Dear Offerors,

USAID Afghanistan is pleased to release the attached Request for Proposals (RFP) for the Promoting Gender Equality in National Priority Programs (PROMOTE) project. This anchor program demonstrates the strong commitment of USAID to a brighter future for Afghan women and for Afghanistan’s economic development.

The PROMOTE program is designed to be implemented through an indefinite quantity contract mechanism (IQC) for five years. The ceiling limit is set at $416 million to allow for possible contributions of up to $200 million from other interested international donors. Subject to the availability of funds, the PROMOTE program implementation is divided into the following major components and a notional percentage of effort assigned:

- Women in the Economy (56%)
- Women’s Rights Groups and Coalitions (14%)
- Women in Government (11%)
- Women’s Leadership Development (19%)

PROMOTE will invest in opportunities that enable educated women (i.e., women between 18 and 30 years of age who have at least a secondary education) to enter and advance into decision-making positions in Afghanistan’s public, private and civil society sectors. This cohort is estimated at over 200,000 strong—and growing fast, with approximately 164,000 girls attending secondary school nationwide. These women represent a valuable source of talent and expertise for the country. Focused on these target groups, PROMOTE will activate a sustainable process leading to a critical mass1 of new and upcoming generations of Afghan women assuming decision making and leadership roles in mainstream social, political and economic spheres. PROMOTE will directly benefit a minimum of 75,000 women within the targeted cohort.

The first task order expected to be issued under the IQC in this RFP is Women’s Leadership Development (WLD) Training for more than 25,000 Afghan women. All participants of the PROMOTE program activities are expected to take part in the WLD training, and responsibilities under this task order will also include coordination activities such as establishing alumni networks and a knowledge management platform. It is essential that beneficiaries of this program become

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1 Critical mass is estimated at 30 percent deemed the minimum acceptable level of women’s representation that may be capable of changing the status quo in a given context. This is based on a United Nations Economic and Social Council endorsed target of having 30 percent of women in positions at decision making levels by 1995, Aide Memoire for Expert Group Meeting —Equal participation of men and women in decision-making processes, United Nations, 22 September 2005.
effective advocates for Afghan women on a range of vital issues such as gender based violence; women, peace and security; child marriage; and trafficking in persons. In addition, while the program specifically targets educated women, as they move into influential positions in government and private sectors, participants are expected to work towards ensuring the welfare, rights and opportunities for all Afghan women. PROMOTE aims to ensure that a “gender agenda” is not an issue on the fringes of national policy and programming but central to the advancement of Afghanistan’s political, social and economic development.

As part of USAID/Afghanistan’s goals, two PROMOTE Legacy Initiatives: a) the USAID American-Afghan Education Fund for Afghan Women and b) the Institute for Gender and Development Studies at an Afghan university will be established. The Legacy Scholarship will provide scholarships with 80% reserved for Afghan universities, and the remainder for regional and U.S. scholarship. The establishment of the Institute will provide an enabling environment to foster policy advocates and technology entrepreneurs and to generate influential analytic products leading to advances in women’s status. PROMOTE technical assistance might be deployed to help with the Legacy (i.e. setting up the women’s institute). The new initiatives, however, will not become explicit components of the PROMOTE RFP and will be managed under a different mechanism.

In the Tokyo Mutual Accountability Framework, the Afghan Government has committed to achieving a rate of 30% female staff in the Afghan Civil Service and PROMOTE will assist them in working toward this goal. Analysis of the critical mass theory can be found in section C.5 of the RFP, Program Purpose, and in the project concept paper, located here: https://www.fbo.gov/index?s=opportunity&mode=form&id=ef25d2e39bd494da6f95ffbf5da0535a0&tab=core&_cview=0.

Offerors are encouraged to demonstrate innovative approaches using science and technology while empowering women: this can include addressing the use of technologies such as mobile money and other mobile technologies within the technical approach of the technical proposal. Additional target and sustainability information will be included with the release of each future task order, and we encourage offerors to suggest creative solutions.

Questions regarding this RFP must be submitted by email to the following addresses:

To: kabulaidoaamilbox@usa.gov and samateen@usaid.gov

Questions must be received by close-of-business (4:30 pm Kabul time) on the “Cut-off Date for Questions” indicated on page one of this letter, and Section L of this RFP. Answers to questions received after that date will be answered at the Contracting Officer's discretion.

A pre-proposal conference limited to discussion on the Baseline Data Collection Services Request for Task Order Proposals (RFTOP), will be held on Thursday August 15, 2013, from 9:00 to 12:00 AM. Further information regarding the registration requirements and location will be posted as an RFP amendment. The Baseline Data Collection Services RFTOP is restricted to Afghan firms, who are encouraged to attend.

Proposals in response to this RFP are due at the email address and time specified in Blocks 8 and 9 of the SF 33, Solicitation, Offer and Award.
We thank you all for your interest in this important program and look forward to receiving your proposals.

/s/
Abdullah Akbar
Contracting Officer
Office of Acquisition & Assistance
U.S. Agency for International Development
SOLICITATION OFFER AND AWARD

1. THIS CONTRACT IS A RATED ORDER
UNDER DPAS (15 CFR 700)
2. CONTRACT NUMBER
SOL-306-13-00033
3. SOLICITATION NUMBER
4. TYPE OF SOLICITATION
X NEGOTIATED (RFP)
5. DATE ISSUED
July 18, 2013
6. REQUISITION/PURCHASE NUMBER
REQ-306-13-00039
RATING
N/A
PAGE OF
1
PAGES
362

7. ISSUED BY
OFFICE OF ACQUISITION AND ASSISTANCE (OAA)
USAID/Afghanistan
APO AE 09806
8. ADDRESS OFFER TO
SOLICITATION OFFER AND AWARD
- See Attached Table of Contents

SOLICITATION

9. Sealed offers in original and ____________ copies for furnishing the supplies or services in the Schedule will be received at the place specified in Item 8, or if handcarried, in the depository located in

PROPOSALS ARE DUE ELECTRONICALLY TO THE ADDRESS SHOWN IN SECTION I

until 11:00 AM Kabul local time September 18, 2013

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

10. FOR INFORMATION CALL:
Office of Acquisition and Assistance (OAA)
USAID/Afghanistan
APO AE 09806

11. TABLE OF CONTENTS
See Attached Table of Contents

OFFER (Must be fully completed by offeror)

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

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

13. DISCOUNT FOR PROMPT PAYMENT
(See Section I, Clause No. 52.212-3)
10 CALENDAR DAYS (%) 20 CALENDAR DAYS (%) 30 CALENDAR DAYS (%) 30 CALENDAR DAYS (%)

14. ACKNOWLEDGEMENT OF AMENDMENTS
(The offeror acknowledges receipt of amendments to the SOLICITATION for offers and related documents numbered and dated:

15A. NAME AND ADDRESS OF OFFEROR

15B. TELEPHONE NUMBER

15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE

16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER

17. SIGNATURE

18. OFFER DATE

AWARD (To be completed by Government)

19. ACCEPTED AS TO ITEMS NUMBERED

20. AMOUNT

21. ACCOUNTING AND APPROPRIATION

22. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION:

10 U.S.C. 2304(a) ( )
41 U.S.C. 253(c) ( )

23. SUBMIT INVOICES TO ADDRESS SHOWN IN
ITEM 26
(4 copies unless otherwise specified)

24. ADMINISTERED BY (If other than Item 7)

25. PAYMENT WILL BE MADE BY

26. NAME OF CONTRACTING OFFICER (Type or print)

27. UNITED STATES OF AMERICA

28. AWARD DATE

(Signature of Contracting Officer)

IMPORTANT - Award will be made on this Form, or on Standard Form 26, or by other authorized official written notice.

STANDARD FORM 33 (REV. 9-97)
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Request for Proposal (RFP) SOL-306-13-000033
PROMOTE Indefinite-Quantity Contract

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- SECTION E - INSPECTION AND ACCEPTANCE
- SECTION F - DELIVERIES OR PERFORMANCE
- SECTION G - CONTRACT ADMINISTRATION DATA
- SECTION H - SPECIAL CONTRACT REQUIREMENTS

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- ATTACHMENT J.8 MISSION’S LOCAL COMPENSATION PLAN
- ATTACHMENT J.9 REGISTRATION AND TAX EXEMPTIONS IN AFGHANISTAN
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- ATTACHMENT J.14 LIST OF INTERESTED ORGANIZATIONS
- ATTACHMENT J.15 COMMENTS/RESPONSES TO DRAFT RFP
- ATTACHMENT J.16 RFTOP - BASELINE DATA COLLECTION (Task Order One)
- ATTACHMENT J.17 RFTOP - WOMEN’S LEADERSHIP DEVELOPMENT (Task Order Two)
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- SECTION L - INSTRUCTIONS, CONDITIONS, AND NOTICES TO OFFERORS
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PART I – THE SCHEDULE

SECTION B - SUPPLIES OR SERVICES AND PRICE/COSTS

B.1 PURPOSE

The purpose of this contract is to provide services that fall within the scope of work (SOW) specified in Section C. USAID Task Order Contracting Officers (TOCO) will request the work through the issuance of task orders during the ordering period as specified in Section F of the contract. Task orders will be awarded to IQC contract holders through a competitive, fair opportunity process.

B.2 CONTRACT TYPE AND SERVICES

This is a multiple-award Indefinite-Quantity Contract (IQC). The Government will issue task orders that are either Firm-Fixed-Price (FFP) or Cost-Plus-Fixed-Fee (CPFF). The Government intends to make maximum use of Firm Fixed Price or Firm Fixed Price task orders with cost reimbursable line items. The Contractor must perform the work set forth in task orders at prices consistent with Section B of this contract. Cost type task orders must indicate if they are completion or term form.

B.3 MINIMUM OBLIGATED AMOUNT

The basic contract includes an initial obligation of funds in the amount of $50,000 to cover the minimum order guarantee. USAID is required to order and the Contractor is required to furnish the minimum order amount of services.

Following this initial obligation, individual task orders will obligate funds to cover the work required under that task order. The obligated amount for each task order will be established by the TOCO. The initial obligation will be used as part of the funding for the two task orders awarded under this contract.

B.4 MAXIMUM CONTRACT CEILING

This is a multiple award Indefinite Quantity Contract (IQC) with an overall ceiling price of US $416,000,000 ($416 million). The maximum aggregate dollar value of task orders awarded to all Contractors cannot exceed the contract ceiling. This ceiling is not being subdivided among the number of awardees, nor is it being multiplied by the number of awardees.

B.5 OBLIGATED AMOUNT, ESTIMATED COST, FIXED FEE

B.5.1 Obligated Amount. The basic contract includes an initial obligation of funds in the amount of $50,000.00 to cover the minimum order guarantee.
B.5.2 The Total Estimated Cost-Plus-Fixed-Fee (CPFF) for each task order must be negotiated in accordance with the terms of the IQC contract. **In no event may the indirect rates or fixed fee for a task order exceed the ceilings set forth in Section B.9 and B.11 of the IQC contract.** The U.S. dollar costs must be limited to reasonable, allocable, and allowable costs determined in accordance with Federal Acquisition Regulation (FAR) 52.216-7, Allowable Cost and Payment, and FAR 52.216-8, Fixed Fee, A-21 (for universities), and A-122 (non-profits).

A Negotiated Indirect Cost Rate Agreement (NICRA) is an indirect cost rate negotiated between an organization and USAID or the organization’s cognizant Government Audit Agency, to recover indirect costs. Offerors that currently have a negotiated indirect cost rate agreement with USAID or their cognizant Government Audit Agency shall be permitted to submit indirect costs under their IQC and Task Order awards. If you do not have an approved Federal indirect cost rate, you will be unable to recover funds budgeted for indirect costs until a rate is approved. Offerors without such an agreement will be required to work with the Contracting Officer to establish a NICRA based on a number of considerations. Offerors without a negotiated indirect cost rate agreement must have the supporting data available on which to establish a NICRA rate and an accounting system capable of separating and identifying direct and indirect costs. In such cases, prior to award USAID may conduct a pre-award survey/assessment to determine whether the potential awardee has sufficient financial management systems and capacity to manage USAID funds in accordance with U.S. Government and USAID requirements.

B.5.3 **Fixed Fee Payment.** For any Cost-Plus-Fixed-Fee (CPFF) task order issued under this contract, at the time of each payment of allowable costs to the Contractor, the USAID paying office ordinarily pays the Contractor a percentage of the fixed fee that directly corresponds to the percentage of allowable costs being paid. Two exceptions to paying fixed fee in this manner apply:

(a) If the TOCO determines that this method results in paying a disproportionately higher ratio of fixed fee than the percentage of work that the Contractor has completed, then the TOCO may suspend further payment of any fixed fee until the Contractor has made sufficient progress to justify further payment, up to the agreed percentage.

(b) Because the clauses entitled "Allowable Cost and Payment" (FAR 52.216-7) and "Fixed Fee" (FAR 52.216-8) are incorporated into this contract, the terms and conditions of these clauses apply after total payments of fixed fee reach eighty five percent (85%) of the total fixed fee.

B.5.4 **Firm Fixed Price Task Orders**

(a) The Firm-Fixed Price for each task order will be negotiated based on the price to complete the work. After acceptance of a fixed price task order by the Contractor, the
task order price will only be adjusted to reflect changes in scope or conditions governed by other clauses (differing site conditions, etc.).

(b) Cost reimbursable line items may be allowed in Firm-Fixed Price task orders for elements of the task order that cannot be reasonably estimated.

**B.6 LABOR (CPFF TASK ORDERS)**

(a) Compensation of personnel under this contract or any resulting subcontract must be in accordance with AIDAR 752.7007 Personnel Compensation (July 2007).

(b) Salary Approval: Acceptance of the Contractor labor rates presented during IQC or task order negotiation does not constitute approval of final salary rates above the Contractor Salary Threshold (CST). (See ADS 302.3.6.10) All TOCOs will comply with the approval requirements in ADS 302. See section H.4 and H.5 to include guidance regarding approvals.

(c) Labor Categories: The Contractor shall furnish personnel with the necessary education, training and/or relevant experience, as specified in the task orders to be issued under this contract. Task order proposals must justify proposed rates to the satisfaction of the TOCO.

(d) Locally Hired National Personnel or Other Non-U.S. Expatriates

(1) Third Country Nationals (TCNs) and Cooperating Country Nationals (CCNs) who are working in the United States or are legal residents of the United States at the time they are hired for a task order, must be extended benefits and subject to restrictions on the same basis as U.S. citizens who work in the United States. The U.S. labor rates may be applied to TCNs and CCNs conforming to this regulatory provision.

(2) Salaries for locally-hired personnel and other non-U.S. labor under this contract or any resulting subcontract must be in accordance with AIDAR 752.7007, Personnel Compensation (July 2007), and should be based upon a combination of factors including prevailing in-country salaries for the professional category being negotiated and consideration of the individual's education, work experience and recent relevant salary history.

(3) Unless otherwise authorized by the Mission Director, the compensation for CCN and TCN labor shall not exceed the Mission’s Local Compensation Plan (attachment J.8 or most recent update).

**B.7 OTHER DIRECT COSTS (MATERIALS) (CPFF ONLY)**

(a) In addition to direct labor, other direct costs necessary for the performance of the work under task orders, such as travel and transportation, lodging and subsistence expenses, and allowances may be authorized by the task order.
(b) The Contracting Officer determines which other direct costs are allowable, allocable, and fair and reasonable in accordance with the applicable federal cost principles (i.e., FAR 31.2 and AIDAR 731.2 for commercial (for profit) organizations or FAR 31.3 and AIDAR 731.3 for educational institutions, or FAR 31.7 and AIDAR 731.7 for other not-for-profit organizations). For those other direct costs the TOCO authorizes, Contractors are allowed to recover applicable indirect costs on these costs, if doing so is part of the Contractor's usual accounting procedures, consistent with the applicable cost principles, and are included in the Contractor's Negotiated Indirect Cost Rate Agreement.

B.8 INDIRECT COST (CPFF ONLY)

Pending establishment of revised provisional or final indirect cost rates, allowable indirect costs shall be reimbursed on the basis of the following negotiated provisional or predetermined rates and the appropriate bases:

<table>
<thead>
<tr>
<th>Description</th>
<th>Rate</th>
<th>Base</th>
<th>Type</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Rate 1 description to be inserted]</td>
<td>____%</td>
<td>1/</td>
<td>1/</td>
<td>1/</td>
</tr>
<tr>
<td>[Rate 2 Description to be inserted]</td>
<td>____%</td>
<td>2/</td>
<td>2/</td>
<td>2/</td>
</tr>
<tr>
<td>[Rate 3 Description to be inserted]</td>
<td>____%</td>
<td>3/</td>
<td>3/</td>
<td>3/</td>
</tr>
</tbody>
</table>

1/ Base of Application: [Basis of rate 1 to be inserted]
Type of Rate: [Rate 1 description to be inserted]
Period: [to be inserted]
Source: [to be inserted]

2/ Base of Application: [Basis of rate 2 to be inserted]
Type of Rate: [Rate 2 description to be inserted]
Period: [to be inserted]
Source: [to be inserted]

3/ Base of Application: [Basis of rate 3 to be inserted]
Type of Rate: [Rate 3 description to be inserted]
Period: [to be inserted]
Source: [to be inserted]

Contractors are allowed to recover applicable indirect costs (i.e., overhead, G&A, etc.) on other direct costs (ODCs) if it is part of the Contractor's usual accounting procedures, consistent with FAR Part 31, and Negotiated Indirect Cost Rate Agreement (NICRA).

The Contractor will make no change in its established method of classifying or allocating indirect costs without the prior written approval of the Contracting Officer and OAA/CAS.

Reimbursement for indirect costs shall be at the final negotiated rates, but not in excess of the ceiling rates specified below.
The Government shall not be obligated to pay any additional amount on account of indirect costs above the ceiling rates established in the contract. This advance understanding shall not change any monetary ceiling, cost limitation, or obligation established in the contract.

**B.9 ADVANCE UNDERSTANDING ON CEILING ON INDIRECT COST RATES AND FINAL PERFORMANCE FOR INDIRECT COSTS**

(a) For each of the Contractor's accounting periods during the term of this contract, the parties agree as follows:

1. The distribution base for establishment of final [rate 1 description to be inserted] is [to be inserted at award].

2. The distribution base for establishment of final [rate 2 description to be inserted] is [to be inserted at award].

3. The distribution base for establishment of final [rate 3 description to be inserted] is [to be inserted at award].

(b) The Contractor will make no change in its established method of classifying or allocating indirect costs without the prior written approval of the contracting officer.

