peoples' role in the process.

Main Program Message

USAID is supporting the Rebranding Afghanistan Creating Jobs, Changing perceptions and Empowering Women program to support and showcase the artisan community in Afghanistan, and its contribution to jobs, empowerment of women and pride in Afghan history and culture. All audiences, government, UN, international and national partners will be aware that the project supported and aid provided by Turquoise Mountain is being made possible with the generous support of the American People (USAID). In some cases, the appropriate translation into Dari or Pashto will be used in branding the program, depending on the context and target of the audience.

B.2. Printed Materials

Stories/News items for USAID: TMT will provide USAID with success stories, and Fact Sheets using USAID-branded templates provided by USAID/Afghanistan Development Outreach and Communications Office.

These will be marked with the USAID identity. TMT logos will not be used. The USAID success stories templates are also available at www.usaid.gov/branding/templates

Certificates: Certificates for any workshops and trainings funded by USAID will be co-branded with the TMT logo, the USAID identity, and the logo of the partner organizations or ministries. Marking size of the USAID identity will be of a size and prominence equivalent to the Foundation's and partner organizations' logos. The marking of USAID identity on certificates will be on the left-hand side at the bottom of the certificate and the Foundation will be on the right hand side at the bottom.

Posters, Leaflets, Brochures: Posters, leaflets, and brochures for activities funded by USAID will be co-branded with the USAID identity, TMT and the partner organizations or ministries' logos, with the USAID identity on the bottom left-hand side and the TMT on the bottom right.

All public printed, video, and audio materials will also include a disclaimer (text included in the accompanying Marking Plan) to identify parties responsible for publication contents. USAID reserves the right to request pre-production review of USAID funded public communications materials.

Photographs that illustrate the activity's achievements are required.

B.3. Public Events and Communication

All award-supported events will be co-branded as activities supported by USAID and TMT. In case of co-sponsorships of events, the event will be co-branded with USAID, TMT, and co-sponsors as appropriate.

In addition, Turquoise Mountain will work with artisans and the community of Murad Khani to deepen the relationship between them, and tell the stories of the artisans' own successes. TMT will provide opportunities and support for artisans to speak publicly about their work.

B.4. Authorities

The program AOR will be the primary point of contact for all branding and marking issues. The AOR will be provided with sufficient information to monitor compliance with the branding regulations. All sub-grantees will use the same Branding Implementation Plan as TMT.

The project will clear any press releases, media events, media interviews and other project outreach materials with USAID (AOR and DOC).

Requests for waivers or modifications to the Branding Implementation Plan will be directed to the AOR. Specific questions regarding branding will be directed to the AOR.

B.5. Acknowledgements

The Turquoise Mountain Trust will work closely with relevant ministries, national and international partners, as well as provincial and district level staff in the implementation of activities of the project. The Branding Strategy and Marking Plan may include the logo, appropriate acknowledgement of a ministry or donor where it contributes resources or technical support to the implementation of the program. In addition to the USAID logo appearing on the upper left-hand corner of the cover page, the identities of the other implementing partners and appropriate collaborators may be listed. This would include the principal implementer identity a mentioned above, and the other implementing partners will be added between the donor and primary implementer.

Marking

C.1. Marking Plan

The covers of all reports prepared and submitted to USAID will be marked with both the USAID and TMT logos, with the USAID logo positioned on the top left-hand side of the page and the TMT logo positioned on the right. All reports released under the Fixed Amount Award (FAA) will comply with publications provisions stipulated under the Grant and the AAPD 05-11, such as inclusion of the disclaimer for publications not reviewed and approved by USAID (per 226.91(c)(1)).

Disclaimer Language for Publications

All studies, reports, publications, web sites (note: any websites developed by the activity require a separate USAID approval), and all informational and promotional products will contain the following provision:

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

C.2. Marking of Activity Deliverables and Public Communications

Branding and marking of the following materials will be in line with guidance laid out in the Graphics Standards Manual.

The table below provides a list of items to be governed by this award Marking Plan.

Description	Type of USAID Marking Required by ADS 320	Remarks
Direct Funded Inventory		
Equipment provided to NGO partners	No USAID marking	
Equipment provided to government entities	No USAID marking	
Equipment, supplies, and commodities for beneficiaries	No USAID marking	
Communications and Outreach Products		
Banners, posters, periodic program reports and publications, and other printed documents	Co-branding as per ADS 320 and the USAID Graphic Standards Manual	All printed materials will contain the disclaimer language at the bottom of the first page
Presentations	Co-branding as per ADS 320 and the USAID Graphic Standards Manual	
Public events	Co-branding as per ADS 320 and the USAID Graphic Standards Manual	
Description	Type of USAID Marking Required by ADS 320	Remarks
Periodic project reports	Co-branding as per ADS 320 and the USAID Graphic Standards Manual	Project reports will be produced in English language only. This will be co-branded with USAID and TMT logo, and will contain the disclaimer language.
Administrative Communications		
TMT's administrative communications, including timesheets, employee contracts, pay stubs, policies and procedures manuals, correspondence with cooperating government, and business cards	No USAID marking	In keeping with ADS 320 3.1.5 and ADS 320 3.1.6 these products are not marked with USAID identity

C.3. Estimated Cost Associated with Branding and Marking

TMT will incorporate the USAID identity in the design of all new electronically-produced documents and program materials. As such, the cost of this marking will not represent any additional cost.

There are minimal to no costs associated with branding and marking.

Modifications

In the event of changed communications circumstances over the course of activity implementation requiring a modification to this Marking Plan, implementing organization, through its AOR, will submit to USAID a request to modify this plan and/or other related documents, such as the Branding Strategy. Such a request requires the approval of the Agreement Officer, in consultation with the DOC team and the Agreement Officer's Representative.

Annexes

D.1. Turquoise Mountain Identity Guidelines

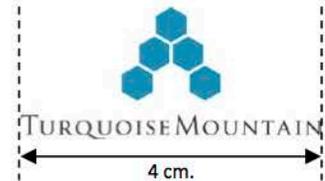


Turquoise Mountain Master Brand

The Master Brand consists of the 5 hexagons in a pyramidal arrangement and the Turquoise Mountain name. The Master Brand should appear in all print and electronic communications that are large enough to depict the Master Brand at its minimum size.

Minimum Size

The minimum width for the Master Brand in print and non-screen applications is 4 cm (1.6 in). If larger than 4 cm., the height should be increased proportionately.



Colours

Primary

Colour plays an important role in representing the Turquoise Mountain brand. Use Turquoise Mountain turquoise (RGB: 0, 145, 186) on all corporate-wide communications. When used consistently over time, this colour will become directly associated with Turquoise Mountain.