(c) Reimbursement for indirect costs shall be at the final negotiated rates, but not in excess of the following ceiling rates:

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Rate 1 description to be inserted]</td>
<td>____</td>
<td>____</td>
<td>____</td>
<td>____</td>
<td>____</td>
</tr>
<tr>
<td>[Rate 2 description to be inserted]</td>
<td>____</td>
<td>____</td>
<td>____</td>
<td>____</td>
<td>____</td>
</tr>
<tr>
<td>[Rate 3 description to be inserted]</td>
<td>____</td>
<td>____</td>
<td>____</td>
<td>____</td>
<td>____</td>
</tr>
</tbody>
</table>

(d) The government shall not be obligated to pay any additional amount on account of indirect costs above the ceiling rates established in the contract. This advance understanding shall not change any monetary ceiling, cost limitation, or obligation established in the contract.

**B.10 TASK ORDER LIMITATIONS**

**B.10(a) Cost-Plus-Fixed-Fee (CPFF) Task Orders.** When issuing CPFF task orders, the TOCO will state in the task order the total estimated cost plus fixed fee, which is the total amount of the task order and the maximum amount the Contractor may be paid without advance written approval of the cognizant Contracting Officer. This maximum amount represents the prime contractor’s and subcontractors’ professional labor categories and salaries, an estimated number of workdays, other direct costs and fixed fee.
B.10(b) Firm-Fixed-Price (FFP) Task Orders. When issuing FFP task orders, TOCOs must state in the task order the firm fixed price, which represents the total amount of the task order and the maximum price the contractor may be paid to perform the services, reports, or other deliverables in the task order. In the event a cost reimbursable line is included in a task order, said cost reimbursable line item shall be clearly stated and not included in the FFP.

B.10(c) Minimum Order. When USAID requires services or reports and other deliverables covered by this contract in a Task Order in the amount of less than $50,000, the Contractor is not obligated to accept an order to furnish those services or reports and other deliverables under this contract. However, if the Contractor agrees to furnish services or reports and other deliverables required by USAID in an amount of less than $50,000 and is awarded a Task Order to do so, the Contractor is required to provide these services and reports / deliverables in accordance with the contract's terms and conditions.

B.10(d) Maximum Order. When USAID requires services or reports and other deliverables covered by this contract in a Task Order amount of more than $20,000,000, the Contractor is not obligated to accept an order to furnish those services or reports and other deliverables under this contract. However, if the Contractor agrees to furnish services or reports and other deliverables required by USAID in excess of $20,000,000 and is awarded a Task Order to do so, the Contractor is required to provide these services and reports / deliverables in accordance with the contract's terms and conditions.

B.10(e) Notwithstanding the above, if issuance of a task order to, and acceptance of a task order by, the Contractor would: (1) result in the Contractor (or its personnel or its subcontractors or their personnel) having an organizational conflict of interest for which restrictions would be placed on the Contractor's (or its personnel’s or its subcontractors’ or their personnel’s) future activities; or (2) violate the provisions of the Procurement Integrity legislation, i.e., Section 27 of the Office of Federal Procurement Policy Act (41 U.S.C. 423), as amended by Section 814 of Pub. L. 101-189, the Contractor, after written notification to the Contracting Officer, is not obligated to furnish those services or reports and other deliverables under this contract, and USAID may acquire the supplies or services from another source.

B.11 CEILING ON FIXED FEE

(a) For each CPFF task order issued under this IQC, the TOCO and the Contractor agree to negotiate a set dollar amount for fixed fee. In negotiating the fixed dollar amount for fee, the TOCO must consider the policies and factors for establishing fee in FAR 15.404-4 as well as any applicable USAID policy on establishing a fixed fee amount. In no event, however, may the amount of fixed fee in any individual task order exceed ____ percent of the task order's estimated cost; excluding fee. (Offeror shall propose the fee required by Section L of the RFP)

(b) For each CPFF task order issued under this IQC, the Contractor shall negotiate set dollar amounts for subcontractor fixed fees. In negotiating the fixed dollar amount for
fee, the Contractor shall consider the policies and factors for establishing fee in FAR 15.404-4 as well as any applicable USAID policy on establishing a fixed fee amount. In no event, however, may the amount of subcontractor fixed fee in any individual task order for (name subcontractor(s)) exceed ____ percent of the subcontractor's estimated cost, excluding fee. *(offeror shall propose the fee as required by Section L of the RFP)*

(c) The fixed fee for any subcontractor not listed above, whether a new subcontractor approved by the IQC Contracting Officer or TOCO or included as a non-major subcontractor in the Contractor’s original teaming arrangement, shall not exceed the prime Contractor’s fee ceiling.

[END OF SECTION B]
### SECTION C – STATEMENT OF WORK

#### C.1 ACRONYMS AND DEFINITIONS

The following terms and acronyms are used in this IQC and subsequent task orders with meanings as reflected below:

<table>
<thead>
<tr>
<th>Term/Acronym</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADS</td>
<td>USAID Automated Directives System</td>
</tr>
<tr>
<td>Afghan Firm</td>
<td>An Afghan Firm is (1) an entity with an Afghan business license (&quot;AISA&quot;) and ownership of at least 51% of the entity by one or more Afghan citizen(s) resident in Afghanistan or (2) a joint venture which includes substantial and material participation of an Afghan Firm. Substantial participation means performance of at least 60% of the contract work, measured by contract/task order value, by the Afghan Firm’s own forces.</td>
</tr>
<tr>
<td>AIDAR</td>
<td>USAID Acquisition Regulation</td>
</tr>
<tr>
<td>AO</td>
<td>Assistance Objective</td>
</tr>
<tr>
<td>ABADE</td>
<td>USAID-funded Assistance in Building Afghanistan by Developing Enterprises project</td>
</tr>
<tr>
<td>ACBR</td>
<td>Afghanistan Central Business Registry</td>
</tr>
<tr>
<td>ACE</td>
<td>Afghanistan Agricultural Credit Enhancement</td>
</tr>
<tr>
<td>ACSC</td>
<td>Afghan Civil Service Commission</td>
</tr>
<tr>
<td>ACSI</td>
<td>Afghanistan Civil Service Institute</td>
</tr>
<tr>
<td>ADF</td>
<td>Agriculture Development Fund</td>
</tr>
<tr>
<td>AGRED</td>
<td>USAID-funded Afghan Agricultural Research and Extension Development Program</td>
</tr>
<tr>
<td>AIHRC</td>
<td>Afghanistan Independent Human Rights Commission</td>
</tr>
<tr>
<td>AISA</td>
<td>Afghanistan Investment Support Agency</td>
</tr>
<tr>
<td>ANDS</td>
<td>Afghanistan National Development Strategy</td>
</tr>
<tr>
<td>APAP2</td>
<td>Afghanistan Parliamentary Assistance Project</td>
</tr>
<tr>
<td>AREU</td>
<td>Afghanistan Research and Evaluation Unit</td>
</tr>
<tr>
<td>AWDP</td>
<td>Afghanistan Workforce Development Project</td>
</tr>
<tr>
<td>AWN</td>
<td>Afghan Women’s Network</td>
</tr>
<tr>
<td>BIP</td>
<td>Branding Implementation Plan</td>
</tr>
<tr>
<td>Term/Acronym</td>
<td>Meaning</td>
</tr>
<tr>
<td>-------------</td>
<td>---------</td>
</tr>
<tr>
<td>CEDAW</td>
<td>Elimination of all Forms of Discrimination Against Women</td>
</tr>
<tr>
<td>CIDA</td>
<td>Canadian International Development Agency</td>
</tr>
<tr>
<td>CO</td>
<td>Contracting Officer</td>
</tr>
<tr>
<td>COM/FRAGO</td>
<td>Chief of Mission/Fragmentary Order</td>
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C.2 INTRODUCTION

The U.S. Agency for International Development (USAID)/PROMOTE Indefinite-Quantity Contracts (IQC) will provide the USAID/Afghanistan Office of Program and Project Development (OPPD)/Gender Unit with a mechanism to award, on both a fair opportunity basis and through set-aside awards, task orders to enable educated women to enter and advance into decision-making positions in Afghanistan’s public, private and civil society sectors. PROMOTE will provide access to advanced professional development opportunities through four specific components: women in the economy, women’s rights groups and coalitions, women in government, and women’s leadership development.

C.3 BACKGROUND AND DEVELOPMENT CHALLENGE

When USAID and the international community resumed their work in Afghanistan in 2001, the condition of Afghan women was deplorable. Women were forbidden from working, going to school or leaving their homes without a male relative; female literacy dropped to 5 percent; and life expectancy for women was a mere 44 years.

A decade later, with the support of USAID, the international community and the cooperation of the Government of the Islamic Republic of Afghanistan (GIROA), Afghan women have achieved remarkable gains: Today, nearly 40 percent of school-aged girls—over 3 million—are enrolled in school, including 165,000 girls in secondary school. An additional 40,000² young women attend public or private universities or technical and vocational training institutes, with more enrolling each year; life expectancy has increased to 64 for both women and men; 27 percent of seats in the Afghan National Assembly Lower House, 22 percent in the Upper House and 17 percent in provincial councils are reserved for women through a quota system; women’s organizations are working to end violence and discrimination against women; and equal rights for women are enshrined in the Afghan Constitution and official Afghan national policy. Afghanistan is also a signatory to international treaties and conventions such as the Elimination of Violence Against Women (EVAW), the Elimination of all Forms of Discrimination Against Women (CEDAW), Security Council Resolution 1325 and others.

Afghan attitudes towards women have also evolved. According to The Asia Foundation’s 2012 A Survey of the Afghan People:

- 87% of Afghans support equal educational opportunities for women and men, including 92% of women and 83% of men;
- 84% think women should be allowed to stand up for their individual rights, including 90% of women and 79% of men;

• 66% of Afghans say women should be allowed to work outside the home, including 80% of women and 55% of men; in urban areas, 81% agree, compared with 61% in rural areas;
• 53% of respondents say that when voting, women should decide for themselves, including 62% of women and 46% of men; more urban residents (69%) than their rural counterparts (48%) say that women should decide themselves; and.
• 56% of women and 37% of men say there should be equal representation in political leadership; in urban areas, 58% of respondents agree compared with 41% in rural areas.

These achievements have produced a large group of educated young women, who possess at least a secondary school diploma, some university study or a university degree, a demographic group that did not exist a decade ago. Estimated at over 200,000 strong—and growing fast—these women represent a valuable source of talent and expertise for the country.

At the same time, the gains are newly won, not yet firmly grounded or unconditionally accepted in Afghan society or psyche, vary widely by geography and ethnicity, and nowhere are they effectively enforced. A key risk faced by Afghan women during Transition is the declining visibility and influence of women leaders in the public arena. This is due to a number of factors: decreased influence of the donor community and foreign governments, less freedom of movement due to concerns about security and safety, and decreased salaries from foreign donors and NGOs, which might cause a “brain drain” of the upper class of Afghan families, including educated women, leaving the caretaking of women’s rights largely in the hands of Afghan men. Many women fear a Taliban resurgence would render women’s rights as vulnerable to the vagaries of politics as they have been historically. Recent events, including attacks on girls’ schools, executions of women leaders, such as the murder of the Director of Women’s Affairs and the Acting Director in Laghman province, and the officially endorsed Shiite “Code of Conduct,” which condones wife beating under certain circumstances and restricts women’s mobility, and an increase in reported domestic violence cases, are causing many Afghan women to fear that Transition will herald a reversal of their decade-long struggle for safety and rights.

The 2012-2014 Transition refers to the durable and irreversible transition of security responsibility from ISAF to GIROA’s Afghan National Security Forces to defend the independence, national sovereignty and territorial integrity of Afghanistan and to ensure internal security and public order. Transition is an evolving process, not a single event. In addition to transferring full responsibility

for security, the shared strategy for a sovereign, stable Afghanistan has four other elements: ongoing training and equipping Afghan National Security Forces (ANSF); building an enduring partnership with Afghanistan; reconciliation among Afghans; and promoting regional stability and economic integration. Should Transition restrict or reverse even the most basic human rights and educational opportunities women have gained over the last decade, the country would be deprived of the productive contributions of half its population, greatly diminishing national development prospects. Even today, despite official GIRoA mandates endorsing equal rights for women, they are seriously under-represented in all sectors of society, professionally marginalized, and lack institutionalized opportunities to assume decision making and leadership roles in government, the private sector and civil society. Further restricting women’s rights, education, employment, and the ability to participate in public life would not only come at an enormous cost to women, it would greatly diminish Afghanistan’s ability to grow sustainably, ensure participatory and inclusive governance, and reduce poverty.

Research shows that women serve as a catalyst for many positive changes at all levels of society. Access to education, for example, improves women’s long-term economic prospects and helps lift themselves and their families out of poverty. Healthy, educated women are also far more likely to have, healthier and better educated children and to participate in political and civic life, adding their valuable perspectives to the shaping of the country’s future. With 42 percent of the Afghan population under the age of 15, healthy, educated mothers will ensure that the next generation of Afghans – both male and female – will fare better than the current one.5

Research also demonstrates that women’s rights and opportunities are essential to maximize the economic and development potential of a country.6 Women’s empowerment is inextricably linked to security, economic opportunity, effective governance, and social development around the world. “Just as investing in women and girls can create a positive development cycle, however, the opposite is also true: countries that fail to empower half their population will suffer from lower productivity, slower economic growth, and weaker development outcomes.”7

With the stakes so high, the case for securing and sustaining a productive role for Afghan women is as compelling for Afghanistan as it is for women. Restrictions on Afghan women’s rights, education, employment, credit, and the

ability to participate in public life come at an enormous cost to women and to Afghanistan’s ability to grow sustainably, govern effectively and reduce poverty. Ensuring that Afghan women are part of the decision making about the country’s future can help address these challenges and assure that solutions include the needs of the entire population.

Development Challenge: although significant gains have been achieved for women and girls over the last decade within Afghan society with support from the international community, and despite official endorsements by the Government of Afghanistan for equal rights for women, Afghan women remain under-represented in all sectors of society, professionally marginalized, and lack opportunities to assume decision making and leadership roles in government, the private sector and civil society. This restricts women’s rights and deprives the country of women’s contributions to development. To address this situation, there is a need to build on past investments and advances for women to both foster a cohort of women with the necessary leadership skills and to create opportunities for Afghan women to contribute more to strengthen Afghan communities, society, governance, and the economy. A critical mass of skilled women leaders in all key sectors will help Afghanistan achieve an inclusive and sustainable economic and social development over the coming decades.

C.4 PROMOTE

Four factors combine to make intensive and sustained attention to Afghan women both urgent and compelling: (a) Transition by 2015; (b) the still-fragile status of Afghan women; (c) the yet-unrealized development potential of 50% of the population; and (d) their relative absence from Afghan government and international security and development plans.

As the U.S. and Afghanistan prepare for Transition and the Transformation decade, the role of women is critical. The Transformation decade is from 2015 to 2024 whereby Afghanistan targets to be increasingly self-sufficient by: (1) steadily decreasing it reliance on donor funds; (2) becoming fully integrated into the region as a sovereign state; and (3) becoming able to field a national security force that provides adequate protection for the state and its people. Unleashing the productive potential of Afghanistan’s women could greatly improve the country’s development prospects during and after Transition. Yet the benefits that could accrue to the country and to women will be largely lost if they are not allowed to join the ranks of decision makers and leaders in productive pursuits outside the home. If Afghanistan is to realize the potential for social, political and economic progress that the inclusion of women’s productivity promises, opportunities for them to enter and advance within these sectors must be available and accessible. Currently, they are not. Advances in women’s rights are newly won, not yet firmly grounded or accepted in Afghan society or psyche, vary widely by geography and ethnicity, and nowhere are they effectively enforced.
There is unlikely to be a better confluence of financial resources and political will to influence the long-term preservation and advancement of Afghan women’s rights and opportunities than now. This is our best opportunity to demonstrate the commitment to women that the USG has repeatedly underscored; it is the ideal moment in time to substantiate the USG’s pledge to Afghan women.

PROMOTE will invest in opportunities that enable educated women (i.e., women between 18 and 30 years of age who have at least a secondary education) to enter and advance into decision-making positions in Afghanistan’s public, private and civil society sectors. This cohort is estimated at over 200,000 strong—and growing fast, with approximately 164,000 girls attending secondary school nationwide. These women represent a valuable source of talent and expertise for the country. Focused on these target groups, PROMOTE will activate a sustainable process leading to a critical mass of new and upcoming generations of Afghan women assuming decision making and leadership roles in mainstream social, political and economic spheres. PROMOTE will directly benefit a minimum of 75,000 women within the targeted cohort.8

While the program specifically targets educated women, as they move into influential positions in government and private sectors, the Contractor will be required to focus efforts through all PROMOTE participants on ensuring the welfare, rights and opportunities for all Afghan women—to advocate for the rural and urban poor who have been deprived of education or opportunities for personal growth. PROMOTE aims to ensure that a “gender agenda” is not an issue on the fringes of national policy and programming but central to the advancement of Afghanistan’s political, social and economic advancement.

Primary interventions and inputs include: (a) business/employment centers where women learn to apply their education in productive, demand-driven businesses or employment through both business development and technical/vocational training, followed by job placement for employees or credit for entrepreneurs; (b) support to network approximately 50 activist-oriented groups of educated women electronically, to enable them to forge alliances with major women’s organizations regionally and internationally and to design and implement large scale activities with the potential for high impact on women’s rights and welfare; (c) opportunities for qualified university graduates who desire a career in the government service to gain functional knowledge, skills and experience through job training and supervised on-the-job internships with government institutions, ultimately leading to long-term employment with advancement potential; and (d) state-of-the-art management and leadership programs for women that build self-confidence, self-efficacy and knowledge and

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8 Critical mass is estimated at 30 percent deemed the minimum acceptable level of women’s representation that may be capable of changing the status quo in a given context. This is based on a United Nations Economic and Social Council endorsed target of having 30 percent of women in positions at decision making levels by 1995, Aide Memoire for Expert Group Meeting —Equal participation of men and women in decision-making processes, United Nations, 22 September 2005.
proficiencies in communication, negotiation, conflict resolution, team building, decision making and other skills and abilities necessary to serve as effective leaders.

The currently skewed perceptions of women’s abilities will only change when women are given a chance to demonstrate their value and potential contributions to their families, communities and country. PROMOTE is designed to give women that chance. Providing educated women with opportunities to develop new skills, acquire new knowledge and assume leadership roles is a gender equitable response to the historical discrimination against women and their continued marginalization in public life. Throughout the life of the program, perceptions of women’s abilities will be monitored to detect improvements over time.

Finally, not only do the country’s Constitution and all official policies support the advancement of women, but Afghan women themselves have been calling for opportunities for years. PROMOTE was designed in response to requests from Afghan women for a chance to develop their own potential to participate in productive pursuits and contribute to their country’s progress.

C.5 PROGRAM PURPOSE

PROMOTE will provide educated Afghan women with opportunities to develop strong, demand-driven technical knowledge and skills, plus senior level management and leadership abilities, and to facilitate women’s entry and advancement into mid-high level positions in government, the private sector and civil society. PROMOTE is based on the premise that a substantial, cross-cutting investment will begin to produce a critical mass of women leaders in key, mainstream sectors in Afghanistan. This will change the decision-making paradigm at the mid-upper levels of government, civil society and the economy, enabling women’s perspectives and priorities to help shape the national agenda, significantly improving the lives of girls and women at all levels and resulting in more inclusive, effective and sustainable social, political and economic progress for the country overall.

A fundamental PROMOTE premise is that this critical mass of women in mid- to upper-management levels in the economy, civil society and government take actions to improve the lives of girls and women at all levels, including those most in need in Afghanistan. With Transition9, international support for women and girls may decline, leaving their rights, welfare and opportunities for advancement in the hands of Afghan

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9The 2012-2014 Transition refers to the durable and irreversible transition of security responsibility from ISAF to GIROA’s Afghan National Security Forces to defend the independence, national sovereignty and territorial integrity of Afghanistan and to ensure internal security and public order. Transition is an evolving process, not a single event. In addition to transferring full responsibility for security, the shared strategy for a sovereign, stable Afghanistan has four other elements: ongoing training and equipping Afghan National Security Forces (ANSF); building an enduring partnership with Afghanistan; reconciliation among Afghans; and promoting regional stability and economic integration.
leadership. The 2012-2014 Transition refers to the durable and irreversible transition of security responsibility from ISAF to GIROA’s Afghan National Security Forces to defend the independence, national sovereignty and territorial integrity of Afghanistan and to ensure internal security and public order. Transition is an evolving process, not a single event. In addition to transferring full responsibility for security, the shared strategy for a sovereign, stable Afghanistan has four other elements: ongoing training and equipping Afghan National Security Forces (ANSF); building an enduring partnership with Afghanistan; reconciliation among Afghans; and promoting regional stability and economic integration.

PROMOTE, and the WLD Component are designed to ensure this leadership with the influence will: (1) ensure women at the grassroots level are informed about large issues facing the nation as well as specific issues affecting women; understand the needs and perspectives of women at the grassroots level; (2) effectively represent women and ensure their inclusion in development in all sectors and at all levels; and (3) take action to unite women from all ethnic and tribal groups, encouraging recognition of common ground and respect for differences; and contribute to the overall social, political and economic development of the country.

It is incumbent upon all PROMOTE Components to ensure that participants understand and accept these responsibilities and commitments. The most important contribution USAID can make is to “institutionalize” opportunities for women to develop leadership skills so they can assume decision making positions in all sectors. Once female leaders are integrated throughout Afghan public and private sectors, they can lead the way toward equal rights and opportunities for all.

Taken together, the PROMOTE Components will develop a coordinated effort that lays out a systematic intervention for women’s inclusion and empowerment in the political, economic and social spheres. The intervention strategies proposed for PROMOTE should be ambitious and take into consideration the criticality of the Transition time frame (2013-2015). PROMOTE will initially focus on the more than 200,000 educated middle class women—beneficiaries of the last decade of support for education and social programs—as the key target group for investment.

The purpose of PROMOTE is to overcome obstacles and provide opportunities that enable educated Afghan women to enter and advance within mainstream social, political and economic sectors such that women are able to assume decision making and leadership roles at all levels that will improve the status of women and accelerate inclusive, sustainable development and social progress in Afghanistan.

C.6 GEOGRAPHIC FOCUS

PROMOTE will operate nationwide, in at least five major urban population centers, including the South and in particular Kandahar with outreach to other
provincial urban areas in the regional economic zones. The urban population centers are where the majority of educated young women reside and the greatest opportunities for advancement are located. According to the Ministry of Education (MoE), 164,000 girls attended secondary school in 2011, and out of that number, nearly 160,000 live in 17 provinces.

A second geographic consideration is the economic corridors that define potential economic vitality and opportunity in specific areas of the country. In provincial capitals and regional centers in and around the developing economic corridors in the north, east, south and west, increased trade will not only stimulate new business development but could also encourage the start-up of ancillary businesses providing products and services to support the major economic enterprises. Due to a lack of capital and other types of support, as well as obstacles to women’s public ownership of businesses, few women may be involved in the establishment of large enterprises initially; however, with strategic planning and support, these zones are fertile ground for women to grow businesses and find employment.

Determining when and how to initiate safe and culturally effective interventions in other areas will be a task required by the Contractor, with approval from USAID.

C.7 PROMOTE COMPONENTS

PROMOTE includes four distinct yet related Components:

C.7.1 Component 1: Women in the Economy (WE)

Purpose: To enable Afghan women to increase their participation in the mainstream, formal economy by securing employment with advancement potential or establishing/expanding viable small- to medium- to large-sized women owned businesses

Afghan women have considerable presence at the micro-level and a micro-presence at the commercial-level. They are largely stuck at the subsistence, income generating, and micro-enterprise level, both in rural and urban areas outside Kabul. While statistics vary, only about 450 women own medium-large businesses that are registered with the Ministry of Economy, though it is possible that many more women own businesses that are registered in a male family member’s name, perhaps due to the onerous process to which women are subjected when attempting to register a business. Many other women, estimated at 1,500, own micro-Enterprises that are largely dependent upon donor funding for sustainability.

Most business support for Afghan women has been at the micro-level, with training focused on business start-up, basic marketing and bookkeeping.
Commercial businesses that have been supported tend to be Kabul-based, with outside Kabul programs focused on home-based, labor intensive basic training in carpet-weaving, handicrafts, tailoring, embroidery, poultry raising, jam making and bee keeping.

Some micro-enterprises, such as those supporting saffron growing, processing, packaging and exporting, could be taken to the next level, i.e., a small- or medium-sized enterprise (SME). PROMOTE intends to assist the expansion of a large number of viable micro-enterprises into the SME level.

For this to occur, women must develop both technical and business knowledge and skills. Existing technical, vocational and business schools are often too expensive for women, employ primarily male instructors and offer training by men that is geared to occupations for men. An even worse situation confronts women seeking to establish agribusinesses with little or no access to credit, land, extension services, or new technologies.

PROMOTE will establish 10 business/employment centers offering professional business development services and market-driven technical and vocational education that will enable women to (a) acquire a sufficiently high level of expertise in relevant areas to launch/expand, manage and sustain small, medium and large businesses with a viable market or (b) acquire skills and knowledge specific to a particular job, trade or vocation that enhances their ability to do that job such that they are hired into positions with advancement potential. To achieve these outcomes, PROMOTE will identify and effectively address the obstacles preventing women from entering/advancing in mainstream markets and the formal economy as business owners, managers or employees on a management career track, assess the viability of the wide variety of business initiatives women are proposing, and provide a range of professional learning opportunities in business and fields of interest to women. It is expected that 3 months of business development and 3 months of technical/vocational education will be provided using effective adult learning materials and participatory, interactive, experiential methods, inclusive of apprenticeships, internships and other hands-on learning methods, with 12 months of follow-up.

Successful graduates of the program will be linked to public and private sector financing programs and projects, while those seeking employment will be provided with a placement service that includes internships with stipend coverage to enhance their chances of successfully completing their business education and internships. This will be explained further in the Request for Task Order Proposals currently under design.

USAID technical assistance and training efforts, such as those which will provide business development and advisory services, as well as English and computer skills, will, to the extent possible, utilize and coordinate with existing public and private organizations to leverage existing resources and infrastructure. The sustainability of the skills imparted both to the training/consulting service providers and the women
beneficiaries of the program will be assessed through USAID/Afghanistan’s M&E contract. Technical assistance and training efforts will also help link the service providers to the private sector, to help create a domestic client base for these services.

In addition, credit activities will be focused on enabling existing credit providers to develop tools and approaches that enable better outreach to women. The sustainability of these efforts will be supported by both USAID and other-donor activities that work to increase the capacity of credit institutions.

C.7.2 Component 2: Women’s Rights Groups and Coalitions (WRGC)

*Purpose:* To enable 50 networked women’s rights organizations and coalitions to influence public policy and social practices

This Component will support (a) networking among established women’s rights groups for an estimated total of 50, and (b) large-scale initiatives designed by groups either loosely or formally organized, with some perhaps emanating from universities, others linking women in particular professions, some launched by Diaspora returning to Afghanistan, and still others officially registered as established civil society, non-governmental organizations. What they all will have in common is their primary reason for existence, i.e., their primary goals, mission, vision and activities are to advance women’s rights, welfare and opportunities.

This is an action and activist oriented Component focused on networking women’s rights groups both online and offline, establishing regional and international alliances, and supporting large-scale initiatives with the potential for high impact nationwide. It is based on providing opportunities for women’s groups to work together, which the PROMOTE gender analysis addressed as a critical need, to address issues impacting women. The process will involve groups studying the issues and addressing them through collaborative mechanisms and advocacy techniques that serve to connect the groups by engaging them in joint areas of concern. The women’s groups will determine the issues to address, which could include gender based violence, early and forced marriages, legal rights, discrimination and harassment or access to the country’s peace and reconciliation process. Women will be assisted in developing and sorting out their priorities and modes of operationalizing these priorities via facilitation and leadership guidance. They will be provided with technology enablers, such as laptops, internet connections, and publication and communication mechanisms. In addition, facilities for meeting and gathering will be provided or remote linkages, as feasible and relevant. The idea for these forms of associations and groups will be to share best practices, generate a momentum for change and reform and disseminate information. Existing civil society mechanisms will be leveraged.

Through this Component, the groups will be computer networked and trained in computer literacy and information and communication technologies
communication and collaboration, and they will be connected to women’s rights groups throughout the region and internationally.

USAID intends to ensure that the skills and knowledge imparted to beneficiary organizations and their staff are sustained and replicated/disseminated to others. Through USAID/Afghanistan’s stand-alone M&E contract, the implementing partner will evaluate whether skills are being retained and whether activities aimed at promoting links among NGOs are resulting in more coordinated advocacy.

The NGO sector in Afghanistan remains quite nascent, with very little domestic, private funding for NGO activities. It is reasonable to anticipate that future funding for NGOs advocating for women’s rights will be acquired from international sources, both governmental and non-governmental. Through links with USAID’s civil society programs, USAID will help key women’s groups attain a level of organizational and financial management required to become direct recipients of funding from USAID and/or other donors. PROMOTE will also help to further deepen links between NGOs and U.S. women’s organizations and diaspora, to help provide an additional source of revenue. Note further that the political climate in Afghanistan will, most likely, require sustained policy dialogue from international partners to provide women’s NGO’s with space to flourish.

C.7.3 Component 3: Women in Government (WIG)

Purpose: To enable Afghan women to gain full-time professional employment in government

This Component will enable university graduates to gain full time professional employment with advancement potential in the public sector. Through 6-12 month internships with ministries or other government agencies or institutions at the national or sub-national levels—all of which have full-time vacancies into which the participants could be hired—the interns will benefit from five days of on-the-job work experience plus one day of training in government, business and work skills and ethics. They also will receive a stipend during their internship and a laptop to facilitate their work.

This Component 3 will complement and coordinate with previous and ongoing USAID projects that have trained, placed and supported new women university graduates in internship positions in the Afghan government and in other public and private entities and assisted with obtaining employment following their internships. Examples of USAID projects supporting women intern programs include the Economic Growth and Governance Initiative (EGGI), Financial Access for Investing in the Development of Afghanistan (FAIDA), and TAFA (Trade Accession Facilitation for Afghanistan) projects. This Component will also be expected to work closely with the Independent Administrative Reform and Civil Service Commission (IARCSC), which is
developing an action plan to bring the number of female public sector employees up to 30%.

PROMOTE will also link up with Afghan government capacity building projects in all USAID offices to promote women’s participation in professional and leadership positions in government. Some of those projects include activities with the Ministries of Finance, Mines, Energy and Water and Commerce, the Ministry of Agriculture and the Ministries of Public Health and Education. In addition, PROMOTE will coordinate with projects working with the Supreme Court, the Independent Directorate for Local Governance (IDLG), Provincial Councils, and municipalities in the north, south, east, and west regions.

In order to build sustainability within the women in government component, USAID/Afghanistan is exploring a partnership with the Afghan Civil Service Commission (ACSC) to increase the ACSC’s ability to assume responsibility for implementation of the program. This will help build greater political will (note—considerable goodwill for this component already exists, based on a pilot project implemented by USAID). Concurrent policy dialogue with GIRoA will aim to secure ongoing GIRoA support for the program.

Note that USAID intends for this component to help GIRoA reach its legal commitment of filling 30% of public sector positions with women. After this ‘surge’ has been achieved, there will not be as great of a need for this component in subsequent years. GIRoA contributions to the program, while critical to sustainability, will not need to be at the level of USAID’s investment under PROMOTE.

C.7.4 Component 4: Women’s Leadership Development (WLD)

Purpose: To enable Afghan women to acquire and apply leadership skills in public, private and civil society sectors

Through Component 4, Women’s Leadership Development (WLD), the target group for all PROMOTE Components are Afghan women between the ages of 18 and 30 who possess at least a high school diploma, though many will also have undertaken some college, university or Technical and Vocational Education and Training (TVET) study or possess a university degree. Women without having completed university study identified as able to manage the transition from micro-enterprise to SME may be considered for inclusion in PROMOTE activities on a limited, case-by-case basis. They will be provided with opportunities to develop management and leadership skills that will enable entry and advancement into decision making positions in mainstream social, political and economic sectors at national, provincial and perhaps district levels in Afghanistan. By the end of training, all WLD participants will be equipped with the advanced skills, leadership acumen and self-confidence to compete successfully for high ranking
positions; women will advance within key sectors as leaders and change agents at the national, provincial and perhaps district levels.

This Component will also provide innovative opportunities for less educated women to develop life and work skills. The secondary target group for Component 4 are young, literate women between the ages of 14-24 who at least completed primary school, and perhaps some secondary schooling or TVET but who have not completed secondary schooling.

The WLD Component will work in tandem with PROMOTE’s Components 1, 2 and 3, and all PROMOTE women will also participate in WLD.

The goal of Component 4 is to ensure that all PROMOTE participants are equipped with management, decision making and leadership skills that can be applied in social, political and economic fields. Combined with Components 1-3, Component 4 is essential for producing a critical mass of women leaders such that the decision making paradigm in each sector reflects women’s perspectives and helps shape the priority agendas and resource allocation decisions at national and sub-national levels.

It is incumbent upon all PROMOTE Components, especially Component 4, to ensure that participants understand and accept these responsibilities and commitments. The most important contribution USAID can make is to “institutionalize” opportunities for women to develop leadership skills so they can assume decision making positions in all sectors. Once female leaders are integrated throughout Afghan public and private sectors, they can lead the way toward equal rights and opportunities for all.

Within this context, Component 4 includes two distinct but related outcomes as follows:

1. Overall WLD purpose: Afghan women apply advanced management and leadership skills in public, private and civil society sectors.

2. Younger women with a lesser degree of education apply personal, work and life skills.

To put young women on a track to have a voice in the future of their country as well as in their own lives, avenues for empowerment need to be made available and accessible to them through formal education, TVET, enhanced life skills, and self-enrichment activities.

The basic principle in supporting WLD’s secondary target group is to provide them with experiences and capacities that will improve their prospects for employment and provide work and life skills for economic and social enhancement. This project will provide access and opportunities for personal and
professional growth with strong support from their families. This secondary target group will also benefit from interaction with the women participating in the primary PROMOTE Components through gatherings, shadowing, mentoring or other creative projects.

PROMOTE will provide technical, vocational, and higher-education scholarships to promising women. USAID/Afghanistan feels that it is critically important to promote these deliverables given the specific and intensive activities that must be devoted to helping design, implement, and assess training programs for women. Concurrently, USAID is accelerating efforts to place more vocational training and higher education funds ‘on-budget’ through the Ministry of Education. These efforts will coincide with PROMOTE. If targets are reached, USAID will be able to implement vocational training through “on-budget” mechanisms, helping to share the financial commitment through GIRoA, after PROMOTE concludes. With regards to higher education, PROMOTE will be closely coordinated with USAID university programs, which are building university capacity to provide career counseling and identifying job opportunities to match participants skills. Creating links will help enhance the employability of beneficiaries, while also providing greater alignment of training with employer demand.

USAID intends to work through local, private sector providers for the provision of training, including leadership training. These providers exist today, charging fees (often subsidized by government, donors, or employers) for study. USAID has no reason to expect that these providers, which in some cases have been operating for years, will leave the market at the end of PROMOTE.

C.8 RELATIONSHIP TO MISSION STRATEGIES AND RESULTS FRAMEWORK AND SUPPORT TO REGIONAL PRIORITIES AND REQUIREMENTS

C.8.1 Relationship to Mission’s Strategies and Results Frameworks

The U.S. Foreign Assistance for Afghanistan Post Performance Management Plan, 2011-2015, affirms that “Women’s empowerment is inextricably linked to the achievement of USG objectives in Afghanistan – including improvements in areas such as security, economic opportunity, governance, and social development. Accordingly, the Strategy emphasizes assistance to build women’s capacity to participate fully in Afghan society.” Most of the areas highlighted for assistance include those on which PROMOTE specifically focuses:

- Supporting women’s leadership development in the public, private, and voluntary sectors;
- Enforcing existing law and Constitutional rights of women;
- Improving women’s and girls’ access to education and healthcare;
- Strengthening and expanding economic development opportunities for women; and
• Increasing women’s political participation and empowerment.

C.8.2 Relationship with Mission’s Results Frameworks

Several of PROMOTE’s components also contribute to USAID/ Afghanistan’s goals and objectives at both the AO and IR level:

**Component 1 – Women in the Economy:**
- AO 04-IR 4.3: Competitiveness of private sector enhanced
- AO 04-IR 4.4: Workforce meets private and public sector demands
- AO 05-IR 5.1: Increased agricultural sector jobs and incomes

**Component 2 – Women’s Rights Groups and Coalitions:**
- AO 01-IR 1.4: Increased development of politically active civil society
- AO-IR 1.3: Strengthened governance and service delivery at national and sub-national levels
- AO 04-IR 4.4 Workforce meets private and public sector demands

**Component 3 – Women in Government:**
- AO 01-IR 1.3: Strengthened governance and service delivery at national and sub-national levels
- AO 04-IR 4.3: Competitiveness of private sector enhanced

**Component 4 – Women’s Leadership Development:**
- Supports all preceding components as well as qualified non-PROMOTE participants, on a space available basis, who wish to advance within their current positions.

PROMOTE also supports the following policies, results frameworks and strategies:
- The Afghanistan and Pakistan Regional Stabilization Strategy objective of “Advancing the Rights of Afghan Women” to ensure the sustainability of current gains in women’s rights and expand the economic potential of Afghan women;
- The USG Gender Strategy for Afghanistan, especially the Economic Empowerment and Leadership Development pillars on which PROMOTE is partially based;
- Three of the four key pillars identified in the Civil-Military Strategic Framework, including governance, rule of law and socio-economic development; and
- The recent USAID “Gender Equality and Female Empowerment Strategy” and “Women, Peace and Security Policy,” which recognize women not only as beneficiaries, but also as agents of peace, reconciliation, development, growth and stability. Empirical evidence is emerging that suggests a strong correlation between the status of women and a region’s stability. PROMOTE will work with the Stabilization Unit to more fully
explore that relationship.¹⁰

C.8.3 Relationship with Ongoing Activities

Gender considerations integrated into technical offices builds opportunities into the technical portfolio where women already have a socially acceptable presence including health, education and the civil service. PROMOTE will enable potential synergies with programs, projects and activities throughout USAID’s portfolio as identified below while avoiding duplication, enabling leveraging and providing valuable lessons and practices that will contribute to PROMOTE’s success and that of other, ongoing projects as well as advance strategic interests.