RGB: 0, 145, 186



Expanded

An expanded colour family for the Turquoise Mountain logo, in grey scale, has been developed to allow for flexibility in brand communications where sub-brand, cultural or product distinction is warranted.

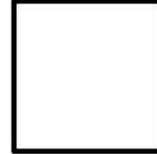
Black
RGB: 35, 31, 32



Grey
RGB: 177, 182, 185



White
RGB: 255, 255, 255



Typography

Typography can work together with other design elements to make communications more readable, consistent and visually appealing.

Sans Serif

Proxima Nova Semibold is the approved Turquoise Mountain sans serif typeface and should be used for all headings and subheadings (headings 14 point and sub headings 12 point).

Aa
Proxima Nova
Semibold

Serif

New Caledonia has been designated as Turquoise Mountain serif typeface and it should be used for all body text (body text 11 point)

Aa
New Caledonia

D.2. Collaborations

Turquoise Mountain (comprised of the Turquoise Mountain Trust, TMT, and Turquoise Mountain Trading Limited, TMTL) seeks to bring together a coalition of partners and stakeholders to move toward an Afghan Artisan Sector Rebranding. We aim to work with partners across the public and private sectors, possibly including but not limited to:

- Educational Institutions:
 - The American University of Afghanistan – initial discussions have already taken place
 - The George Washington University School of Business – following this course, GWU and Turquoise Mountain will continue their partnership based on findings from the course.
 - The London Business School – they are providing an MBA student for three months devoted to taking forward the work of GWU, and of testing an initial application in US markets, in conjunction with, and to fully utilize, the Smithsonian Exhibition opening in Washington in March of 2016.
- Governments
 - The Government of Afghanistan – EPAA within the Ministry of Commerce and Industry, the Ministry of Information and Culture including its regional offices, and others.
 - Donors and Embassies, which have particular access and ideas about target markets.

- Private Sector
 - Artisan businesses across the country – their input will be important both in the formation of the ‘Buy Afghan’ campaign (as a response to findings on ‘Brand Afghanistan’), and in decisions on implementation.
 - Far & Wide Collective, including the Artisan Toolkit
 - Designers from around the world [REDACTED]
 - Commercial partners higher up the value chain [REDACTED]
- Clients – clients who have worked with Turquoise Mountain and/or Afghanistan before will provide valuable feedback on the brand as it is developed.

ATTACHMENT 4 - STANDARD PROVISIONS

(Note: Throughout this Agreement, the following terms may be used interchangeably: (a) "Grant Officer" and "Agreement Officer;" (b) "Grantee," "Recipient," and "Awardee;" (c) "Grant," "Cooperative Agreement," "Agreement," and "Award;" (d) Agreement Officer's Technical Representative," "Cognizant Technical Officer," "Project Officer," and "Activity Manager;" (e) "Subaward," "Subgrant," and "Subagreement;" and (f) "Subrecipient," "Subgrantee," and "Subawardee;" "(f) "Project" and "Program". All references to dollars (\$) mean U.S. dollars or the equivalent thereof in another currency. References to "USAID," without an indication of the specific position or individual within USAID, shall mean "Agreement Officer" unless otherwise indicated or delegated to another USAID position or individual by the Agreement Officer.)

MANDATORY STANDARD PROVISIONS FOR FIXED AMOUNT AWARDS TO NONGOVERNMENTAL ORGANIZATIONS

1. SUBMISSIONS TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE AND DATA RIGHTS (JUNE 2012)

a. Submissions to the Development Experience Clearinghouse (DEC).

1) The recipient must provide the Agreement Officer's Representative one copy of any Intellectual Work that is published, and a list of any Intellectual Work that is not published.

2) In addition, the recipient must submit Intellectual Work, whether published or not, to the DEC, either on-line (preferred) or by mail. The recipient must review the DEC Web site for submission instructions, including document formatting and the types of documents to submit. Submission instructions can be found at: <https://dec.usaid.gov>

3) For purposes of submissions to the DEC, Intellectual Work includes all works that document the implementation, evaluation, and results of international development assistance activities developed or acquired under this award, which may include program and communications materials, evaluations and assessments, information products, research and technical reports, progress and performance reports required under this award (excluding administrative financial information), and other reports, articles and papers prepared by the recipient under the award, whether published or not. The term does not include the recipient's information that is incidental to award administration, such as financial, administrative, cost or pricing, or management information.

4) Each document submitted should contain essential bibliographic information, such as 1) descriptive title; 2) author(s) name; 3) award number; 4) sponsoring USAID office; 5) development objective; and 6) date of publication.

5) The recipient must not submit to the DEC any financially sensitive information or personally identifiable information, such as social security numbers, home addresses and dates of birth. Such information must be removed prior to submission. The recipient must not submit classified documents to the DEC.

b. Rights in Data

1) Data means recorded information, regardless of the form or the media on which it may be recorded, including technical data and computer software, and includes Intellectual Work, defined in a. above.

2) Unless otherwise provided in this provision, the recipient may retain the rights, title and interest to Data that is first acquired or produced under this award. USAID reserves a royalty-free, worldwide, nonexclusive, and irrevocable right to use, disclose, reproduce, prepare derivative works, distribute copies to the public, and perform publicly and display publicly, in any manner and for any purpose, and to have or permit others to do so.

c. Copyright. The recipient may copyright any books, publications or other copyrightable materials first acquired or produced under this award. USAID

reserves a royalty-free, worldwide, nonexclusive, and irrevocable right to use, disclose, reproduce, prepare derivative works, distribute copies to the public, and perform publicly and display publicly, in any manner and for any purpose, and to have or permit others to do so.

d. The recipient will provide the U.S. Government, on request or as otherwise provided in this award, a copy of any Data or copyrighted material to which the U.S. Government has rights under paragraphs b. and c. of this provision. The U.S. Government makes no representations or warranties as to title, right to use or license, or other legal rights or obligations regarding any Data or copyrighted materials.