Component 1: Women in the Economy

PROMOTE can work closely with the Office of Economic Growth and Infrastructure’s programs involving small- and medium-enterprise loans, workforce development training, job creation and business/agribusiness development. These programs provide entry points to identify and reach large numbers of women whom PROMOTE can assist, including those who own and/or operate businesses in the private sector and who wish to expand; those who seek management-level employment through programs that increase their business and technical knowledge and skills; and women who need improved access to credit and markets. In general, PROMOTE will work with OEG programs that strengthen the business-enabling environment, focusing on the particular needs and obstacles facing women in business. In particular, PROMOTE anticipates productive synergies with the Financial Access for Investing in the Development of Afghanistan (FAIDA) program, which works with businesses, banks and GIRoA to increase access to finance and stimulate investment in Afghanistan; the Assistance in Building Afghanistan by Developing Enterprises project (ABADE), which works with small and medium private sector enterprises to stimulate business expansion, promote value chain development and create public-private alliances with for-profit Afghan registered businesses; the Afghanistan Workforce Development Project (AWDP), which includes the provision of non-degree, market-driven intermediate and advanced technical skills and business training, enhanced access to credit, business development support, and job placement services; the Land Reform in Afghanistan (LARA) project works on land rights issues in Afghanistan including strengthening women’s land rights issues; and the Trade Accession Facilitation for Afghanistan (TAFA) project focuses on trade issues including women-specific trade issues. A search on the internet will yield further public information on these projects.

Additional programs in the agriculture sector also invite collaboration. For example, the objective of the Afghan Agricultural Research and Extension Development (AGRED) Program is to (a) provide extension and advisory services to Afghan farmers and (b) build the capacity of the Ministry of Agriculture, Irrigation and Livestock (MAIL) and Directorates of Agriculture, Irrigation and Livestock (DAILs) to sustainably develop and deploy technologies and knowledge solutions and provide extension and advisory services. PROMOTE will coordinate with AGRED to provide opportunities for women to obtain manager-level technical skills and leadership training to lead and enhance the capacity of extension agents and research specialists providing public outreach and education regarding agricultural best practices and technology. PROMOTE will also provide opportunities for businesswomen in the agriculture sector through the upcoming regional agricultural development programs. These programs will include working with women in high-value agricultural market chains that will offer multiple partnership development opportunities with PROMOTE. Finally, the Agriculture Development Fund (ADF) works with formal credit institutions and women’s businesses to improve access to credit for women in all major cities.

Component 2: Women’s Rights Groups and Coalitions

PROMOTE will work with the range of USG entities providing support to Afghan women’s rights groups, including the U.S. Embassy Political Section, the U.S. Embassy Public Affairs Section, the International Narcotics and Law Enforcement Affairs (INL), and the USAID Office of Democracy and Governance (ODG), to ensure cooperation and avoid duplication of support. In particular, this Component will include coordination with the USAID-funded Initiative to Promote Afghan Civil Society (I-PACS II) and any follow-on to that program. USG programs that work with Afghanistan government agencies, such as the Parliament and numerous Ministries, include requirements for outreach to, and engagement with, women. These programs, under USAID guidance, will facilitate opportunities for PROMOTE-supported women’s groups to interact with decision makers. PROMOTE will include best practices and recommendations highlighted in the October 2011 I-PACS Gender Assessment Report and other I-PACS publications related to working with civil society in Afghanistan. PROMOTE will also benefit from the recommendations of the Evaluation of the Ambassador’s Small Grants Program to Support Gender Equality in Afghanistan produced in September 2011.

Component 3: Women in Government

This Component will be modeled on the successful Women in Government Internship Program, an activity that is part of USAID’s Economic Growth and Governance Initiative (EGGI). The internship program provides qualified university graduates with the opportunity to gain functional knowledge, skills and
experience working with government institutions, ultimately leading to long-term employment. The internship program provides job skills training and supervised on-the-job experience for qualified public and private university graduates who desire a career in the civil service. When the EGGI internship ends in August 2013, this Component 3 will complement and coordinate with previous and ongoing USAID projects that have trained, placed and supported new women university graduates in internship positions in the Afghan government and in other public and private entities and assisted with obtaining employment following their internships. PROMOTE will link up with Afghan government capacity building projects in all USAID offices to promote women’s participation in professional and leadership positions in government. Some of those projects include OEGI’s activities with the Ministries of Finance, Mines, Energy and Water and Commerce; OAG’s projects working with MAIL and OSSD’s projects working with the Ministries of Public Health and Education. In addition, PROMOTE will work closely with ODG’s activities supporting the Independent Administrative Reform and Civil Service Commission (IARCSC), which is developing an action plan to bring the number of female public sector employees up to 30%, albeit not necessarily in leadership positions. PROMOTE will also coordinate with other ODG projects working with the Supreme Court, the Independent Directorate for Local Governance (IDLG), Provincial Councils, and municipalities in the north, south, east, and west regions.

Component 4: Women’s Leadership Development

PROMOTE will also collaborate with a range of ODG programs supporting leadership development. These include the activities under the Afghanistan Parliamentary Assistance Project (APAP2), which aim is to prepare male and female parliamentarians to assume leadership positions and make decisions beneficial to the country. The 2011 APAP Gender Analysis is rich in lessons learned, and PROMOTE is incorporating those lessons in its design, development, and implementation. ODG also supports a range of women’s leadership development activities under its elections and political processes programming supporting women in politics and governance, including work with political stakeholders to articulate, organize, and compete in elections, support to the Movement of Afghan Sisters (MAS), the Women of Influence (WOI) and Joint Advocacy training, the Future Leaders Club (FLC) dynamic civic education program created in 2010 for young women aged 18 to 25 who display a strong interest in political activism and leadership and the locally registered Future Leaders Organization (FLO), and University Debate Clubs program enhances students’ skills in public speaking, communication, research and critical thinking and annual Moot Court competitions. The EG program FAIDA includes Leadership Development training for businesswomen, and the link with finance presents potential collaborations. Similarly, TAFA provides leadership training to women traders. INL’s Justice Sector Support Program also offers a wide array of professional development and networking opportunities in the justice and legal sectors. These include international study and networking events for women.
judges, year-long employment placements for new university graduates in law, and training for female corrections professionals on a variety of topics associated with running prisons. Through the Strengthening Education in Afghanistan (SEA) project managed out of OSSD, a Women’s Leadership, Peace building and Conflict Resolution training is also conducted for the students at the Women’s dormitory at Kabul University, all activities offer excellent potential for collaboration.

C.8.4 Relationship to GIROA

PROMOTE responds to a shared objective of the USG and GIROA to increase the participation and contribution of educated women in all sectors of life. Over the last year, PROMOTE has been developed through direct dialogue with Afghan women from the PROMOTE target group, as well as with GIROA officials, women employees at companies and organizations and leaders in many sectors. In July 2012, USAID received a written endorsement of PROMOTE from the Minister of Women’s Affairs, Dr. Husn Banu Ghazanfar. The work contemplated under PROMOTE will be accomplished in partnership with MoWA as well as the Independent Administrative Reform and Civil Service Commission (IARCSC) and other relevant ministries, such as the Ministry of Rural Reconstruction and Development (MRRD), Ministry of Education (MoE), Ministry of Higher Education (MoHE), and Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAM), who will be consulted during the implementation of the program.

PROMOTE’s program goals are congruent with the “National Action Plan for the Women of Afghanistan” (NAPWA), the “Afghanistan National Development Strategy” (ANDS), the “ANDS Gender Strategy,” as well as other binding obligations and conventions, both national and international, to which GIROA has committed. These documents call for the full and equal development of both Afghan men and women to lead the advancement of their country.

NAPWA is a high level benchmark of the 2006 Afghanistan Compact and a key component of the ANDS Gender Cross Cutting Strategy. NAPWA promotes the twin goals of women’s empowerment and gender equality, envisioning an end state in which Afghanistan is “a peaceful and progressive country where women and men enjoy security, equal rights and opportunities in all aspects of life.” Among NAPWA’s primary interim goals are: (1) government entities embracing ‘gender equality’ in their employment, promotion, policy making and budgetary allocations; (2) equal wages for equal work; (3) increasing women’s leadership and participation in all spheres of life; (4) greater economic opportunities and access to and control over productive assets and income; and (5) greater social acceptance of gender equality as evidenced by increased participation by women
in public affairs and policy discussions. In each of these areas, PROMOTE will support the long-term process of translating policies into strategies and then into work plans with indicators that can be monitored and evaluated in support of NAPWA’s worthy goals.

GIRoA has adopted gender as a cross-cutting strategy that derives its inspiration from the country’s Constitution, and gender—as a cross-cutting issue—has been woven into the National Priority Programs’ (NPPs) framework. The gender strategy, which was formulated during the ANDS process, spans most national priority programs, activities and outcomes, though not always explicitly. GIRoA is on record committing to implement UN Security Council Resolution 1325 and ensuring that Afghan women are meaningfully represented in the planning stages and during the reconciliation and transition process. The protection of rights of women, girls, children and ethnic minorities remains high on the government’s public agenda and will continue to be addressed during the Transformation Decade through relevant NPPs.

The NPPs, a prioritized version of the ANDS, are grouped into six clusters and 22 programs, all important to the advancement of women. PROMOTE’s components will support the following NPP deliverables:

**Component 1: Women in the Economy**

- **Agriculture and Rural Development/NPP2/Component A/Deliverable 5:** Provide sustainable access to smallholders, existing livestock owners, with a focus on women and women headed households to appropriate microfinance services and technical livestock packages and the skills required to engage in new, more productive or more profitable economic, agriculture-based enterprises.
- **Agriculture and Rural Development/NPP2/Component B/Deliverable 2:** Agricultural value chain strengthened through increased linkages throughout the value chain.
- **Agriculture and Rural Development/NPP2/Component C/Deliverable 2:** Enterprises linked to credit & small and medium enterprises.
- **Human Resource Development Cluster/NPP1/Component 3/Deliverable 5:** Provision of market driven training by training providers.
- **Private Sector Development Cluster/NPP1/Component 3/Deliverable 3.4** Capacity development of SMEs improved.

**Component 2: Women’s Rights Groups and Coalitions**

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- Governance Cluster/NPP3/Component 4/Deliverable 4.3: Public relations and public awareness plans developed to encourage women to join civil service (this is in support of redressing gender bias of civil service/initiating a concerted effort for recruitment of women).
- Governance Cluster/NPP3/Component 4/Deliverable 3.1.3: A mechanism involving the GIRoA, Afghanistan Independent Human Rights Commission (AIHRC), and CSOs is established to track the implementation of the recommendations made in the AIHRC, United Nations and other reports.

**Component 3: Women in Government**
- Governance Cluster/NPP3/Component 3/Deliverable 3.8: Internship program instituted as an immediate step to address recruitment needs: greater recruitment of women and replacement of current aging cohorts.
- Governance Cluster/NPP3/Component 3/Deliverable 3.10: In alignment with Civilian Technical Assistance Program, more effective utilization of resources for better service delivery carried out.

**Component 4: Women’s Leadership Development**
- Human Resource Development Cluster/NPP1/Deliverable 4.4: Leadership training for Chancellors and other senior administrators including departments.
- Governance Cluster/NPP 5/Component2/Deliverable 2.4: Leadership and management capacity of 1000 health professionals developed.

To be responsive to the gender differentiated needs of women and men, the ANDS, the NAPWA, NPPs and other official commitments call on all ministries and government entities to develop gender policies and strategies and allocate resources for a process leading to gender equity both institutionally and programmatically, nationally and sub-nationally. Gender is a new concept in Afghanistan, and it will take time to develop the capacity of officials to produce policies and implement strategies; it will also require funding, which will be in short supply. Moreover, despite official mandates supporting women’s rights and opportunities, many of the country’s decision makers do not generally support
even the concept of equal rights for women much less allocating scarce resources for gender equity purposes.

Despite the obstacles, innovative individuals and entities have begun the process. The Ministry of Rural Rehabilitation and Development (MRRD), for example, has produced an enlightened gender policy, as has the Ministry of Agriculture, Irrigation and Livestock (MAIL). Last year, the Ministry of Justice produced an assessment of ministries’ progress, and PROMOTE will use that assessment to assist, as needed, the implementation of the positive strategies.

Although MoWA will work in partnership with PROMOTE, MoWA is a policy advocacy ministry, not an implementing agency. MoWA is assisting ministries in developing their gender policies and strategies, and a sister USAID-funded program—the Ministry of Women’s Affairs Restructuring and Empowerment program (MORE)—will help build MoWA’s capacity to do so, and will support social change from the top down. During PROMOTE’s first five-year phase, therefore, the program will be off-budget. During its second five-year phase, USAID will explore on-budget possibilities with ministries within the Human Resource Development Cluster, of which MoWA is a member.

C.8.5 Relationship to Other Donor Programs

USAID participates in the Gender Donor Coordination Group (GDCG), which includes more than 20 donors who meet monthly to share information. The donor community will promote GIRoA leadership post-Tokyo and work to prioritize and assist efforts with Afghan partners. PROMOTE will be the first large program focusing on the relatively newly educated women demographic, facilitating their entry into jobs leading to decision-making positions. Over time, a critical mass of Afghan women leaders will be able to take much of the responsibility for ensuring that basic services are provided to the urban and rural poor, a task on which most donors will continue to be focused if Afghanistan does not or cannot handle it. PROMOTE will also coordinate with other non-USG donor funded programs that support Afghan women’s programming, including but not limited to UN Women, and the Nordic Plus “Tawanmandi” program. DFID’s activities, for example, focus on improving maternal health and access to family planning, while CIDA provides literacy training, primary education and health care for the rural poor, and Sweden and Norway work in the areas of gender-based violence, sexual and reproductive health and peace and security.

Donors also implement leadership activities relevant to PROMOTE. Unleashing the productive potential of Afghan’s women could greatly improve the country’s development prospects during and after transition. Yet the benefits that could accrue to the country and to women will be largely lost if they are not allowed to join the ranks of decision makers and leaders in productive pursuits outside the home. If Afghanistan is to realize the potential for social change, it must advance gender equality and support Afghan civil society organizations to
influence programming and policies that advance gender equality. UNWomen promotes gender-responsive security sector reform and supports women political leaders in an effort to increase women’s influence in peace-building and improve their access to justice. By ensuring that line ministries establish and implement gender sensitive polices and strategies, the UNDP Gender Equality Program will serve as a strong sub-national PROMOTE partner.

C.8.6 Other Relationships

The Contractor must foster interaction and coordination with other USAID, USG and donors, as well as with professional associations, sector networks or business coalitions at the national, regional and international levels to avoid overlaps, ensure effective use of resources, build on or support activities of a similar nature, and benefit from experiences, lessons learned and best practices for each Task Order. The Contractor must create initiatives that increase use of new technologies and the value of electronic networks in fostering and facilitating communication, cooperation and collaboration among groups.

C.9 SPECIAL REQUIREMENTS

C.9.1 Capacity Building

The Contractor is strongly encouraged to subcontract a portion of the program implementation to Afghanistan implementers to carry out these activities. In keeping with the principles of designing a program for Afghanistan, and where the Contractor determines that program content and efficiency of implementation will be beneficial, the Contractor is strongly encouraged to subcontract with Afghan public and private institutions, local NGOs and other firms and other Afghanistan entities in the implementation of Task Orders.

C.9.2 Increasing Afghan Participation

The Contractor must build technical and managerial capacity of Afghans and Afghan firms during the implementation of all task orders. The Contractor must identify in all task orders the positions to be filled by Afghans and describe a professional development plan for building Afghan capacity. The Contractor must also identify Afghan organizations to provide subcontract services and implement action to promote the Afghan First Policy included at attachment J.10 of this RFP. The Contractor must also include in their reporting requirements to document the number of Afghans employed directly and as subcontractors and the monetary value of direct payments to Afghan personnel. In addition, reporting is required for the total amount spent by specific area in Afghanistan.
C.9.3 Gender Issues

USAID programs must address the needs and protect the rights of women and girls in Afghanistan. Therefore, USAID requires contractors to undertake efforts to prevent discrimination and violence against women and girls, provide economic and leadership opportunities, increase participation of women in the political process, improve security for women and girls, promote education, health and well-being, and other efforts designed to directly benefit women and girls. PROMOTE indicators will support efforts already underway, targeting educated women to: (1) significantly increase women’s contribution to economic growth; (2) strengthen women’s rights groups and coalitions; (3) achieve a critical mass of women in government decision-making bodies; and (4) ensure that women have the leadership and management skills they need to be effective participants in every sector of society.

C.9.4 Maintenance of Confidential and Proprietary Information

The Contractor must at all times maintain the confidentiality of sensitive and proprietary information obtained as a result of performance of this contract. The Contractor must institute procedures acceptable to the task order and fully comply with all USAID’s requirements in regards to maintaining the confidentiality of information and procurement integrity.

The Contractor must maintain and preserve all records and information whether in electronic, audio, video or paper format that is directly or indirectly generated during performance of its work in regard to this contract in an orderly and readily accessible manner. All documents created as the result of operational activities in conjunction with work being performed as the direct or indirect result of scopes of work contained within the issued task orders are to be considered as the property of the U.S. Government in addition to being the work product of the Contractor.

C.9.5 Environmental Compliance

The Contractor is responsible for performing all work in such a manner as to minimize the pollution of air, water, or land and to control noise and dust in accordance with all applicable U.S., Afghan and/or region environmental laws, regulations and programs that relate to the performance of work awarded in individual task orders. Where there is a conflict between U.S., Afghan and/or region law, the requirements that are more protective of health and the natural environment must be used. In no case will the requirements be less stringent than those required by U.S. law and/or regulation.

PROMOTE activities for training, procurement of office and IT equipment, and outreach and research programs and other similar types that do not have an effect on the natural and physical environment fit within the categories listed in
22 CFR 216.2 (c)(2) and are categorically excluded from any further environmental review requirements. The activities are within the following classes of actions:

- Education, technical assistance, or training programs, except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc.). [22 CFR 216.2(c)(2)(i)];
- Analyses, studies, academic or research workshops and meetings. [22 CFR 216.2(c)(2)(iii)];
- Document and information transfers. [22 CFR 216.2(c)(2)(v)]; and
- Studies, projects or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment (such as construction of facilities, etc.). [22 CFR 216.2(c)(2)(xiv)].