[END OF PROVISION]

2. MARKING AND PUBLIC COMMUNICATIONS UNDER USAID-FUNDED ASSISTANCE (July 2015)

a. The USAID Identity is the official marking for USAID, comprised of the USAID logo and brandmark with the tagline "from the American people," unless amended by USAID to include additional or substitute use of a logo or seal and tagline representing a presidential initiative or other high level interagency initiative. The USAID Identity is on the USAID Web site at www.usaid.gov/branding. Recipients must use the USAID Identity, of a size and prominence equivalent to or greater than any other identity or logo displayed, to mark the following:

(1) Programs, projects, activities, public communications, and commodities partially or fully funded by USAID;

(2) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other physical sites;

(3) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;

(4) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and

(5) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

b. The recipient must implement the requirements of this provision following the approved Marking Plan in the award.

c. The AO may require a preproduction review of program materials and "public communications" (documents and messages intended for external distribution, including but not limited to correspondence; publications; studies; reports; audio visual productions; applications; forms; press; and promotional materials) used in connection with USAID-funded programs, projects or activities, for compliance with an approved Marking Plan.

d. The recipient is encouraged to give public notice of the receipt of this award and announce progress and accomplishments. The recipient must provide copies of notices or announcements to Agreement Officer's Representative (AOR) and to USAID's Office of Legislative and Public Affairs in advance of release, as practicable. Press releases or other public notices must include a statement substantially as follows:

"The U.S. Agency for International Development administers the U.S. foreign assistance program providing economic and humanitarian assistance in more than 80 countries worldwide."

e. Any "public communication," in which the content has not been approved by USAID, must contain the following disclaimer:

"This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert recipient name] and do not necessarily reflect the views of USAID or the United States Government."

f. The recipient must provide the USAID AOR, with two copies of all program and communications materials produced under this award.

g. The recipient may request an exception from USAID marking requirements when USAID marking requirements would:

(1) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials;

(2) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent;

(3) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications;

(4) Impair the functionality of an item;

(5) Incur substantial costs or be impractical;

(6) Offend local cultural or social norms, or be considered inappropriate; or

(7) Conflict with international law.

h. The recipient may submit a waiver request of the marking requirements of this provision or the Marking Plan, through the AOR, when USAID required marking would pose compelling political, safety, or security concerns, or have an adverse impact in the cooperating country.

(1) Approved waivers "flow down" to subagreements, including subawards and contracts, unless specified otherwise. The waiver may also include the removal of USAID markings already affixed, if circumstances warrant.

(2) USAID determinations regarding waiver requests are subject to appeal by the recipient, by submitting a written request to reconsider the determination to the cognizant Assistant Administrator.

i. The recipient must include the following marking provision in any subawards entered into under this award:

"As a condition of receipt of this subaward, marking with the USAID Identity of a size and prominence equivalent to or greater than the recipient's, subrecipient's, other donor's, or third party's is required. In the event the recipient chooses not to require marking with its own identity or logo by the subrecipient, USAID may, at its discretion, require marking by the subrecipient with the USAID Identity."

[END OF PROVISION]

3. DRUG TRAFFICKING AND DRUG-FREE WORKPLACE (JUNE 2012)

In the event the recipient or any of its employees, subrecipients, or contractors are found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR 140, USAID reserves the right to terminate this award, in whole or in part, or take any other appropriate measures including, without limitation, refund or recall of any award amount. Additionally, the recipient must make a good-faith effort to maintain a drug-free workplace and USAID reserves the right to terminate or suspend this award if the recipient materially fails to do so.

[END OF PROVISION]

4. DEBARMENT AND SUSPENSION (JUNE 2012)

a. The recipient must not transact or conduct business under this award with any individual or entity that has an active exclusion on the System for Award management (SAM) (www.sam.gov) unless prior approval is received from the Agreement Officer. The list contains those individuals and entities that the U.S. Government has suspended or debarred based on misconduct or a determination by the U.S. Government that the person or entity cannot be trusted to safeguard U.S. Government funds. Suspended or debarred entities or individuals are excluded from receiving any new work or any additional U.S. Government funding for the duration of the exclusion period. If the recipient has any questions about listings in the system, these must be directed to the Agreement Officer.

b. The recipient must comply with Subpart C of 2 CFR Section 180, as supplemented by 2 CFR 780, USAID may disallow costs, annul or terminate the transaction, debar or suspend the recipient, or take other remedies as appropriate, if the recipient violates this provision. Although doing so is not automatic, USAID may terminate this award if a recipient or any of its principals meet any of the conditions listed in paragraph c. below. If such a situation arises, USAID will consider the totality of circumstances—including the recipient's response to the situation and any additional information submitted—when USAID determines its response.

c. The recipient must notify the Agreement Officer immediately upon learning that it or any of its principals, at any time prior to or during the duration of this award:

(1) Are presently excluded or disqualified from doing business with any U.S. Government entity;

(2) Have been convicted or found liable within the preceding three years for committing any offense indicating a lack of business integrity or business honesty such as fraud, embezzlement, theft, forgery, bribery or lying;

(3) Are presently indicted for or otherwise criminally or civilly charged by any governmental entity for any of the offenses enumerated in paragraph c.(2); or

(4) Have had one or more U.S.-funded agreements terminated for cause or default within the preceding three years.

d. Principal means—

(1) An officer, director, owner, partner, principal investigator, or other person within a participant with management or supervisory responsibilities related to a covered transaction; or

(2) A consultant or other person, whether or not employed by the participant or paid with Federal funds, who—

(i) Is in a position to handle Federal funds;

(ii) Is in a position to influence or control the use of those funds; or,

(iii) Occupies a technical or professional position capable of substantially influencing the development or outcome of an activity required to perform the covered transaction.

e. The recipient must include this provision in its entirety except for paragraphs c.(2)-(4) in any subagreements, including subawards or contracts, entered into under this award.

[END OF PROVISION]

5. PREVENTING TERRORIST FINANCING (AUGUST 2013)

a. The recipient must not engage in transactions with, or provide resources or support to, individuals and organizations associated with terrorism, including those individuals or entities that appear on the Specially Designated Nationals and Blocked Persons List maintained by the U.S. Treasury (online at: <http://www.treasury.gov/resource-center/sanctions/SDNList/Pages/default.aspx>) or the United Nations Security designation list (online at: http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).

b. This provision must be included in all subagreements, including subawards and contracts issued under this award.

[END OF PROVISION]

6. TRAFFICKING IN PERSONS (July 2015)

a. The recipient, subawardee, or contractor, at any tier, or their employees, labor recruiters, brokers or other agents, must not engage in:

(1) Trafficking in persons (as defined in the Protocol to Prevent, Suppress, and Punish Trafficking in Persons, especially Women and Children, supplementing the UN Convention against Transnational Organized Crime) during the period of this award;

(2) Procurement of a commercial sex act during the period of this award;

(3) Use of forced labor in the performance of this award;

(4) Acts that directly support or advance trafficking in persons, including the following acts:

i. Destroying, concealing, confiscating, or otherwise denying an employee access to that employee's identity or immigration documents;

ii. Failing to provide return transportation or pay for return transportation costs to an employee from a country outside the United States to the country from which the employee was recruited upon the end of employment if requested by the employee, unless:

a) Exempted from the requirement to provide or pay for such return transportation by USAID under this award; or

b) The employee is a victim of human trafficking seeking victim services or legal redress in the country of employment or a witness in a human trafficking enforcement action;

iii. Soliciting a person for the purpose of employment, or offering employment, by means of materially false or fraudulent pretenses, representations, or promises regarding that employment;

iv. Charging employees recruitment fees ; or

v. Providing or arranging housing that fails to meet the host country housing and safety standards.

b. In the event of a violation of section (a) of this provision, USAID is authorized to terminate this award, without penalty, and is also authorized to pursue any other remedial actions authorized as stated in section 1704(c) of the National Defense Authorization Act for Fiscal Year 2013 (Pub. L. 112-239, enacted January 2, 2013).

c. For awards that exceed an estimated value of \$500,000, the recipient must submit to the Agreement Officer, the annual "Certification regarding Trafficking in Persons, Implementing Title XVII of the National Defense Authorization Act for Fiscal Year 2013" as required prior to this award, and must implement a compliance plan to prevent the activities described above in section (a) of this provision. The recipient must provide a copy of the compliance plan to the Agreement Officer upon request and must post the useful and relevant contents of the plan or related materials on its website (if one is maintained) and at the workplace.

d. The recipient's compliance plan must be appropriate to the size and complexity of the award and to the nature and scope of the activities to be performed. The plan must include, at a minimum, the following:

(1) An awareness program to inform employees about the trafficking related prohibitions included in this provision, the activities prohibited and the action that will be taken against the employee for violations.

(2) A reporting process for employees to report, without fear of retaliation, activity inconsistent with the policy prohibiting trafficking, including a means to make available to all employees the Global Human Trafficking Hotline at 1-844-888- FREE and its email address at help@befree.org.

(3) A recruitment and wage plan that only permits the use of recruitment companies with trained employees, prohibits charging of recruitment fees to the employee, and ensures that wages meet applicable host-country legal requirements or explains any variance.

(4) A housing plan, if the recipient or any subawardee intends to provide or arrange housing. The housing plan is required to meet any host-country housing and safety standards.

(5) Procedures for the recipient to prevent any agents or subawardee at any tier and at any dollar value from engaging in trafficking in persons activities described in section a of this provision. The recipient must also have procedures to monitor, detect, and terminate any agents or subawardee or subawardee employees that have engaged in such activities.

e. If the Recipient receives any credible information from any source that alleges that the recipient, contractor, subawardee, or agent has engaged in any of the prohibited activities identified in this provision, the recipient must immediately notify the cognizant Agreement Officer and the USAID Office of the Inspector General; and must fully cooperate with any Federal agencies responsible for audits, investigations, or corrective actions relating to trafficking in persons.

f. The Agreement Officer may direct the Recipient to take specific steps to abate an alleged violation or enforce the requirements of a compliance plan.

g. For purposes of this provision, "employee" means an individual who is engaged in the performance of this award as a direct employee, consultant, or volunteer of the recipient or any subrecipient.

h. The recipient must include in all subagreements, including subawards and contracts, a provision prohibiting the conduct described in a(1)-(9) by the subrecipient, contractor or any of their employees.

[END OF PROVISION]

7. VOLUNTARY POPULATION PLANNING ACTIVITIES - MANDATORY REQUIREMENTS (MAY 2006)

a. Requirements for Voluntary Sterilization Programs

(1) Funds made available under this award must not be used to pay for the performance of involuntary sterilization as a method of family planning or to

coerce or provide any financial incentive to any individual to practice sterilization.

b. Prohibition on Abortion-Related Activities:

(1) No funds made available under this award will be used to finance, support, or be attributed to the following activities: (i) procurement or distribution of equipment intended to be used for the purpose of inducing abortions as a method of family planning; (ii) special fees or incentives to any person to coerce or motivate them to have abortions; (iii) payments to persons to perform abortions or to solicit persons to undergo abortions; (iv) information, education, training, or communication programs that seek to promote abortion as a method of family planning; and (v) lobbying for or against abortion. The term "motivate," as it relates to family planning assistance, must not be construed to prohibit the provision, consistent with local law, of information or counseling about all pregnancy options.

(2) No funds made available under this award will be used to pay for any biomedical research which relates, in whole or in part, to methods of, or the performance of, abortions or involuntary sterilizations as a means of family planning. Epidemiologic or descriptive research to assess the incidence, extent, or consequences of abortions is not precluded.

[END OF PROVISION]

8. EQUAL PARTICIPATION BY FAITH-BASED ORGANIZATIONS (JUNE 2012)

a. Faith-Based Organizations Encouraged.

Faith-based organizations are eligible to compete on an equal basis as any other organization to participate in USAID programs. Neither USAID nor entities that make and administer subawards of USAID funds will discriminate for or against an organization on the basis of the organization's religious character or affiliation. A faith-based organization may continue to carry out its mission, including the definition, practice, and expression of its religious beliefs, within the limits contained in this provision. More information can be found at the USAID Faith-Based and Community Initiatives Web site: <http://www.usaid.gov> and 22 CFR 205.1.

b. Inherently Religious Activities Prohibited.

(1) Inherently religious activities include, among other things, worship, religious instruction, prayer, or proselytization.

(2) The recipient must not engage in inherently religious activities as part of the programs or services directly funded with financial assistance from USAID. If the recipient engages in inherently religious activities, it must offer those services at a different time or location from any programs or services directly funded by this award, and participation by beneficiaries in any such inherently religious activities must be voluntary.

(3) These restrictions apply equally to religious and secular organizations. All organizations that participate in USAID programs, including religious ones, must carry out eligible activities in accordance with all program requirements and other applicable requirements governing USAID-funded activities

(4) These restrictions do not apply to USAID-funded programs where chaplains work with inmates in prisons, detention facilities, or community correction centers, or where USAID funds are provided to religious or other organizations for programs in prisons, detention facilities, or community correction centers, in which such organizations assist chaplains in carrying out their duties.