The following PROMOTE activities are all considered to be small-scale: procurement of generators, fuel, and construction materials; repair and rehabilitation of public facilities and infrastructure; and hand dug wells. These are activities expected to have a minor or insignificant effect on the natural and physical environment that must be mitigated with appropriate measures. Hand dug wells must be tested for pathogens and other harmful substances if used as a potable water supply. The proposed action is that the Contractor must provide evidence that equipment, commodities, and materials procured for small-scale rehabilitation activities are used in a safe way and that all applicable national and international environmental laws are followed. The Contractor must develop environmental guidelines to be used in identifying potential negative environmental impacts associated with WLD’s activities and appropriate measures to mitigate the adverse impact.

The Contractor must adhere to the conditions set forth in the Initial Environmental Examination and any other environmental documents developed and approved by USAID prior to the initiation of task orders. No rehabilitation activity must be initiated without prior approval of USAID.

C.9.6 Security

Contractor must be fully familiar and compliant with the requirements and procedures of Section H.29. Further, Contractor must comply with all GIRoA and U.S. Government civilian/military agency policies and orders (COM/FRAG) as they relate to contracting with private security contractors (PSCs). Contractor must assure that unlicensed private security contractors are not used by Contractor or any of Contractor’s subcontractors.

The Contractor is responsible for providing all life-support and security services required for its personnel deployed to project locations except when it is expressly stated in individual task orders that such facilities and services are to be provided by other means. The Contractor responsibilities include all life support,
communications, and transportation of materials, personnel, and equipment to
work sites unless otherwise specified in the task orders. The Contractor may be
required to provide the same life-support and security services for USAID
personnel when so specified in a task order. In addition, the Contractor is
responsible for maintaining the security of its personnel, materials, and
equipment.

Unless otherwise stated, the Contractor must prepare a comprehensive safety
and security plan pertaining to all aspects of its activities and the activities of its
employees in the performance of all work related to this contract as well as the
off-duty activities of its employees, as those activities relate to performance of
contract work, serving in Afghanistan or elsewhere within the region as it relates
to performance of the work. The Contractor must continuously monitor and
update this comprehensive safety and security plan by means of qualified and
competent staff of personnel. The Contractor must work closely with and
establish liaison and cooperate with all authorized and appropriate safety and
security organizations and entities for the protection and safety of its operations
and employees.

C.9.7 Grants under Contracts

It is anticipated PROMOTE will issue grants under contracts, except under Task
Order 1. Funds may be made available on a grant basis for scholarships and stipends, and
other support based on specific criteria to be developed from Task Order 2. The purpose
of these grants is to support large-scale initiatives with the potential for high impact
nationwide. These grants will take advantage of the existing capacity of local partners as
well as enhance their capacity. Participating organizations may be expected to provide a
portion of their costs from their own resources. In this regard, the Contractor may be
required to execute and/or administer grants under awarded task orders. [See Grants
Management requirements in Section H.31, “Grants Under Contracts”].

Under this IQC, grants management tasks may include: contractor(s) participation in
or responsibility for the drafting and publication of Requests for Applications (RFAs),
working with local groups to develop grant proposals, evaluation of proposals,
establishment of grant agreements, delivery of financial and in-kind assistance,
monitoring implementation and grant close-out. The Contractor(s)’s responsibilities may
also include: screening of potential grantee partners, design of the grant, database entry,
monitoring and evaluating the grantee deliverables. However, the program direction,
focus, type of grantees and final grant approval will remain with the Mission. The
Contractor(s) must review all grant proposals before final approval to assure they are
consistent with USAID policies and procedures, grant format and disposition of property.
The CO must approve sub-awards unless otherwise stated in the task order.

In addition, Grants may involve some or all of the following:
(a) a participatory process (with the potential grantee) in its design, implementation and monitoring;
(b) a grantee contribution;
(c) a media component to amplify the results, reaching the largest audience possible;
(d) tangible, visible impacts or benefits;
(e) in-kind procurements;
(f) being catalytic in design and impact; and
non-partisan grantee and purpose.

C.9.8 Challenges

According to UNDP’s Gender Inequality Index, which analyzes a range of indicators, Afghanistan is one of the worst countries in the world for women, with a current score of .707, number 172 in the world out of 187. Conservative cultural attitudes, prevalent in some parts of the country, intersect with long held beliefs about the role of women in society and customary or tribal law, all of which are often confused with Islamic proscriptions. Afghanistan still suffers from significant violence against women, which also complicates the implementation of social development programs. Security and safety for women refer not only to warfare but also the potential for tarnishing a woman’s reputation, in which the honor of the family is largely vested. Therefore, conditions in which women are expected to work, including transport to work or study, the availability of clean sanitary facilities for women and the close proximity of men to women, factor into what is considered “secure,” in an Afghan context though PROMOTE’s educated target group may be less affected. There is ample literature on the challenges that Afghan women face, and Contractors will be expected to demonstrate in proposals a good understanding of the complexities of gender relations and the obstacles facing PROMOTE’s target group, differentiated by ethnicity and socio-economic status. USAID is well aware of the constraints that grassroots women face, and proposals need not focus on these issues as much. Obstacles facing educated women, in urban areas in particular as well as in certain parts of the country, are quite different in most cases, and these are the issues that Contractors must understand and address. PROMOTE’s approach is to overcome as many of these obstacles and create as many enabling conditions as possible for its target group.

C.9.9 Reporting

The Contractor is required to report on indications of fraud in host-country institutions or other matters that could reasonably be expected to be of foreign policy interest to the U.S. Government’s development and stabilization efforts. Corruption, real or perceived, may critically impact USAID programming objectives as might other knowledge the Contractor acquires in its normal course of business. This clause must not be construed to require the Contractor to conduct investigation for such information outside of its normal business practices or to report on matters not directly or indirectly related to USAID programming.
or the proper use of U.S. Government funds. In the event awardee has special non-disclosure requirements or confidentiality requirements (such as prevalent in the legal and banking industries), or Contractor determines such reporting would conflict with applicable laws, Contractor must include a proposal to obtain any necessary waivers from the applicable host-country institution allowing such reporting to the maximum extent possible. Reports under this requirement must be submitted as a deliverable under the award.

C.10 MONITORING AND EVALUATION

While the Office of Program and Project Development (OPPD) in Kabul will manage PROMOTE, monitoring functions will be carried out through a separate M&E contract. Each Task Order will be responsible for carrying out basic monitoring functions as part of its duties including developing and tracking their own PMPs; however, baseline, mid-term, performance, and impact evaluations will be carried out by this separate M&E contract.

The key measurement for this program is improvement in women’s status in Afghanistan as measured by the UNDP’s Gender Inequality Index to a value of .573\textsuperscript{13} from its current value of .707 by the completion of the initial five years of the program. This measurement is an overall measure for the PROMOTE program and not tied to any specific task order. It will be recorded as part of the overall assessment of women’s progress in Afghanistan but will not be a performance measurement. In addition, a robust and comprehensive system will be designed to monitor the progress of each PROMOTE Component.

USAID will implement a new model for monitoring to ensure project performance across the Mission, in line with USAID’s Gender Equality and Female Empowerment Policy (GEFE) and GEFE indicators as appropriate, while keeping abreast of the larger socio-economic and political system and the influences on the project to enable flexibility to respond to the fluid environment. This information will be collected through a combination of the M&E contract and a separate Baseline Task Order. Each technical Task Order will be responsible for sharing performance data with the M&E contract and any other information deemed necessary by the PROMOTE IQC COR. The M&E contract may, at the discretion of the relevant COR, also provide guidance on developing and tracking information regarding each TO PMP.

The specific requirements for each Task Orders’ monitoring requirements will be spelled out in the relevant RFTOPs. Contractors will be required to track and report on gender-related indicators under the “Foreign Assistance Framework”, as enumerated in USAID’s Gender Equality and Female Empowerment policy (GEFE) in addition to custom indicators agreed to with the Mission.

\textsuperscript{13}.573 is the value of neighboring Pakistan. This target was chosen over comparisons to Tajikistan (.347), Iran (.485), India (.617), Uzbekistan or Turkmenistan (no figure).
USAID recognizes the difficulty in determining impact among similar beneficiaries and accept that there will be some unavoidable overlap of the same. However, the importance of this project necessitates best efforts in measuring the impacts the project will have on PROMOTE beneficiaries, specifically women. It is expected that the Contractors apply forward-thinking strategies for measuring these impacts.

*The overall performance of PROMOTE IQC contract-holders will be monitored and evaluated by an independent company.*

**C.11 SCOPE OF WORK**

**C.11.1 Overall Guidance**

This is a stand-alone women’s program to be undertaken in cooperation with families, communities, employers and others, whose buy-in to the broader goals is an essential element of the program’s long-term sustainability and success. With the internship program, for example, family members of qualified public and private university female graduates will be invited to visit the workplace, meet the supervisor, obtain regular reports on progress—whatever will increase the level of comfort that the young women will be safe and secure. *All PROMOTE Components will ensure that women will be in female-friendly environments, with measures taken to overcome barriers to women’s participation, such as child care solutions, transportation and stipends.*

To foster women’s development in leadership roles, Contractors shall pursue three overall paths to success:

- Overcoming the obstacles currently preventing educated women from gaining a foothold in critical development sectors;
- Creating enabling conditions reflective of cultural constraints and regional differences for sustained improvement in the status of women in all PROMOTE sectors; and
- Providing effective opportunities for PROMOTE participants to learn how to convert their education into productive, demand-driven applications.

Technical assistance under PROMOTE will include a wide range of potential approaches to address the obstacles and constraints facing women and to provide them with opportunities to excel in fields of their choice. Contractors should seek to:

- Apply effective strategies and tactics for women’s leadership programming and other functions that support women’s participation and influence in mainstream, formal sectors;
- Use differentiated approaches that are effective at national, provincial and other sub-national levels;
- Foster the benefits and value of linkages among women, whether through professional associations, sector networks or business coalitions at the national, regional and international levels;
- Apply effective facilitation of organizational membership with regional and international partners;
- Create initiatives that increase use of new technologies and the value of electronic networks in fostering communication, cooperation and collaboration among groups;
- Gain cooperation from communities, municipalities, national and sub-national government.

USAID/Afghanistan requires Contractors issued task orders under this IQC to coordinate closely with other USAID projects to avoid overlap of mandate, ensure effective use of resources and build on or support activities of a similar nature. Contractors will also conduct due diligence in identifying similar projects undertaken by other organizations to benefit from their experiences, lessons learned and best practices and, as appropriate, to collaborate in mutually beneficial ways.

C.11.2 Technical Outputs

This section describes the types of technical outputs that Contractors must produce, either as an individual firm or in a prime-sub-Contractor’s consortium arrangement, which will lead to desired outcomes and impacts. The following should not be considered all-inclusive.

Outputs achieved under this IQC will fall within PROMOTE’s four technical Component areas.

Component 1: Women in the Economy
- Creating enabling conditions that increase participant women’s ability to move freely and easily and allows them to feel safe traveling to and working within PROMOTE program sites;
- Providing a variety of learning experiences that enhance participants’ technical and business knowledge, skills and experience such that they are able to succeed in the private sector as employees or entrepreneurs;
- Designing and implementing activities to ensure women’s access to credit is improved;
- Undertaking market research to determine the viability of women’s employment and business choices;
- Designing and implementing activities to improve women’s access to markets.

Component 2: Women’s Rights Groups and Coalitions
- Identifying an estimated 50 women’s groups that are focused exclusively on improving women’s rights, strengthening women’s knowledge, confidence and influence, enhancing women’s access to resources, assets and opportunities, and effectively advocating for the elimination of harmful traditional practices;
• Providing groups with technical assistance in conducting reliable research on women’s issues that will add to the body of knowledge on Afghan women and gender issues, inform public policy at local, provincial and national levels and mitigate harmful social practices;
• Enabling interested university groups to produce a women’s studies curriculum;
• Networking women’s groups within Afghanistan using online functions to form alliances with regional and international counterparts to share ideas, knowledge, and resources;
• Providing grants to individual groups or a consortium of groups to design and implement large-scale initiatives with the potential to achieve national impact.

Component 3: Women in Government
• Establishing a WIG internship program in GIRoA, including ministries and line ministries, independent government agencies, parliament, courts, provincial governors’ offices, provincial councils, municipalities, and elsewhere;
• Creating partnerships with public and private universities to assist with recruitment and placement of interns in civil service positions;
• Undertaking effective outreach such that families and communities support the internship program;
• Undertaking ongoing supervision and providing enhancement training courses so that interns acquire high level job skills appropriate for government and other employment;
• Placing 7,500 women interns in government positions with advancement potential;
• Establishing opportunities for WIG participants to meet and share experiences;
• Establishing Component 4: WIG alumni networks to support the promotion of women in government in interns’ cities, provinces, and/or regions to provide mentorship, advice, business connections, compare working conditions, explore ways of overcoming obstacles and working with HR Departments, etc.

Component 4: Women’s Leadership Development
• Providing participants with opportunities to meet women leaders who might serve as role models in various fields;
• Providing participants with comfortable public speaking opportunities so that the women develop self-confidence in voicing their opinions;
• Introducing participants to the characteristics of leadership styles so that women can identify different styles and know when each would be more effective;
• Enabling participants to understand the concept of “agency” and empowerment and providing them with opportunities to develop them;
Ensuring that participants from different regions meet to exchange ideas, ask and answer questions and come to realize that there is strength in numbers;
Providing opportunities for participants to share their experiences applying leadership skills and styles in their daily lives.

C.12 ILLUSTRATIVE DELIVERABLES FOR ALL TASK ORDERS

The following represents illustrative deliverables that Contractors should be capable of producing during the period of performance of the IQC.

Illustrative impact and outcome indicators for PROMOTE include the following:

Component 1: Women in the Economy
- 5,000 women throughout the country secure mid-level employment with advancement potential or advance into decision making roles in the formal economy.
- 3,520 women throughout the country establish or expand sustainable micro, small, medium or large businesses.
- 60% of women surveyed seeking access to credit are provided with the information necessary to apply for credit with a credit-lending institution.
- 80% of participants feel safe to work and/or conduct business in their community.

Component 2: Women’s Rights Groups and Coalitions
- 1-2 women’s rights’ organizations formed or expanded in each targeted province, for a total of 50.
- 50 women’s rights’ organizations in each targeted province form a network and communicate via technology and strategy meetings.
- 50 women's rights’ organizations sustained by consistent revenue or donor sources.
- 50 women’s rights’ organizations promoting women’ rights and opportunities produce measurable impacts on national, provincial and/or local policies and practices.
- At least 25 of the women’s rights’ organizations join regional networks and/or international alliances on behalf of women’s rights.

Component 3: Women in Government
- 9,000 female university graduates complete 6-month government internships and transition to full-time employment with advancement potential at national or sub-national levels throughout the country, increasing the percentage of women in government from 19 to 30 percent.
- 90% of participant interns possess requisite skills in, among other things, basic computer skills, office management, networking, working on a team, office etiquette, and navigating a male-dominated environment, all in an Afghan context.
- At least 30% of all civil service positions in each ministry are held by women
- 30% of civil service positions across all government offices are held by women.
Component 4: Women’s Leadership Development

- 25,000 women nationwide report being promoted to leadership positions and/or taking part in decision-making within their companies, agencies or organizations.
- 100 women enter the top four leadership positions in the Afghan civil service.
- 90% of participants report engaging in strategic planning in their organizations.
- 80% of participants report actively supervising others and demonstrate knowledge of supervisory skills.
- 80% of participants report being assigned leadership responsibilities within their organizations.
- Persons within 75% of participants' organizations report improved efficiency, morale, etc. as a result of participants' leadership.

The PROMOTE Components will develop a coordinated effort that lays out a systematic intervention for women’s inclusion and empowerment in the political, economic and social spheres. The intervention strategies proposed for PROMOTE should be ambitious and take into consideration the criticality of the Transition time frame (2013-2015). PROMOTE will initially focus on the more than 200,000 educated middle class women—beneficiaries of the last decade of support for education and social programs—as the key target group for investment. PROMOTE will directly benefit at a minimum some 75,000 of these women. Contractors are encouraged to be innovative in their approach to producing deliverables and outputs outlined below and to perform above and beyond where appropriate. Contractors are encouraged to present different milestones or propose an increase to the total number of women directly benefiting from the PROMOTE program.

The list is not exhaustive:
- Measures of Afghan women’s participation in the mainstream, formal economy;
- Measures of women’s rights groups demonstrating organizational capacity and improvements in key issues facing women;
- Measures of professional and leadership women’s employment in government;
- Measures of empowerment and agency in women’s leadership development;
- Recommendations for strengthening Gender Directorates at GIRoA ministries and institutions and for implementing their gender policies. Many ministries have produced gender policies that have not been implemented due to a lack of will and/or funding.

C.13 MOBILE TECHNOLOGY

Use of mobile technology could address needs of women professionals and help close the gender gap. Over the past decade, Afghanistan has established an extensive mobile telecommunications infrastructure from scratch, which now reaches 85% of the population. Mobile telephony has created a new channel for
mass communication in the country. More than half of all Afghans own a mobile phone, and some can access recorded news and information messages from their handsets.\textsuperscript{14}

- Mobile phone penetration: 61% of the population in 2010 (USAID)
- Number of mobile phone lines: 18.1 million (2010 Groupe Spéciale Mobile Association)
- Mobile network coverage: 85% of the population in 2010 (USAID)
- Internet subscribers: 6.0% of the population in 2010 (BBC World Service)
- Ranking in UN Human Development Index 2010: 155 (out of 182)
- Ranking in Reporters Without Borders Press Freedom Index 2010: 147 (out of 178)

Women could avail themselves of mobile value added service solutions and adoptions. The areas that mobile solutions might be particularly cost-effective and culturally relevant to Afghan women via the PROMOTE initiative could include:

- Agricultural price index information for price competitiveness of agricultural commodities
- Receipt and transmission of funds, nationally and internationally, for timely payment of salaries and services via mobile money
- Mobile office functionalities: Emailing, text message, conference calling and data attachment
- Social Service Delivery: via diagnostic information, on-the-spot guidance, voice activated instructions

The contractor should utilize electronic services to the greatest extent feasible within its company policy to strengthen the efficiency and security of financial transactions at all stages in implementing program activities (See Attachment J.18). USAID, through the Financial Access for Investing in the Development of Afghanistan (FAIDA) program and other programs, has encouraged the use of electronic payments, including mobile money, to extend affordable and accessible payments to low-income populations, create cost savings, promote economic development, increase transparency, strengthen security, and broaden financial sector inclusion.

Under Taliban rule, television was banned, and there was only one government-controlled radio station. Today, Afghanistan boasts over 75 TV stations, 175 radio stations and hundreds of newspapers and magazines. Radio is still the main channel for communicating news and information, but it is steadily losing ground to television in urban areas. As television ownership grows, the number of households with a radio set is declining. A media audience survey commissioned by USAID in 2010 found that 63% of all Afghans listen to radio regularly. The survey, conducted by Altai Consulting, found that only 48% of all Afghans watch television regularly. But it showed that once Afghans get a television in their home, they tend to abandon the radio. The Altai Consulting

\textsuperscript{14} Media and Telecom Landscape Guide, Afghanistan-2012
survey of 6,648 people in over 900 towns and villages indicated that 58% of households with a TV no longer possess a radio. Other recent audience surveys by BBC World Service Trust and The Asia Foundation indicate a slightly higher rate of radio listening than the Altai Consulting study, but all three points to a steady drift of broadcasting audiences from radio to television. It may therefore be useful for PROMOTE to use phone, radio and television platforms when it is considered necessary and desirable to engage a wide audience. The growth of newspapers has been hampered by low literacy rates and distribution. In addition, Afghanistan’s Ministry of Information, Communications and Technology, along with the private sector, is leading the push to move television platforms from terrestrial to 3G, which will also have a significant impact on programming.

C.14 COMMUNICATIONS AND MESSAGING

The Contractors must develop a comprehensive communications plan for their respective Task Order, unless stated in the Task Order. For Task Order One: Baseline Data Collection, no communications plan is required. This plan will include a two-dimensional communications strategy that will shape the internal and external environment and atmosphere in which the program will operate. The internal strategy will announce the program to women in the target group throughout the country, enable the sharing of information and ideas, support interaction and create cohesion within the “network” of PROMOTE participants so as to generate a sense of collective mission and purpose.

An external strategy will shape the understanding of external factors, including those who support the program and those who may oppose the program’s purpose of uplifting and empowering women. In the former, the Contractors shall encourage support and link diverse proponents; in the latter case, the external strategy will manage, pre-empt and minimize opposition should CSO participants or the program as a whole receive criticism.

All PROMOTE partners should understand the difference between “culturally appropriate” and “culturally effective.” The phrase “culturally appropriate” is somewhat ambiguous, meaning different things to different people. To many, it suggests that traditional beliefs, practices and behaviors must be respected no matter how harmful they might be to women/girls, an approach that could defeat the whole purpose of the PROMOTE program. In these cases, traditional gender roles could be viewed as sacrosanct, and efforts to provide new opportunities for women would be “culturally inappropriate.” What is actually sought is a culturally effective approach to work, an approach that ensures the audience can easily understand the message in the context of his/her life. In other words, PROMOTE messages should be conveyed in ways that are familiar to the audience—in terms with which the audience can identify—but the messages themselves should not be changed. Because gender equality may not be a common mindset or reflected in everyday behavior, for example, does not mean it is “inappropriate.”
C.15 KNOWLEDGE MANAGEMENT

All Contractors will be responsible for developing, managing and implementing a strategy that contributes to ongoing and effective communication, cooperation, collaboration and productive synergies between and among the implementers of all PROMOTE Components and Task Orders (TOs) awarded through the PROMOTE IQC. This may include holding retreats where all partners share experiences and difficulties, establishing a web site that all partners utilize, ensuring ongoing sharing of information, supportive activities between and among TOs, short-term, productive exchanges of personnel or beneficiaries or other effective means—to be proposed by Contractors—that will enable Contractors to work together for the overall benefit and success of the PROMOTE program.

C.16 IMPLEMENTATION AND PROGRAM MANAGEMENT

Contractors must provide contract management necessary to fulfill the requirements of this Contract. This includes cost and quality control of all tasks orders.

C.17 TECHNICAL SKILLS REQUIREMENT

The Contractor shall furnish the services of individuals with the necessary education and/or relevant experience as required in each task order. Preferably, all incumbents shall have a solid grasp of the physical and psychological challenges inherent in working in conflict countries. In addition, gender specialist positions must be filled with individuals who possess some or all of the following illustrative qualifications:

- Expertise in strategic gender planning, gender analysis, gender budgeting, preparing/conducting gender impact assessments, and gender mainstreaming
- Knowledge of basic vs. strategic gender needs and when each should be employed
- Knowledge of gender equity vs. gender equality and ability to design gender equitable approaches
- Ability to develop and interpret monitoring results of gender-sensitive indicators
- Understanding of women’s “empowerment” issues
- Understanding of advantages and disadvantages of gender mainstreaming strategies and methodologies
- Ability to identify areas where gender issues are likely to arise and plan strategically to ensure gender inclusion in activity design, implementation, and monitoring & evaluation while avoiding “add women and stir”
- Substantial understanding of, and commitment to, gender equality with knowledge of relevant international and national gender and human rights instruments, conventions and legislation
• Understanding of gender dynamics and complexities in Afghanistan and cultural issues/constraints in facilitating women’s participation in development
• Ability to interact with public, private and civil society leaders and groups concerning the importance of gender issues and concerns in development planning and implementation
• Current understanding of the new work on women, peace, security, and stabilization, including SC 1325 and 1820
• Ability to design and conduct training programs to build the technical gender capacity of local institutions and staff in addition to “gender awareness”
• Ability to design and lead advocacy, communications and outreach programs to build understanding of the benefits of women’s rights and gender equality to individuals, families, communities
• Understanding of customary law in Afghanistan vs. Islamic law
• Knowledge of GI RoA commitments to women’s equality and NAPWA

[END OF SECTION C]
SECTION D – PACKAGING AND MARKING

D.1 AIDAR 752.7009 MARKING (JAN 1993)

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

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

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

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

D.2 BRANDING, IMPLEMENTATION PLAN AND MARKING PLAN

Markings under this contract shall comply with the USAID “Graphic Standards Manual” available at www.usaid.gov/branding or any successor branding policy.

In accordance with ADS 320 “Branding and Marking,” this IQC incorporates USAID’s policy directives and required procedures on branding and marking of USAID-funded programs, projects, activities, public communications, and commodities with the USAID identity. The Branding Strategy for this IQC is included in Section D.3 below.

The contractor shall develop a broad Branding Implementation Plan (BIP) and Marking Plan (MP) for the IQC to describe how the program deliverables will be branded. The BIP shall implement the Branding Strategy for the PROMOTE program (unless specified otherwise in a specific task order).

D.3 BRANDING STRATEGY

Program Name: PROMOTE IQC

Branding Strategy:
How the USAID logo will be positioned on materials and communications: All USAID logos on materials and communications produced under this task order will be positioned in accordance with the standardized USAID regulations on branding. In cases when the activity is jointly sponsored with other U.S. Government (USG) and non-USG entities, the names and/or logos of these entities will be mentioned in the branding, with an equal level of prominence to the USAID logo.

Desired level of visibility: All branding must comply with the standardized USAID regulations on branding. All branding for USAID, its partners, and other USG and non-USG entities engaged in a specific activity implemented under this task order, must have equal representation on all public or internal documentation, publications, advertising, presentations, brochures, etc.

Other organizations to be acknowledged: When activities occur in coordination with other USG or non-USG partners, acknowledgement of the contribution and efforts of these organizations will be included in any relevant public or internal documentation, publications, advertising, presentations, brochures, etc.

Each Request for Task Order Proposals (RFTOP) under this IQC will request a program-specific Branding Implementation Plan (BIP) and Marking Plan (MP). The Marking Plan may include requests for exceptions to marking requirements for programmatic reasons, to be approved by the Contracting Officer. Waivers, as defined by ADS 320, may be necessary for compelling political, safety or security concerns, or if the marking will have an adverse effect in the host country. Marking and attribution for physical structures may need to be visible as soon as work commences. Contract deliverables to be marked with the USAID identity must follow design guidance for color, type, and layout in the Graphic Standards Manual, available at www.usaid.gov/branding, and all successor branding policies (if any).
SECTION E – INSPECTION AND ACCEPTANCE

E.1 NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE

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

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E.2 INSPECTION AND ACCEPTANCE

USAID inspection and acceptance of services, reports and other required deliverables or outputs shall be subject to the performance standards set forth in Sections C and F. Inspection and acceptance shall take place at Afghanistan and other places in the region or at any other location where the services are performed and reports and deliverables or outputs are produced or submitted.

Inspection of all deliverables required hereunder shall be made by the Contracting Officer’s Representative (COR), designated in Section G, who has been delegated authority to inspect and accept all services, reports and other required deliverables. Acceptance of services, reports and other deliverables by the COR shall form the basis for payments to the Contractor.

E.3 RESPONSIBLE OFFICIAL

In accordance with the clauses of this contract entitled —Inspection – Cost – Cost Reimbursement, (FAR 52.246-5) and —Inspection – Fixed Price, (FAR 52.246-4), inspection of results or other deliverables required by each Task Order issued hereunder shall be made by the cognizant COR for that Task Order. Acceptance of goods/services and reports or other deliverables by the cognizant COR for that Task Order shall form the basis for payments to the contractor, and will form the basis of the contractor’s permanent performance record with regard to this contract.

[END OF SECTION E]
SECTION F – DELIVERIES OR PERFORMANCE

F.1 NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE

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

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<td>F.O.B. DESTINATION – EVIDENCE OF SHIPMENT</td>
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</table>

F.2 PERIOD OF PERFORMANCE

The period of performance and ordering period for the contract is five (5) years from the date of award of the contract. Task Order period of performance may not exceed one (1) year beyond the IQC period of performance.

Although Task Orders may be issued at any time during this ordering period, two constraints apply to the period of performance for Task Orders. First, the period of performance for a task order may not go beyond one (1) year after the end of the ordering period of the IQC. Second, a TOCO may not award a task order for a period of performance that goes more than five (5) years into the future at the time the order is either awarded or extended by modification.

F.3 KEY PERSONNEL

(a) Key personnel are essential to the work being performed under the PROMOTE program. The IQC CO shall approve all IQC key personnel, if any, and the Task Order CO shall approve the Task Order key personnel.

(b) The key personnel specified in task orders are considered to be essential to the work being performed thereunder. Prior to replacing any of the specified individuals, the Contractor shall immediately notify both the Task Order Contracting Officer and TO COR reasonably in advance and shall submit written justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the program. No replacement of key personnel shall be made by the Contractor without the written consent of the Task Order Contracting Officer.

(c) In connection with the services covered by this contract, any in-house personnel, subcontractors, and outside associates or consultants will be limited to the individuals or
firms that were specifically identified and agreed to during negotiations. The contractor shall obtain the Contracting Officer’s written consent before making any substitution for these designated in-house personnel, subcontractors, associates, or consultants.

(d) The key personnel that the Contractor must furnish for the performance of this IQC contract are as follows: None

NOTE: KEY PERSONNEL FOR THE RESPECTIVE TASK ORDERS SHALL BE IDENTIFIED IN THE REQUEST FOR TASK ORDER PROPOSALS (RFTOPS).

F.4 DELIVERY SCHEDULE

The contractor shall provide the deliverables as specified in the task order.

F.5 PLACE OF PERFORMANCE

The place of performance for task orders under this IQC is Afghanistan. The primary location of the services to be provided and the work to be performed under this IQC is Afghanistan. However, to the extent practicable and when approved by the Contracting Officer, appropriate portions of the work may be performed outside of the country in the Contractor’s home offices or elsewhere, as appropriate.

F.6 PERFORMANCE STANDARDS

This section defines the performance requirements to which the Contractors shall be held, establishes the performance levels or standards, and defines how these performance standards will be measured.

Performance Standards

Measurable performance standards will be established in individual task orders. These performance standards will be consistent with the objectives of the USAID PROMOTE IQC and with the following general performance standards:

- **Technical competence**: Performance shall be measured by the Contractor's effectiveness on the assignment. Effective technical assistance will produce positive and productive task order strategies, tactics and approaches, effective implementation of activities, and the required and desired outcomes in accordance with a realistic timeline. Ineffective technical assistance is marked by superficial approaches, insufficient understanding of issues, and inability to develop inputs or produce outputs leading to desired or required results. All PROMOTE activities should be grounded in empirical evidence, e.g., through prior program evaluations, gender analyses and assessments, market research, etc. Contractors are encouraged to consult the PROMOTE concept paper in which the
development hypotheses and theories of change are explained, located here: https://www.fbo.gov/index?s=opportunity&mode=form&id=ef25d2e39bd494da6f95fffb5da0535a0&tab=core&cview=0.

- **Ability to assemble or prepare effective expertise**: Superior Contractor recruitment ability goes beyond a simple review of candidate’s resumes before submission to USAID. Some candidates might appear qualified on paper but may lack effectiveness in action. Superior recruitment processes shall be based on references and first-hand contacts with the technical expert proposed. Similarly, in team building, superior Contractor performance will be demonstrated by assembling teams that function smoothly in accomplishing the required task. Superior Contractor performance shall take into consideration how each individual will contribute to create positive group chemistry when assembling teams.

- **Contractor’s responsiveness**: Performance shall be measured by the Contractor’s ability to maintain open, direct, and responsive communications channels with USAID/Afghanistan and partners. Superior Contractor performance is marked by a rapid, helpful response to clients without undue delays.

- **Client satisfaction with the finished product**: Superior Contractor performance is distinguished by the high quality of the final deliverables. High quality deliverables should be clear, concise, accurate, well-structured and easily understood. Advisory services may be measured by the results from recommendations followed.

- **Improved Capacity**: Performance shall be measured based on the increased ability of the recipient of technical assistance to understand and act on the technical subject matter subsequent to the Contractor’s provision of services.

- **Adherence to the proposed subcontracting plan**: This relates to the Contractor’s ability to assemble or prepare effective expertise (noted above). USAID expects to be able to benefit from access to the full range of experience and expertise available through an IQC-holder consortium. The Contractor’s adherence to the proposed sub-contracting plan constitutes part of the basis for the evaluation of Contractor’s performance.

**F.7 REPORTS AND DELIVERABLES**

In addition to the requirements set forth for submission of reports in Sections I and J and in the clause in Section I, “752.242-70 Periodic Progress Reports (OCT 2007),” the
Contractor must submit the following deliverables to the IQC COR with a copy to the IQC Contracting Officer:

(a) IQC Contract Reporting Requirements

(1) Contents of Periodic Progress Reports

   (i) Performance Monitoring Reports. The Contractor must submit performance reports summarizing progress of the major activities in process during the period in relation to the requirements of the contract, indicating any problems encountered, and proposing remedial actions as appropriate. In addition, beginning with the second Performance Monitoring Report, and continuing subsequently with even numbered Performance Monitoring Reports, the Contractor must include a section which discusses any salient programmatic trends that can be distilled from major activities that are in process or recently completed, and highlight unresolved or ongoing administrative/bureaucratic constraints to the Contractor's optimal performance, an update of which will be used as part of future award evaluations. Performance Monitoring Reports must also include information on the issuance and monitoring of the Grants Under Contracts (GUCs) programs as specified by the COR.

   (ii) Contract Financial Report. The Contractor must submit a contract financial report including the following:

      (A) Notification of New Task Order Report Content:
         (1) Task order number
         (2) Title
         (3) Activity description
         (4) Mission/Bureau contracting the task order
         (5) Period of performance
         (6) Contracting Officer
         (7) COR
         (8) Ceiling Price
         (9) Initial Obligated Amount
         (10) Small and Disadvantaged Business participation. (Small Business targets for this contract are 10% of the subcontracted amount of each task order.)

       (B) Modifications to Existing Task Orders Report Content, to include a short description of any of the following changes to existing task orders:
         (1) Incremental funding
         (2) Time extension
         (3) Change of Contracting Officer and/or COR
         (4) Completion of work
         (5) Changes to the statement of work
         (6) Change in budget.

   (iii) The above reports must be submitted within 30 days of the three-month periods (quarterly) ending on March 31, June 30, September 30, and December 31.
(iv) The Contractor must submit the reports to the COR identified in Section G of the Schedule, who will forward the reports to the Contracting Officer.

(v) The Contractor must promptly notify the Contracting Officer and IQC COR of any problems, delays, or adverse conditions which materially impair the Contractor’s ability to meet the requirements of the contract.

(2) Accrual Reports

The Contractor must submit an estimated accrual report to the Contracting Officer Representative for the task order:
(A) Total amount obligated,
(B) Total amount invoiced for,
(C) Total amount expended but not yet invoiced for,
(D) Remaining unexpended funds.

The Contractor must submit these reports to the IQC COR identified in Section G of the Contract on March 31, June 30, September 30, and December 31.

(3) Language of Reports and Other Deliverables

All reports and other deliverables shall be in the English language, unless otherwise specified by the IQC COR or in a task order.

(4) Meetings

The Contractor shall be responsible for attending meetings requested by the COR.

(5) Reports

(i) The cover page of all deliverables required hereunder shall include the USAID Identity (or the name of the Agency written out) prominently displayed, the contract number (see the cover page of this contract), Contractor name, name of the USAID project office (USAID/Afghanistan/OPPD/Gender Unit), the publication or issuance date of the document, document title, author name(s), project number, and project title. Descriptive information is required whether Contractor-furnished products are submitted in paper or electronic form. All materials shall include the name, organization, address, telephone, fax, and email of the person submitting the materials.

(ii) Hard copy reports shall be prepared on non-glossy paper (preferably recycled and white or off-white) using black print. Elaborate artwork, multi-color printing, and expensive bindings are not to be used. Whenever possible, pages shall be printed on both sides. (Also see Section E of this contract.)

(iii) Electronic formats shall be submitted with the following descriptive information:
A) Operating system format, compatible with USAID systems;
B) Name of application software used to create the files on the CD-ROM, e.g., Microsoft Word 2007;
C) The format for any graphic and/or image files included, e.g., TIFF-compatible; and
D) Any other necessary information, e.g., special backup or data compression routines / software used for storing / retrieving submitted data.

(6) Distribution to IQC COR and Briefing:

(i) Distribution of Task Orders to the IQC COR: One copy of each new task order issued under this IQC contract must be forwarded to the COR within one week of receipt by the Contractor.

(ii) Briefings: The Contractor shall be responsible for attending weekly meetings with the COR. In addition, prior to completion of each task order or departure from post, if overseas (whichever is earlier), Contractor personnel must brief the relevant USAID Mission and/or cooperating country officials on the principal activities, accomplishments, and findings during the assignment, unless a briefing is not desired. As requested by the COR for this contract, Contractor personnel will brief the COR upon return from each assignment and provide copies of any documents generated under individual task orders.

(b) Task Order Reporting

Unless otherwise stated in specific task orders, the following reports must be provided by the Contractor for each task order:

(1) Annual Report: The Contractor must provide to the TOCOR a concise annual report within 30 calendar days of the end of each 12-month period following the issuance of the task order. This shall include progress of major activities, problems encountered, and proposed remedial actions. Depending on the timing of the award of the task order, this could be in place of the fourth quarterly report but must cover the topics/format of the quarterly report at a minimum. The report will be due no later than 30 calendar days after the conclusion of the USAID fiscal year (September 30).

(2) Quarterly Report: The Contractor must provide to the TOCOR a concise quarterly report on or before the last day of the month following the end of each quarter from the contract award. The report shall summarize the country situation; program highlights, achievements, and major activities; budget information (including amounts obligated, Contractor funds obligated to program and grant activities, and funds disbursed); summary of grant implementation and appraisal; problems and extent of resistance encountered and proposed remedial actions. Depending on the timing of the award of the task order, this could be in place of the monthly report for that month.
(3) **Weekly Report**: The Contractor must provide to the TOCOR a concise weekly activity report on or before Monday of each week following the issuance of the task order. The format of this report will be informal and may highlight weekly activities; summary of grant implementation and appraisal; funds obligated and disbursed; problems encountered and proposed remedial actions.