(5) Notwithstanding the restrictions of b(1) and (2), a religious organization that participates in USAID-funded programs or services

(i) Retains its independence and may continue to carry out its mission, including the definition, practice, and expression of its religious beliefs, provided that it does not use direct financial assistance from USAID to support any inherently religious activities,

(ii) May use space in its facilities, without removing religious art, icons, scriptures, or other religious symbols, and

(iii) Retains its authority over its internal governance, and it may retain religious terms in its organization's name, select its board members on a religious basis, and include religious references in its organization's mission statements and other governing documents.

c. Construction of Structures Used for Inherently Religious Activities Prohibited. The recipient must not use USAID funds for the acquisition, construction, or rehabilitation of structures to the extent that those structures are used for inherently religious activities, such as sanctuaries, chapels, or other rooms that the recipient uses as its principal place of worship. Except for a structure used as its principal place of worship, where a structure is used for both eligible and inherently religious activities, USAID funds may not exceed the cost of those portions of the acquisition, construction, or rehabilitation that are attributable to eligible activities.

d. Discrimination Based on Religion Prohibited. The recipient must not discriminate against any beneficiary or potential beneficiary on the basis of religion or religious belief as part of the programs or services directly funded with financial assistance from USAID.

e. A religious organization's exemption from the Federal prohibition on employment discrimination on the basis of religion, set forth in Sec. 702(a) of the Civil Rights Act of 1964, 42 U.S.C. 2000e-1 is not forfeited when the organization receives financial assistance from USAID.

f. The Secretary of State may waive the requirements of this section in whole or in part, on a case-by-case basis, where the Secretary determines that such waiver is necessary to further the national security or foreign policy interests of the United States.

[END OF PROVISION]

9. USAID IMPLEMENTING PARTNER NOTICES (IPN) PORTAL FOR ASSISTANCE (JULY 2014)

(a) Definitions

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

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

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

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

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

(1) Register with the IPN Portal if awarded an assistance award resulting from this solicitation, and

(2) Receive universal bilateral amendments to this award and general notices via the IPN Portal.

(c) Procedure to register for notifications.

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

(d) Processing of IPN Portal Amendments The Recipient may access the IPN Portal at any time to review all IPN Portal amendments; however, the system will also notify the Recipient by email when the USAID IPN Portal Administrator posts a universal bilateral amendment for Recipient's review and signature. Proposed USAID IPN Portal amendments distributed via the IPN Portal are applicable to all awards, unless otherwise noted in the proposed amendment. Within 15 calendar days from receipt of the notification email from the IPN Portal, the Recipient must do one of the following:

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

(2) Notify the AO in writing if the amendment requires negotiation of additional changes to terms and conditions of the award; or (3) Notify the AO that the Recipient declines to sign the amendment.

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

[END OF PROVISION]

10. PILOT PROGRAM FOR ENHANCEMENT OF GRANTEE EMPLOYEE WHISTLEBLOWER PROTECTIONS (SEPTEMBER 2014)

The requirement to comply with and inform all employees of the "Pilot Program for Enhancement of Contractor Employee Whistleblower Protections" is retroactively effective for all assistance awards and subawards (including subcontracts) issued beginning July 1, 2013.

The Grantee must:

1. Inform its employees working under this award in the predominant native language of the workforce that they are afforded the employee whistleblower rights and protections provided under 41 U.S.C. § 4712; and
2. Include such requirement in any subaward or subcontract made under this award.

41 U.S.C. § 4712 states that an employee of a Grantee may not be discharged, demoted, or otherwise discriminated against as a reprisal for "whistleblowing." In addition, whistleblower protections cannot be waived by any agreement, policy, form, or condition of employment.

Whistleblowing is defined as making a disclosure "that the employee reasonably believes" is evidence of any of the following:

- Gross mismanagement of a Federal contract or grant;
- A gross waste of Federal funds;
- An abuse of authority relating to a Federal contract or grant;
- A substantial and specific danger to public health or safety; or
- A violation of law, rule, or regulation related to a Federal contract or grant (including the competition for, or negotiation of, a contract or grant).

To qualify under the statute, the employee's disclosure must be made to:

- A Member of the U.S. Congress, or a representative of a U.S. Congressional Committee;
- A cognizant U.S. Inspector General;
- The U.S. Government Accountability Office;
- A Federal employee responsible for contract or grant oversight or management at the relevant agency; • A U.S. court or grand jury; or,
- A management official or other employee of the Grantee who has the responsibility to investigate, discover, or address misconduct.

[END OF PROVISION]

11. SUBMISSION OF DATASETS TO THE DEVELOPMENT DATA LIBRARY (OCTOBER 2014)

a. Definitions. For the purpose of submissions to the DDL:

(1) "Dataset" is an organized collection of structured data, including data contained in spreadsheets, whether presented in tabular or non-tabular form. For example, a Dataset may represent a single spreadsheet, an extensible

mark-up language (XML) file, a geospatial data file, or an organized collection of these. This requirement does not apply to aggregated performance reporting data that the recipient submits directly to a USAID portfolio management system or to unstructured data, such as email messages, PDF files, PowerPoint presentations, word processing documents, photos and graphic images, audio files, collaboration software, and instant messages. Neither does the requirement apply to the recipient's information that is incidental to award administration, such as financial, administrative, cost or pricing, or management information. Datasets submitted to the DDL will generally be those generated with USAID resources and created in support of Intellectual Work that is uploaded to the Development Experience Clearinghouse (DEC) (See M1. SUBMISSIONS TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE AND DATA RIGHTS (JUNE 2012)).

(2) "Intellectual Work" includes all works that document the implementation, monitoring, evaluation, and results of international development assistance activities developed or acquired under this award, which may include program and communications materials, evaluations and assessments, information products, research and technical reports, progress and performance reports required under this award (excluding administrative financial information), and other reports, articles and papers prepared by the recipient under the award, whether published or not. The term does not include the recipient's information that is incidental to award administration, such as financial, administrative, cost or pricing, or management information.

b. Submissions to the Development Data Library (DDL)

(1) The recipient must submit to the Development Data Library (DDL) at www.usaid.gov/data, in a machine-readable, non-proprietary format, a copy of any Dataset created or obtained in performance of this award, including Datasets produced by a subawardee or a contractor at any tier. The submission must include supporting documentation describing the Dataset, such as code books, data dictionaries, data gathering tools, notes on data quality, and explanations of redactions.

(2) Unless otherwise directed by the Agreement Officer (AO) or the Agreement Officer Representative (AOR), the recipient must submit the Dataset and supporting documentation to the DDL within thirty (30) calendar days after the Dataset is first used to produce an Intellectual Work or is of sufficient quality to produce an Intellectual Work. Within thirty (30) calendar days after award completion, the recipient must submit to the DDL any Datasets and supporting documentation that have not previously been submitted to the DDL, along with an index of all Datasets and Intellectual Work created or obtained under the award. The recipient must also provide to the AOR an itemized list of any and all DDL submissions.