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

The final report shall include but not be limited to, the following items:

- Basic identifying information, such as program name, award number, approval date, and country assisted;
- The total cost of the program funded by USAID, actual or estimated counterpart contributions, and the best available estimate of other host country or partner resources that contributed to results achievement;
- The principal implementing partner;
- A summary of activities/projects used to implement PROMOTE and major outputs;
- Qualitative and quantitative evaluations of the design and impact of PROMOTE’s value as a stabilization program in the context of the larger U.S. Government effort in Afghanistan;
- Qualitative and quantitative evaluations of the impact and effectiveness of PROMOTE;
- Prospects for long-term sustainability of PROMOTE’s impact and principal threats to its sustainability;
- Lessons learned from the program, so that they can be applied to other USAID programs, including a follow-on program in Afghanistan and similar programs in conflict affected environments;
- Significant changes in the Results Framework during the life of the program, if any;
- A summary of performance indicators used and an assessment of their relative usefulness for performance management and reporting;
- Charts and graphs that visually support evaluation of the program;
- A list and annexes of evaluations and special studies, training modules and courses, including materials, and public outreach tool kit materials conducted during the life of the program, including Performance Reports; and
- Names and contact point of individuals who were directly involved in various phases of the program (planning, achieving, and assessing and learning) and who would be good sources of additional information;
(5) **Success Stories:** The Contractor must submit at least once a month a one-page success story to the TOCOR. The Contractor must submit at least four one-page summary accounts of development achievements, according to specifications provided by the TOCOR.

(6) **Foreign Assistance Reporting:** The Contractor must provide indicator and other information as needed for reporting under the relevant foreign assistance objectives, areas and elements.

(7) **Accrual Reports:** The Contractor must submit an estimated accrual report to the TOCOR noting:

(i) Total amount obligated,
(ii) Total amount invoiced for,
(iii) Total amount expended but not yet invoiced for,
(iv) Remaining unexpended funds.

The Contractor must submit these reports to the TOCOR identified in the task order in accordance with the task order reporting schedule.

(8) **Briefings:** The Contractor shall be responsible for attending weekly meetings with the TOCOR when requested by the TOCOR or outlined in the TO.

(9) **Grants Under Contracts:** For grants under the Task Orders awarded, Contractor must design a grant-making program, with manual and eligibility/selection guidelines, all approved by USAID. The purpose of these grants is to support large-scale initiatives with the potential for high impact nationwide. These grants will take advantage of the existing capacity of local partners as well as enhance their capacity. See Grants Management requirements in Section H.31, “Grants Under Contracts.”

**F.8 TASK ORDER**

(a) Task Orders may be issued by USAID/Afghanistan Contracting Officers within the IQC statement of work described in Section C.

(b) Each Task Order will carry a specific Task Order number which will be cited on each invoice placed against this Contract.

(c) In no event shall the aggregate total of all Task Orders exceed the Maximum Ordering Limitation authorized in the Contract. All Task Order statements of work and performance periods shall be within the statement of work and effective period of this Contract.

(d) The FAR and AIDAR clauses/provisions included in the Contract are applicable to Task Orders as issued based on their individual statements of work. Clauses and provisions remain applicable throughout the terms of the Contract and orders.
Additionally, there may be clauses/provisions that apply only at the Task Order level, as applicable (e.g. AAPD 07-03 Anti-Trafficking Activities).

(e) All Statements of Work and estimated budgets for prospective task orders must be cleared by the IQC COR prior to solicitation.

(f) The environmental conditions in Section H.19 must be addressed in accordance with the Initial Environmental Examination (IEE) for the IQC. Separate IEE’s must be completed for each task order.

F.9 FAIR OPPORTUNITY

(a) Fair Opportunity General

The USAID Contracting Officers (including Mission Directors and Executive Officers) for the Afghanistan Mission may issue task orders within their delegated authorities to provide services within the scope of Section C. The IQC COR will review the prospective task order requirement or statement of work (SOW) and confirm that it complies with the SOW for the basic contract before the Task Order Contracting Officer (TOCO) may begin the fair opportunity process. The TOCO will negotiate and administer task orders in accordance with the ordering procedures set forth herein. The TOCO will provide each Contractor a fair opportunity to be considered for each task order (also referred to as “order”) exceeding $3,000 issued under this contract unless one of the exceptions described in paragraph (b) Fair Opportunity Exceptions, applies. All Contractors (or all Contractors designated under a specific sector) must be contacted and provided the opportunity to be considered before award of all task orders. Although the Contractors are not required to submit a proposal for every task order request, all the Contractors interested in providing services under the task order must submit a proposal, inclusive of price.

(b) Fair Opportunity Exceptions

Pursuant to House Resolution 3288 (H.R. 3288), Special Authorities, SEC. 7034 (c), Small Business, USAID may provide an exception to the fair opportunity process for placing task orders under IQC contracts when the order is placed with any category of small or small disadvantaged business. Tasks orders estimated at a cost/price of up to $20 million may be set-aside exclusively for the U.S. women-owned small business IQC holder without further competition. Tasks orders estimated at a cost/price of up to $5 million may be set-aside exclusively for the Afghan firm IQC holder without further competition. The unrestricted contract holders shall be given a fair opportunity to be considered for all other Task Orders, unless the TOCO determines that one of the following statutory exceptions applies:

(1) The need for the supplies or services is so urgent that providing a fair opportunity would result in unacceptable delays.
(2) Only one IQC Contractor is capable of providing the supplies or services required at the level of quality required because the supplies or services ordered are unique or highly specialized.

(3) The order must be issued on a sole-source basis in the interest of economy and efficiency because it is a logical follow-on to an order already issued under the contract, provided that all IQC contractors were given a fair opportunity to be considered for the original order.

(4) It is necessary to place an order to satisfy a minimum guarantee.

(5) Afghan First. To satisfy the Afghan First policy, a task order may be awarded to an Afghan prime Contractor under this exception.

(6) Small business set aside. In accordance with the authority granted in the Appropriations Act used to fund the award of this basic Contract, USAID may directly place Task Orders with any category of small or small disadvantaged business that received a prime Contract award from the same solicitation that resulted in the award of this Contract. If the firm was a certified small business at time of award, it remains a small business for consideration hereunder for the Contract period of performance. If the small business is awarded as a Set-Aside, the small business must perform at least 50% of the services for the task order.

(i) Single small business award. USAID may directly place a Task Order with the small business prime under this exception.

(c) Classified Task Orders

In accordance with Section H.29 of this Contract, USAID may award a classified Task Order under this Contract. Because USAID participates in the National Industrial Security Program (see FAR 4.4 and ADS 567), the COR and CO must follow the procedures in ADS 567, particularly the requirement to include security specifications in the statement of work for a Contract or Task Order. Any Contractor under this multiple-award PROMOTE IQC that has not been granted either an interim or final Secret level facility clearance by the Defense Security Service (DSS) may be determined to be ineligible to be considered for a classified Task Order. If time permits, the CO may allow a Contractor without the requisite facility clearance to participate in the fair opportunity procedures for a classified Task Order in anticipation of DSS granting the clearance before the Task Order must actually be awarded. However, doing so is on the condition that all parties acknowledge and agree that if DSS does not grant an interim or final facility clearance in time, the CO must award the classified Task Order to the Contractor that is selected through the fair opportunity procedures AND has the requisite facility clearance.
(d) Request for Task Order Proposal (RFTOP)

(1) Individual task orders shall clearly describe all services to be performed or supplies to be delivered so the full cost or price for the performance of the work can be established when the order is placed. Orders shall be within the scope, issued within the period of performance, and be within the maximum value of the contract. The TOCO is responsible for making the final determination as to whether or not the task order Statement of Work is within the scope of the IQC. Only the IQC Contracting Officer may modify the basic contract to change the scope, period, or maximum ceiling.

(2) Unless one of the Fair Opportunity Exceptions in Section F.8.(b) applies, the terms of this contract require that whenever a task order award is contemplated, all the Contractors will receive a RFTOP to determine the most highly qualified IQC holder. All task order proposals must include the Contractor's cost or price to perform the anticipated task order. The RFTOP must be in writing (via mail, e-mail, or fax as set forth in the RFTOP) and include a description of the intended services and evaluation procedure, including the relative weighting of cost/price and non-cost/price criteria. If the selection may be based upon information obtained from other than the Contractor's proposals, the RFTOP must identify the other evaluation criteria. The evaluation may be based solely on cost/price, but may also include one or more technical factors such as corporate experience, personnel, or relevant past performance (in other contracts as well as in earlier orders under this contract, including quality, timeliness, cost control, and using small business concerns). When making the final selection, the TOCO should also consider the potential impact on other orders placed with the Contractor and the minimum ordering requirements of the contract. Although Contractors may elect not to submit a proposal, when they do, they must comply with the page limitations for proposals described in section (d) (3); USAID will not evaluate any pages that exceed these limits.

(3) The following are the thresholds and corresponding procedures for proposals for Task Orders:

i. **For Task Orders estimated to be equal to or less than $150,000:**
   In accordance with the general procedures in (d) above, the Task Order Contracting Officer Representative (TOCOR) will request a task order proposal from each contractor after coordinating the terms of the RFTOP with the TOCO. The TOCOR may not ask for more than a two (2) page cost proposal, and if the TOCOR deems it necessary, may also ask for a technical proposal of no more than ten (10) pages (page limit does not include resumes, graphs, or past performance information). The TOCOR is not authorized to undertake discussions or negotiations with the contractors. After applying the evaluation criteria stated in the request, the TOCOR drafts a brief memorandum to the TOCO recommending that the task order be awarded to the contractor that most successfully addresses the evaluation criteria. The TOCO is responsible for final selection, negotiation, and task order award.
ii. **For Task Orders estimated to be more than US $150,000 and equal to or less than $2,000,000:**

In accordance with the general procedures in (d) (2) above, the TOCO will request a task order proposal from each contractor. The TOCO may not ask for more than a ten (10) page cost proposal from each Contractor, and if the TOCO, with the concurrence of the TOCOR, deems it necessary, may also ask for past performance information, or for a technical proposal of no more than ten pages (page limit does not include resumes, graphs, and past performance information). Once the Contractor is selected, the TOCO may ask for a more detailed proposal (technical or cost) if needed.

iii. **For Task Orders estimated to be more than US $2,000,000:**

In accordance with the general procedures in (d) above, the TOCO will request a task order proposal from each contractor. The TOCO may use the simplified procedure in (ii) above. The TOCO has discretion to decide how much documentation above the minimum set forth above is needed to assess the technical capability and cost of each Contractor.

All contractors interested in being considered for the Task Order must submit a proposal in accordance with the TOCO's request for Task Order proposal instructions. The information that the TOCO requests from each contractor shall be the minimum needed.

iv. **To obtain services or other deliverables that are within the statement of work of this Contract, the TOCO may issue orders using any of the pricing types specified in the Contract.**

v. **Contractor(s) must respond to the RFP within the number of calendar days stated in the Request for Task Order Proposal.**

No separate payment will be made to the Contractor for the cost to prepare, submit and/or negotiate a Task Order proposal.

**(e) Task Order Award**

The contractor must not commence work until authorized by the TOCO.

**(f) Right to Procure from Other Sources**

The Government, under the terms of this IQC, retains the right to procure similar services from other sources during the period of this Contract.

**(g) Ombudsman**

If a contractor believes its organization has not been fairly considered for a particular Task Order, it may present the matter to the TOCO. If the contractor disagrees with the TOCO’s explanation or decision, it may request a review of the TOCO’s decision from
USAID's task-order and delivery-order Ombudsman. The Ombudsman is responsible for reviewing complaints from Contractors, collecting information from the CO relevant to the complaint, and ensuring that all Contractors are afforded a fair opportunity to be considered under multiple award Contracts. The Ombudsman does not have the authority to overturn award decisions or adjudicate formal Contract disputes. Information about the Ombudsman review process can be found on the USAID webpage at http://www.usaid.gov/business/ombudsman.html. The Ombudsman may be reached at the following address: U.S. Agency for International Development, Attn: Jean Horton, Address: M/OAA/OD, Room 852-H, SA-44, 1300 Pennsylvania Ave NW, Washington, DC, 20523. E-mail AandAOmbudsman@usaid.gov.

F.10 TASK ORDER AWARD CONTENT

Task Orders should include the following (as appropriate):

(a) Task Order Number and Contract Number;
(b) Source of Funds and Fiscal Data, TIN, DUNS number;
(c) Total Estimated Cost/Ceiling Price;
(d) Obligated Amount (which shall constitute the maximum liability on behalf of the Government)
(e) Statement of Work (SOW) or Performance Work Statement (PWS) that is based upon performance standards, deliverables and results to which the Contractor shall be held and includes a Quality Control Plan;
(f) Budget or Contract Pricing Table including identification of the Expanded Object Class Code (EOCC) series, costs of labor, other direct costs (ODCs) and ceiling price;
(g) Place of Performance;
(h) Period of Performance;
(i) Delivery Schedule (Critical Path)
(j) Logistic support;
(k) USAID and Other Officials (e. g., Cognizant CO & COR);
(l) Language Requirements;
(m) Deliverables / Results / Reports;
(n) Special Requirements / Relevant Information (e.g., source/origin waivers);
(o) Government-Furnished Property, if any, to be furnished to the Contractor;
(p) Authorized Work-Week if other than the IQC provision;
(q) Key / Essential Personnel;
(r) Payment Office;
(s) Gender Requirements;
(t) Branding and Marking;
(u) Other Special Requirements;
(v) Response to Environmental Conditions;
(w) Security
F.11 TASK ORDER ADMINISTRATION

Task Order Extensions (non-funded). The TOCOR has no authority to extend the Contractor’s performance under the task order beyond the estimated completion date.

F.12 SUBCONTRACTOR REPORTING

The Contractor may be required to provide a subcontracting plan for Task Orders, and report on progress towards goals as a part of the Task Order Quarterly Report in Section F.7.

[END OF SECTION F]
SECTION G – CONTRACT ADMINISTRATION DATA

G.1 752.7003 DOCUMENTATION FOR PAYMENT (NOV 1998)

(a) Claims for reimbursement or payment under this contract must be submitted to the Paying Office indicated in the schedule of this contract. The Contracting Officer Representative (COR) is the authorized representative of the Government to approve vouchers under this contract. The Contractor must submit either paper or fax versions of the SF-1034 – Public Voucher for Purchases and Services Other Than Personal. Each voucher shall be identified by the appropriate USAID contract number, in the amount of dollar expenditures made during the period covered.

(1) The SF 1034 provides space to report by line item for products or services provided. The form provides for the information to be reported with the following elements:

<table>
<thead>
<tr>
<th>Line Item</th>
<th>Description</th>
<th>Amt. Voucher To Date</th>
<th>Amt. Voucher This Period</th>
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<tr>
<td>0002</td>
<td>Product/Service Desc. for Line Item 0002</td>
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</tr>
<tr>
<td>Total</td>
<td></td>
<td>$XXXX.XX</td>
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</tbody>
</table>

(2) The fiscal report shall include a certification, signed by an authorized representative of the Contractor, as follows:

The undersigned hereby certifies to the best of my knowledge and belief that the fiscal report and any attachments have been prepared from the books and records of the Contractor in accordance with the terms of this contract and are correct: the sum claimed under this contract is proper and due, and all the costs of contract performance (except as herewith reported in writing) have been paid, or to the extent allowed under the applicable payment clause, will be paid currently by the Contractor when due in the ordinary course of business; the work reflected by these costs has been performed, and the quantities and amounts involved are consistent with the requirements of this Contract; all required Contracting Officer approvals have been obtained; and appropriate refund to USAID will be made promptly upon request in the event of disallowance of costs not reimbursable under the terms of this contract.

BY: ____________________________________________
TITLE: __________________________________________
DATE: __________________________________________

(b) Local currency payment. The Contractor is fully responsible for the proper expenditure and control of local currency, if any, provided under this contract. Local
currency will be provided to the Contractor in accordance with written instruction provided by the Mission Director. The written instructions will also include accounting, vouchering, and reporting procedures. A copy of the instructions shall be provided to the Contractor’s Chief of Party and to the Contracting Officer. The costs of bonding personnel responsible for local currency are reimbursable under this contract.

(c) Upon compliance by the Contractor with all the provisions of this contract, acceptance by the Government of the work and final report, and a satisfactory accounting by the Contractor of all Government-owned property for which the Contractor had custodial responsibility, the Government shall promptly pay to the Contractor any moneys (dollars or local currency) due under the completion voucher. The Government will make suitable reduction for any disallowance or indebtedness by the Contractor by applying the proceeds of the voucher first to such deductions and next to any unliquidated balance of advance remaining under this contract.

(d) The Contractor agrees that all approvals of the Mission Director and the Contracting Officer which are required by the provisions of this contract shall be preserved and made available as part of the Contractor’s records which are required to be presented and made available by the clause of this contract entitled “Audit and Records – Negotiation”.

G.2 PAYMENT AND VOUCHERS

The Contractor may submit vouchers for payment monthly or bi-monthly. Under the cost reimbursement portion of the contract, the Contractor may invoice for costs incurred at the time of invoice.

G.3 ADMINISTRATIVE CONTRACTING OFFICER

(a) For the Basic IQC:

Abdullah Akbar, Contracting Officer
Office of Acquisition and Assistance
USAID/Afghanistan,
Great Massoud Road
Kabul, Afghanistan

(b) For Task Orders:

The Contracting Officer executing the individual Task Order will retain cognizance of contract administration for that Task Order.

G.4 CONTRACTING OFFICER'S REPRESENTATIVE (COR)

(a) For the Basic IQC:

[COR & alternate COR to be inserted at award], Contracting Officer’s Representative
Office of Program and Project Development, Gender Unit
USAID/Afghanistan,
Great Massoud Road
Kabul, Afghanistan

(b) For Task Orders:

Each Task Order issued hereunder will indicate a COR for that particular order. The COR will be responsible for technical oversight for that Task Order.

G.5 CONTRACTOR'S PRIMARY POINT OF CONTACT

The Contractor’s Primary Point of Contact is [name and position to be inserted at award] who can be reached at telephone no. [to be inserted at award] or email [to be inserted at award].

G.6 PAYING OFFICE

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

G.7 ACCOUNTING AND APPROPRIATION DATA

Budget Fiscal: (Data to be inserted at award)
Operating Unit:
Strategic Objective:
Team/Discision:
Benefiting Geographic Area:
Expanded Object Class Code (EOCC):
Amount Obligated:

G.8 CONTRACTOR'S PAYMENT ADDRESS

[to be inserted at award]

G.9 TECHNICAL DIRECTIONS / RELATIONSHIP WITH USAID

(a) Technical Directions is defined to include:

(1) Written directions to the Contractor which fill in details, suggest possible lines of inquiry, or otherwise facilitate completion of work;

(2) Provision of written information to the Contractor which assists in the interpretation of drawings, specifications, or technical portions of the work statement;
(3) Review and, where required, provide written approval of technical reports, drawings, specifications, or technical information to be delivered. Technical directions must be in writing, and must be within the scope of work detailed in Section C.