The recipient is not required to submit the data to the DDL, when, in accordance with the terms and conditions of this award, Datasets containing results of federally funded scientific research are submitted to a publicly accessible research database. However, the recipient must submit a notice to the DDL by following the instructions at www.usaid.gov/data, with a copy to the agreement officer representative, providing details on where and how to access the data. The direct results of federally funded scientific research must be reported no later than when the data are ready to be submitted to a peer-reviewed journal for publication, or no later than five calendar days prior to the conclusion of the award, whichever occurs earlier.

(3) The recipient must submit the Datasets following the submission instructions and acceptable formats found at www.usaid.gov/data.

(4) The recipient must ensure that any Dataset submitted to the DDL does not contain any proprietary or personally identifiable information, such as social security numbers, home addresses, and dates of birth. Such information must be removed prior to submission.

(5) The recipient must not submit classified data to the DDL.

[END OF PROVISION]

12. PROHIBITION ON PROVIDING FEDERAL ASSISTANCE TO ENTITIES THAT REQUIRE CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS (APRIL 2015)

(a) The recipient must not require employees, subawardees, or contractors seeking to report fraud, waste, or abuse to sign or comply with internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, subawardees, or contractor 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 recipient must notify employees that the prohibitions and restrictions of any internal confidentiality agreements covered by this provision 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 7 43 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 recipient is not in compliance with the requirements of this provision.

(2) The Government may seek any available remedies in the event the recipient fails to comply with the requirements of this provision.

[END OF PROVISION]

13. CHILD SAFEGUARDING (June 2015)

(a) Because the activities to be funded under this award may involve children, or personnel engaged in the implementation of the award may come into contact with children, these activities could raise the risk of child abuse, exploitation, or neglect within USAID-funded programs. The organization agrees to abide by the following child safeguarding core principles:

(1) Ensure compliance with host country and local child welfare and protection legislation or international standards, whichever gives greater protection, and with U.S. law where applicable;

(2) Prohibit all personnel from engaging in child abuse, exploitation, or neglect;

(3) Consider child safeguarding in project planning and implementation to determine potential risks to children that are associated with project activities and operations;

(4) Apply measures to reduce the risk of child abuse, exploitation, or neglect, including, but not limited to, limiting unsupervised interactions with children; prohibiting exposure to pornography; and complying with applicable laws, regulations, or customs regarding the photographing, filming, or other image generating activities of children;

(5) Promote child-safe screening procedures for personnel, particularly personnel whose work brings them in direct contact with children; and

(6) Have a procedure for ensuring that personnel and others recognize child abuse, exploitation, or neglect; mandating that personnel and others report allegations; investigating and managing allegations; and taking appropriate action in response to such allegations, including, but not limited to, dismissal of personnel.

(b) The organization must also include in their code of conduct for all personnel implementing USAID-funded activities the child safeguarding principles in (a) (1) through (6).

(c) The following definitions apply for purposes of this provision:

(1) Child: A child or children are defined as persons who have not attained 18 years of age.

(2) Child abuse, exploitation, or neglect: Constitutes any form of physical abuse; emotional ill-treatment; sexual abuse; neglect or insufficient supervision; trafficking; or commercial, transactional, labor, or other exploitation resulting in actual or potential harm to the child's health, well-being, survival, development, or dignity. It includes, but is not limited to: any act or failure to act which results in death, serious physical or emotional harm to a child, or an act or failure to act which presents an imminent risk of serious harm to a child.

(3) Physical abuse: Constitutes acts or failures to act resulting in injury (not necessarily visible), unnecessary or unjustified pain or suffering without causing injury, harm or risk of harm to a child's health or welfare, or death. Such acts may include, but are not limited to: punching, beating, kicking, biting, shaking, throwing, stabbing, choking, or hitting (regardless of object used), or burning. These acts are considered abuse regardless of whether they were intended to hurt the child.

(4) Sexual Abuse: Constitutes fondling a child's genitals, penetration, incest, rape, sodomy, indecent exposure, and exploitation through prostitution or the production of pornographic materials.

(5) Emotional abuse or ill treatment: Constitutes injury to the psychological capacity or emotional stability of the child caused by acts, threats of acts, or coercive tactics. Emotional abuse may include, but is not limited to:

humiliation, control, isolation, withholding of information, or any other deliberate activity that makes the child feel diminished or embarrassed.

(6) Exploitation: Constitutes the abuse of a child where some form of remuneration is involved or whereby the perpetrators benefit in some manner. Exploitation represents a form of coercion and violence that is detrimental to the child's physical or mental health, development, education, or well-being.

(7) Neglect: Constitutes failure to provide for a child's basic needs within USAIDfunded activities that are responsible for the care of a child in the absence of the child's parent or guardian.

(d) The recipient must insert the provisions in (a) and (b) in all sub-awards under this award.

[END OF PROVISION]

14. MANDATORY DISCLOSURES (July 2015)

Consistent with 2 CFR §200.113, applicants and recipients must disclose, in a timely manner, in writing to the USAID Office of the Inspector General, with a copy to the cognizant Agreement Officer, all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award. Subrecipients must disclose, in a timely manner, in writing to the USAID Office of the Inspector General and to the prime recipient (pass through entity) all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award.

Disclosures must be sent to:

U.S. Agency for International Development
Office of the Inspector General
P.O. Box 657
Washington, DC 20044-0657
Phone: 1-800-230-6539 or 202-712-1023
Email: ig.hotline@usaid.gov
URL: <https://oig.usaid.gov/content/usaid-contractor-reporting-form>.

Failure to make required disclosures can result in any of the remedies described in 2 CFR §200.338 Remedies for noncompliance, including suspension or debarment (See 2 CFR 180, 2 CFR 780 and 31 U.S.C. 3321). The recipient must include this mandatory disclosure requirement in all subawards and contracts under this award.

[END OF PROVISION]

[END OF MANDATORY PROVISIONS]

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR FIXED AMOUNT AWARDS TO NONGOVERNMENTAL ORGANIZATIONS

15. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)

a. Requirement for System of Award Management (SAM). Unless you are exempted from this requirement under 2 CFR 25.110, you as the recipient must maintain the currency of your information in SAM until you submit the final financial report required under this award or receive the final payment, whichever is later. This requires that you review and update the information at least annually after the initial registration, and more frequently, if required by changes in your information or another award term.

b. Requirement for Data Universal Numbering System (DUNS) numbers. If you are authorized to make subawards under this award, you: (1) Must notify potential subrecipients that no entity (see definition in paragraph c. of this award term) may receive a subaward from you unless the entity has provided its DUNS number to you. (2) May not make a subaward to an entity unless the entity has provided its DUNS number to you.

c. Definitions. For purposes of this award term:

(1) System of Award Management (SAM) means the Federal repository into which an entity must provide information required for the conduct of business as a recipient. Additional information about registration procedures may be found at the SAM Internet site (currently at www.sam.gov).

(2) Data Universal Numbering System (DUNS) number means the nine-digit number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities. A DUNS number may be obtained from D&B by telephone (currently 866-705-5711) or the Internet (currently at fedgov.dnb.com/webform).

(3) Entity, as it is used in this award term, means all of the following, as defined at 2 CFR 25, subpart C: (i) A governmental organization, which is a State, local government, or Indian tribe;

(ii) A foreign public entity;

(iii) A domestic or foreign nonprofit organization;

(iv) A domestic or foreign for-profit organization; and

(v) A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

(4) Subaward:

(i) This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you, as the recipient, award to an eligible subrecipient.

(ii) The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see 2 CFR 200) .

(iii) A subaward may be provided through any legal agreement, including an agreement that you consider a contract.

(5) Subrecipient means an entity that:

(i) Receives a subaward from you under this award; and

(ii) Is accountable to you for the use of the Federal funds provided by the subaward.

ADDENDUM (JUNE 2012):

d. Exceptions. The requirements of this provision to obtain a Data Universal Numbering System (DUNS) number and maintain a current registration in the System of Award Management (SAM) do not apply, at the prime award or subaward level, to:

- (1) Awards to individuals
- (2) Awards less than \$25,000 to foreign recipients to be performed outside the United States (based on a USAID determination)
- (3) Awards where the Agreement Officer determines, in writing, that these requirements would cause personal safety concerns.

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

[END OF PROVISION]

16. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (July 2015)

a. Reporting of First-Tier Subawards.

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

(2) Where and when to report.

(i) You must report each obligating action described in paragraph a.(1) of this award term to www.fsrs.gov.

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

(3) What to report. You must report the information about each obligating action that the submission instructions posted at www.fsrs.gov specify.

b. Reporting Total Compensation of Recipient Executives.

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

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

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

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

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

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

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

(i) As part of your registration profile at www.sam.gov.

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

c. Reporting of Total Compensation of Subrecipient Executives.

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

(i) In the subrecipient's preceding fiscal year, the subrecipient received-

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

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

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

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

(i) To the recipient.

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

d. Exemptions.

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

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

e. Definitions.

For purposes of this award term:

- (1) Entity means all of the following, as defined in 2 CFR 25:

- (i) A governmental organization, which is a State, local government, or Indian tribe;

- (ii) A foreign public entity;

- (iii) A domestic or foreign nonprofit organization;

- (iv) A domestic or foreign for-profit organization;

- (v) A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

- (2) Executive means officers, managing partners, or any other employees in management positions.

- (3) Subaward:

- (i) This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.

- (ii) The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see 2 CFR 200).

- (iii) A subaward may be provided through any legal agreement, including an agreement that you or a subrecipient considers a contract.

- (4) Subrecipient means an entity that:

- (i) Receives a subaward from you (the recipient) under this award; and

- (ii) Is accountable to you for the use of the Federal funds provided by the subaward.

- (5) Total compensation means the cash and noncash dollar value earned by the executive during the recipient's or subrecipient's preceding fiscal year and includes the following (for more information see 17 CFR 229.402(c)(2)):

- (i) Salary and bonus.

- (ii) Awards of stock, stock options, and stock appreciation rights. Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial

Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.

(iii) Earnings for services under nonequity incentive plans. This does not include group life, health, hospitalization or medical reimbursement plans that do not discriminate in favor of executives, and are available generally to all salaried employees.

(iv) Change in pension value. This is the change in present value of defined benefit and actuarial pension plans.

(v) Above-market earnings on deferred compensation which is not tax-qualified.

(vi) Other compensation, if the aggregate value of all such other compensation (for example, severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds \$10,000.

[END OF PROVISION]

17. USAID ELIGIBILITY RULES FOR PROCUREMENT OF COMMODITIES AND SERVICES (JUNE 2012)

a. Ineligible and Restricted Commodities and Services:

(1) Ineligible Commodities and Services. The recipient must not, under any circumstances, procure any of the following under this award:

- (i) Military equipment,
- (ii) Surveillance equipment,
- (iii) Commodities and services for support of police or other law enforcement activities,
- (iv) Abortion equipment and services,
- (v) Luxury goods and gambling equipment, or
- (vi) Weather modification equipment.

(2) Ineligible Suppliers. Any firms or individuals that do not comply with the requirements in Standard Provision, "Debarment and Suspension" and Standard Provision, "Preventing Terrorist Financing" must not be used to provide any commodities or services funded under this award.

(3) Restricted Commodities. The recipient must obtain prior written approval of the Agreement Officer (AO) or comply with required procedures under an applicable waiver, as provided by the AO when procuring any of the following commodities:

- (i) Agricultural commodities,
- (ii) (ii) Motor vehicles,
- (iii) (iii) Pharmaceuticals,
- (iv) (iv) Pesticides,
- (v) (v) Used equipment,
- (vi) (vi) U.S. Government-owned excess property, or
- (vii) (vii) Fertilizer.

b. Source and Nationality: Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in this award and must meet the source and nationality requirements set forth in 22 CFR 228. If the geographic code is not specified, the authorized geographic code is 937. When the total value of procurement for commodities and services during the life of this award is valued at \$250,000 or less, the

authorized geographic code for procurement of all goods and services to be reimbursed under this award is code 935. For a current list of countries within each geographic code, see: <http://www.usaid.gov/ads/policy/300/310>.

c. Guidance on the eligibility of specific commodities and services may be obtained from the AO. If USAID determines that the recipient has procured any commodities or services under this award contrary to the requirements of this provision, and has received payment for such purposes, the AO may require the recipient to refund the entire amount of the purchase.

d. This provision must be included in all subagreements, including subawards and contracts, which include procurement of the commodities or services specifically listed as or in milestones.

END OF PROVISION

18. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)

a. By April 16 of each year, the recipient must submit a report containing:

(i) Contractor/recipient name.

(ii) Contact name with phone, fax and e-mail.

(iii) Agreement number(s).

(iv) The total amount of value-added taxes and customs duties (but not sales taxes) assessed by the host government (or any entity thereof) on purchases in excess of \$500 per transaction of supplies, materials, goods or equipment, during the 12 months ending on the preceding September 30, using funds provided under this contract/agreement.

(v) Any reimbursements received by April 1 of the current year on valueadded taxes and customs duties reported in (iv).

(vi) Reports are required even if the recipient did not pay any taxes or receive any reimbursements during the reporting period.

(vii) Cumulative reports may be provided if the recipient is implementing more than one program in a foreign country.

b. Submit the reports to:

Office of Financial Management
USAID/Afghanistan
U.S. Embassy East Compound
Great Massoud Road
Kabul, Afghanistan
E-mail: kabulfinancialreport@usaid.gov

"with a copy to" the Agreement Officer.

c. The recipient must include this reporting requirement in all applicable subawards and contracts.

[END OF PROVISION]

19. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)

For any Exchange Visitor, Participant Training or Invitational Travel activities, the recipient must comply with this provision.

a. Definitions:

(1) An Exchange Visitor is any host-country or third-country national traveling to the U.S., for any purpose, including Participant Training and Invitational Travel, funded by USAID in whole or in part, directly or indirectly.

(2) A Participant is a host-country or third-country national sponsored by USAID for a Participant Training activity taking place in the U.S., a third country, or in the host country.

(3) Participant Training is a learning activity conducted within the U.S., a third country, or in the host country for the purpose of furthering USAID development objectives. A learning activity takes place in a setting in which an individual (the Participant) interacts with a knowledgeable professional, predominantly for the purpose of acquiring knowledge or skills for the professional or technical enhancement of the individual. Learning activities may be formally structured, such as an academic program or a technical course, or they may be more informal, such as an observational study tour.

(4) Invitational Travel is a type of travel that USAID funds for non-U.S. Government employees. This type of travel may be approved for both U.S. and foreign citizens who are not employed by the U.S. Government (USG), not receiving any type of compensation from the USG for such travel, and only when it is determined that the functions to be performed are essential to the interests of USAID.

b. Program Monitoring and Data Reporting: The recipient must monitor Exchange Visitors' and Participants' progress during their program and ensure that problems are identified and resolved quickly.

(1) For U.S.-based activities, the recipient must use USAID's official Exchange Visitor and Participant Training information system, currently called "Training Results and Information Network - TrainNet" (see <http://trainethelp.usaid.gov/>), to report and manage Exchange Visitor and Participant Training data. The recipient must also use the USAID Visa Compliance System - VCS (see <http://trainethelp.usaid.gov/>) to transfer required data for USAID Exchange Visitors to the Department of Homeland Security's Student and Exchange Visitor Information System (SEVIS).

(2) For all third-country activities, and for host-country activities of two consecutive days or 16 contact hours or more in duration, the recipient must use USAID's official Exchange Visitor and Participant Training information system, currently called "Training Results and Information Network - TrainNet" (see <http://trainethelp.usaid.gov/>), to report and manage Participant Training data.

c. Health and Accident Insurance:

(1) For Exchange Visitors traveling to the United States, the recipient must enroll Exchange Visitors in health and accident insurance coverage that meets or exceeds Department of State and USAID minimum coverage requirements as set

forth in 22 CFR 62.14 and ADS 253.3.6.2. The requirements may be obtained from the Agreement Officer's Representative.

(2) For Participants traveling to a third country, the recipient must obtain health and accident insurance coverage for all Participants.

(3) For Participants traveling within the host country, the recipient must determine whether specific in-country participant training activities subject them to any risk of health and accident liability for medical costs. Participants may incur, and if so, take appropriate steps according to the local situation, including obtaining health and accident insurance coverage for Participants.

d. Immigration Requirements:

(1) For Exchange Visitors traveling to the United States, the recipient must ensure that all USAID-sponsored Exchange Visitors obtain, use, and comply with the terms of the J-1 visa, issued in conjunction with a USAID issued Certificate of Eligibility for J-1 Visa Status (DS-2019).

(2) For Participants traveling to a third country or within the host country, the recipient must ensure that all Participants obtain, use, and comply with the terms of all applicable immigration, visa and other similar requirements.

e. Language Proficiency: The recipient must verify language proficiency. Exchange Visitors must possess sufficient English language proficiency to participate in a U.S.-based activity. Participants of third-country or host-country training must be proficient in the language of training at a sufficient level for participation, unless an interpreter has been arranged. Language competency can be verified through a variety of means including proficiency assessments of interviews, publications, presentations, education conducted in English, and formal testing.

f. Pre-departure Orientation: The recipient must conduct pre-departure orientation for U.S.-bound Exchange Visitors and Participants of third-country training programs. Pre-departure orientation covers: program objectives; administrative and policy review; cultural aspects; and training/learning methods
(see http://pdf.usaid.gov/pdf_docs/PNADT444.pdf).

g. Conditions of Sponsorship: The recipient must ensure that all Exchange Visitors read and sign the Conditions of Sponsorship for U.S.-Based Activities form (AID 1381-6). The recipient must also ensure that all Participants of longterm (six months or longer) third-country training read and sign the form Conditions of Sponsorship for Third-Country Training form (AID 1381-7). The recipient must report to the Agreement Officer any known violations by Exchange Visitors of visa or other immigration requirements or conditions.

h. Exchange Visitor Security Risk and Fraud Inquiry: Each USAID Mission has an established process for conducting a Security Risk and Fraud Inquiry (SRFI) for Exchange Visitors. The recipient must be prepared to assist Missions in conducting the SRFI, if requested. However, the recipient's role is contributive, and the Mission is ultimately responsible for conducting the SRFI.

i. Fly America: To the extent that participants travel by international air travel, the recipient must comply with the Standard Provision, "International Air Travel and Air Transportation of Property."

j. Use of Minority Serving Institutions: For U.S.-based Participant Training, the recipient must, to the maximum extent possible, maintain their use of Historically Black Colleges and Universities (HBCUs) and other Minority Serving Institutions (MSIs), including Hispanic Serving Institutions and Tribal Colleges and Universities, as training or education providers.

[END OF PROVISION]

20. INVESTMENT PROMOTION (NOVEMBER 2003)

a. Except as specifically set forth in this award or otherwise authorized by USAID in writing, no funds or other support provided hereunder may be used for any activity that involves investment promotion in a foreign country.

b. In the event the recipient is requested or wishes to provide assistance in the above area or requires clarification from USAID as to whether the activity would be consistent with the limitation set forth above, the recipient must notify the Agreement Officer and provide a detailed description of the proposed activity. The recipient must not proceed with the activity until advised by USAID that it may do so.

c. The recipient must ensure that its employees and subrecipients and contractors providing investment promotion services hereunder are made aware of the restrictions set forth in this clause and must include this clause in all contracts and other subagreements entered into hereunder.

[END OF PROVISION]

[END OF STANDARD PROVISIONS]