(b) The Contracting Officer, by separate designation letter, authorizes the COR to take any or all action with respect to the following which could lawfully be taken by the Contracting Officer, except any action specifically prohibited by the terms of this contract:

(1) Assure that the Contractor performs the technical requirements of the contract in accordance with the contract terms, conditions, and specifications.

(2) Perform, or cause to be performed, inspections necessary in connection with (a) above and require the Contractor to correct all deficiencies; perform acceptance for the Government.

(3) Maintain all liaison and direct communications with the Contractor. Written communications with the Contractor and documents shall be signed as "Contracting Officer's Technical Representative" with a copy furnished to the Contracting Officer.

(4) Issue written interpretations of technical requirements of Government drawings, designs, and specifications.

(5) Monitor the Contractor's production or performance progress and notify the Contractor in writing of deficiencies observed during surveillance, and direct appropriate action to effect correction. Record and report to the Contracting Officer incidents of faulty or nonconforming work, delays or problems.

(6) Obtain necessary security clearance and appropriate identification if access to Government facilities is required. If to be provided, ensure that Government furnished property is available when required.

LIMITATIONS: The COR is not empowered to award, agree to, or sign any contract (including delivery or purchase orders) or modifications thereto, or in any way to obligate the payment of money by the Government. The COR may not take any action which may impact on the contract schedule, funds, scope or rate of utilization of Level of Effort (LOE). All contractual agreements, commitments, or modifications which involve prices, quantities, quality, or schedules shall be made only by the Contracting Officer.

(c) Contractual Problems: Contractual problems of any nature that may arise during the life of the contract must be handled in conformance with specific public laws and regulations (i.e. Federal Acquisition Regulation (FAR) and Agency for International Development Acquisition Regulation (AIDAR)). The Contractor and the COR shall bring all contracting problems to the immediate attention of the Contracting Officer. Only the Contracting Officer is authorized to formally resolve such problems. The Contracting Officer will be responsible for resolving legal issues, determining contract
scope and interpreting contract terms and conditions. The Contracting Officer is the sole authority authorized to approve changes in any of the requirements under this contract. Notwithstanding any clause contained elsewhere in this contract, the said authority remains solely with the Contracting Officer. These changes include, but will not be limited to, the following areas: scope of work, price, quantity, technical specifications, delivery schedules, and contract terms and conditions. In the event the Contractor effects any changes at the direction of any other person other than the Contracting Officer, the change will be considered to have been made without authority.

(d) Failure by the Contractor to report to the Administrative Contracting Office any action by the Government considered to be a change, within the specified number of days contained in FAR 52.243-7 (Notification of Changes), waives the Contractor's right to any claims for equitable adjustments.

(e) In case of a conflict between this contract and the COR designation letter, the contract prevails.

[END OF SECTION G]
SECTION H – SPECIAL CONTRACT REQUIREMENTS

H.1 NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE

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

<table>
<thead>
<tr>
<th>NUMBER</th>
<th>TITLE</th>
<th>DATE</th>
</tr>
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<tbody>
<tr>
<td>AIDAR 48 CFR Chapter 7</td>
<td>752.7027 PERSONNEL</td>
<td>DEC 1990</td>
</tr>
</tbody>
</table>

H.2 752.225-70 SOURCE AND NATIONALITY REQUIREMENTS (FEB 2012) (Class Deviation No. OAA-DEV-12-01c)

(a) Except as may be specifically approved by the Contracting Officer, the Contractor must procure all commodities (e.g., equipment, materials, vehicles, supplies) and services (including commodity transportation services) in accordance with the requirements at 22 CFR Part 228 “Rules on Procurement of Commodities and Services Financed by USAID Federal Program Funds.” The authorized source for procurement is Geographic Code 937 unless otherwise specified in the schedule of this contract. Guidance on eligibility of specific goods or services may be obtained from the Contracting Officer.

(b) Ineligible goods and services. The Contractor must not procure any of the following goods or services under this contract:

(1) Military equipment,
(2) Surveillance equipment,
(3) Commodities and services for support of police and other law enforcement activities,
(4) Abortion equipment and services,
(5) Luxury goods and gambling equipment, or
(6) Weather modification equipment.

(c) Restricted goods. The Contractor must obtain prior written approval of the Contracting Officer or comply with required procedures under an applicable waiver as provided by the Contracting Officer when procuring any of the following goods or services:

(1) Agricultural commodities,
(2) Motor vehicles,
(3) Pharmaceuticals and contraceptive items,
(4) Pesticides,
(5) Fertilizer,
(6) Used equipment, or
(7) U.S. government-owned excess property.

If USAID determines that the Contractor has procured any of these specific restricted goods under this contract without the prior written authorization of the Contracting Officer or fails to comply with required procedures under an applicable waiver as provided by the Contracting Officer, and has received payment for such purposes, the Contracting Officer may require the contractor to refund the entire amount of the purchase.

**H.3 AIDAR 752.7004 EMERGENCY LOCATOR INFORMATION (JUL 1997)**

The contractor agrees to provide the following information to the Mission Administrative Officer on or before the arrival in the host country of every contract employee or dependent:

1. The individual's full name, home address, and telephone number.
2. The name and number of the contract, and whether the individual is an employee or dependent.
3. The contractor's name, home office address, and telephone number, including any after-hours emergency number(s), and the name of the contractor's home office staff member having administrative responsibility for the contract.
4. The name, address, and telephone number(s) of each individual's next of kin.
5. Any special instructions pertaining to emergency situations such as power of attorney designees or alternate contact persons.

**H.4 AIDAR 752.7007 PERSONNEL COMPENSATION (JUL 2007)**

(a) Direct compensation of the Contractor’s personnel will be in accordance with the Contractor’s established policies, procedures, and practices, and the cost principles applicable to this contract.

(b) Reimbursement of the employee’s base annual salary plus overseas recruitment incentive, if any, which exceed the USAID Contractor Salary Threshold (USAID CST) stated in USAID Automated Directives System (ADS) Chapter 302 USAID Direct Contracting, must be approved in writing by the Contracting Officer, as prescribed in 731.205-6(b) or 731.371(b), as applicable.

**H.5 ADDITIONAL REQUIREMENTS FOR PERSONNEL COMPENSATION**

(a) Limitations:

1. Salaries and wages may not exceed the Contractor's established policy and practice, including the Contractor's established pay scale for equivalent classifications of employees, which must be certified to by the Contractor. Nor may any individual salary or wage, without
approval of the Cognizant Contracting Officer, exceed the employee's current salary or wage, or the highest rate of annual salary or wage received during any full year of the immediately preceding three (3) years. If, during contract performance, the Contractor proposes salary or wages for an individual(s) that exceeds 4% percent of the individual’s current salary or wage or the highest rate of annual salary or wage received during any full year of the immediately preceding three (3) years, the cognizant Contracting Officer’s approval is required. The proposed increase should not exceed the contract ceiling price.

(2) In addition, there is a ceiling on the reimbursable base salary or wage paid to personnel under the contract equivalent to the maximum annual salary rate specified in Section H.4 above unless the Task Order Contracting Officer (TOCO) approves a higher amount in accordance with the Agency policy and procedures in ADS 302 “USAID Direct Contracting”.

(b) **Salaries During Travel**: Salaries and wages paid while in travel status will not be reimbursed for a travel period greater than the time required for travel by the most direct and expeditious air route.

(c) **Return of Overseas Employees**: Salaries and wages paid to an employee serving overseas who is discharged by the Contractor for misconduct, inexcusable nonperformance, or security reasons will not be reimbursed for a period which extends beyond the time required to return him promptly to his point of origin by the most direct and expeditious air route. USAID shall not reimburse any costs including airfares, mob/demobilization in the event that such employee/Consultant has not completed one (1) full year tenure in Afghanistan.

(d) **Annual Salary Increases**: Annual salary increase (of any kind -- cost of living, merit, promotion increase, or any other type) of not more than 4% cumulatively may be granted after the employee’s completion of each twelve month period of satisfactory services under the contract. Annual salary increases of any kind exceeding these limitations or exceeding the maximum salary in Section H.4 may be granted only with the advance written approval of the Contracting Officer.

(e) **Definitions**: As used herein, the terms "salaries," "wages," and "compensation" mean the periodic remuneration received for professional or technical services rendered, exclusive of any of the differentials or allowances defined in the clause of this contract entitled "Differentials and Allowances" (AIDAR 752.7028), unless otherwise stated. The term "compensation" includes payments for personal services (including fees and honoraria). It excludes earnings from sources other than the individual’s professional or technical work, overhead, or other charges.

### H.6 INFORMATION SYSTEM SECURITY

Task orders under this contract may require information technology (IT) resources or services in which a Contractor must have physical or electronic access to USAID’s sensitive information contained in unclassified systems that directly support the Agency’s mission. TOCOs will include in task orders any specific clauses and provisions that are
required in ADS 302.3.4.9 and the Internal Mandatory Reference “Contract Clause Guide for Unclassified Information System Security Systems and Services”.

(a) Designation of the Information System Security Officer. The Contracting Officer hereby designates (TBD), located at (TBD), as the Information System Security Officer responsible for information system security for this system.

(b) The Contractor is responsible for the information system security of all systems used by the Contractor, and connected to USAID networks, or operated by the Contractor for USAID, regardless of location. The policy governing these responsibilities is ADS Chapter 545, Information Systems Security.

(c) The Contractor must not use or redistribute any USAID information processed, stored, or transmitted by the Contractor except as specified in the contract.

(d) All Contractor personnel requiring access to USAID information systems, networks, or data must comply with the USAID Personnel Security Requirements for Access to Unclassified Information Systems policy requirements of ADS Chapter 545. The Contractor supervisors must ensure a sufficient separation of duties to prevent a single individual from committing fraud with, or abusing, USAID systems or data. The Contractor personnel should also have access only to that information required for their tasks. The Contractors must therefore request and enforce only those facility and information system accesses that are essential for each individual's job performance.

(e) All Contractor personnel with access to USAID information systems, networks, or data must complete a USAID-approved computer security awareness class and accept the requirements of the USAID ISS rules of behavior before being granted access to USAID systems, and annually thereafter.

(f) All Contractor personnel must complete the security processes and meet the requirements specified by the USAID Office of Security for the sensitivity or classification level of the information for which they will require access.

(g) By accepting the award of this contract, the Contractor assures USAID that all Contractor and subcontractor personnel will comply with the policy and procedures of the USAID ADS Chapter 541, Information Management, Chapter 545, Information Systems Security, their Mandatory References, and any future ISS policy changes or enhancements.

H.7 DEFENSE BASE ACT (DBA) INSURANCE

(a) Pursuant to AIDAR 752.228-3 Worker's Compensation Insurance (Defense Base Act), to obtain DBA insurance contractors are to contact Allied World Assurance Company. Allied World Assurance Company is the only insurance underwriter authorized to write DBA insurance under USAID contracts as of March 1, 2010. To
obtain DBA insurance, contractors are to contact Allied’s agent, Aon Risk Insurance Services West, Inc. at:

(A) 199 Fremont St, Suite 1400, San Francisco, CA 94105
Primary contact: Fred Robinson Phone (415) 486-7516
Secondary contact: Angela Falcone Phone (415) 486-7000 or
Aon Risk Insurance Services East, Inc. at:
(B) 1120 20th St, NW, Suite 600, Washington DC 20036
Primary contact: Ellen Rowan Phone (202) 862-5306
Secondary contact: Chris Thompson Phone (202) 862-5302

H.8 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for Afghanistan for the procurement of goods and services under this contract is 937. The Geographic code may be further clarified in the individual task orders, if the appropriate code for the specific task order is different than 937.

H.9 LOGISTIC SUPPORT

The Contractor shall be responsible for furnishing all logistic support in the United States and overseas.

H.10 LANGUAGE REQUIREMENTS

The Contractor personnel and/or consultants shall have English and foreign language proficiency as needed to perform technical services. USAID reserves the right to test proposed individuals to ensure that they have the language capability required by the task order.

H.11 NONEXPENDABLE PROPERTY PURCHASES AND INFORMATION TECHNOLOGY RESOURCES

The Contractor shall request authorization from the Government to purchase equipment and/or resources for Contract. As part of this requirement, the Contractor shall provide a list giving a description of every item, quantity of units, price, function, and whether it is a new/used item.

The Contractor is hereby authorized to purchase the following equipment and/or resources:

H.12 EXECUTIVE ORDERS ON TERRORISM FINANCING

The Contractor is reminded that U.S. Executive Orders (including E.O. 13224) and U.S. law prohibit transactions with, and the provision of resources and support to,
individually and organizations associated with terrorism. FAR 25.701 prohibits agencies and their contractors and subcontractors from acquiring any supplies or services from individuals or organizations, if any proclamation, Executive Order, Office of Foreign Assets Control (OFAC) regulations, or statute administered by OFAC would prohibit such a transaction. Accordingly, the Contracting Officer must check the U.S. Department of the Treasury’s OFAC List to ensure that the names of the Contractor and proposed subcontractors (and individuals from those organizations who have been made known to them), are not on the list. Mandatory FAR clause 52.225-13 Restrictions on Certain Foreign Purchases is included by reference in Section I.1 of this contract. By accepting this contract, the Contractor acknowledges and agrees that it is aware of the list as part of its compliance with the requirements of that clause.

H.13 FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JAN 2002)

Funds in this contract or any task orders awarded under it may not be used to finance the travel, per diem, hotel expenses, meals, conference fees or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences" or as approved by the CO.

H.14 INTERNATIONAL TRAVEL APPROVAL

In accordance with the clearance/approval requirements in paragraph (a) of AIDAR 752.7027 Personnel (DEC 1990) (incorporated by reference above) and AIDAR 752.7032 International Travel Approval and Notification Requirements (JAN 1990) (incorporated by reference in Section I), the Contracting Officer hereby delegates authority to respective COR(s) to provide necessary approval of each international travel, for the assignment of individuals outside the United States prior to their assignment abroad, which must be within the terms of this contract, is subject to availability of funds, and should not be construed as authorization either to increase the estimated cost or to exceed the obligated amount in the contract or in the task order(s). The Contractor shall retain for audit purposes a copy of each travel concurrence.

H.15 USAID DISABILITY POLICY (DEC 2004)

(a) The objectives of the USAID Disability Policy are (1) to enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies, activity designs and implementation; (2) to increase awareness of issues of people with disabilities both within USAID programs and in host countries; (3) to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities; and (4) to support international advocacy for people with
disabilities. The full text of the policy paper can be found at the following website: 
http://www.usaid.gov/about_usaid/disability/

(b) USAID therefore requires that the Contractor not discriminate against people with disabilities in the implementation of USAID programs and that it make every effort to comply with the objectives of the USAID Disability Policy in performing this contract. To that end and within the scope of the contract, the Contractor's actions must demonstrate a comprehensive and consistent approach for including women and children with disabilities.

H.16 COMPLIANCE WITH SECTION 508 OF THE REHABILITATION ACT OF 1973, AS AMENDED

(a) The Contractor must provide a comprehensive list of all offered specific electronic and information technology (EIT) products (supplies and services) that fully comply with Section 508 of the Rehabilitation Act of 1973, per the 1998 Amendments, and the Architectural and Transportation Barriers Compliance Board's Electronic and Information Technology Accessibility Standards at 36 CFR Part 1194. The Contractor must clearly indicate where this list with full details of compliance can be found (e.g., vendors or other exact web page location). The contractor must ensure that the list is easily accessible by typical users beginning five calendar days after award. The contractor must maintain this detailed listing of compliant products for the full contract term, including all forms of extensions, and must ensure that it is current within three calendar days of changes to its product line.

(b) For every EIT product accepted under this contract by the Government that does not comply with 36 CFR Part 1194, the Contractor shall, at the discretion of the Government, make every effort to replace or upgrade it with a compliant equivalent product or service, if commercially available and cost neutral, on either the planned refresh cycle of the product or service, or on the contract renewal date, whichever shall occur first.

H.17 PERSONAL IDENTITY VERIFICATION OF CONTRACTOR PERSONNEL (JAN 2011)


(b) The Contractor shall account for all forms of Government-provided identification issued to the Contractor employees in connection with performance under this contract. The Contractor shall return such identification to the issuing agency at the earliest of any of the following, unless otherwise determined by the Government:

(1) When no longer needed for contract performance.
(2) Upon completion of the Contractor employee’s employment.

(3) Upon contract completion or termination.

(c) The Contracting Officer may delay final payment under a contract if the Contractor fails to comply with these requirements.

(d) The Contractor shall insert the substance of this clause, including this paragraph (d), in all subcontracts when the subcontractor’s employees are required to have routine physical access to a Federally-controlled facility and/or routine access to a Federally-controlled information system. It shall be the responsibility of the prime Contractor to return such identification to the issuing agency in accordance with the terms set forth in paragraph (b) of this section, unless otherwise approved in writing by the Contracting Officer.

H.18 PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (ADS 206)

USAID reserves the right to terminate this contract, to demand a refund or take other appropriate measures if the Contractor has been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

H.19 ENVIRONMENTAL CONSIDERATIONS

Activities under this IQC may result in some environmental impact. Therefore, the following conditions are required:

1. New task orders under the IQC which do not clearly fit into a Categorical Exclusion will require preparation of a separate Initial Environmental Examination (IEE). No activity falling under this requirement will be implemented unless an Environmental Threshold Decision, as defined in 22 CFR 216.3(a)(2), has been reached for that activity and documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the appropriate Bureau Environmental Office (BEO). If the potential impacts are significant, resulting in a Positive Determination, an activity specific scoping exercise and preparation of an EA, consistent with 22 CFR 216.3, will be undertaken.

2. To assure the employment of best available practices and thereby minimize any environmental effects, the Contractor shall, at the direction of the COR, as a separate and identifiable activity, prepare and provide to national and local government entities, one or more White Papers appropriate to the specific task order and activity on mitigating adverse environmental effects in electrification/distribution, telecommunications, water and sanitation, and/or roads and transport system expansion, including best practices in facility planning, siting, installation and construction.

3. The Contractor shall employ such practices in all activities performed, technical assistance or training/education provided under the IQC.
4. As appropriate for the specific task order and activity, the Contractor shall advise the national government(s) of any environmental laws that may be applicable to the program, and provide any education, training or technical assistance required to assist the government(s) in achieving such compliance after securing approval of the COR. Fulfilling this requirement includes creating capacity to comply with potential donor and investor environmental impact assessment requirements as well as host country environmental impact assessment laws, regulations and procedures.

5. The Contractor shall provide the IQC COR with a Report demonstrating its compliance with this requirement, and fully describing all actions taken and training, technical assistance, etc., provided to national and local governments, community organizations and business/households to comply with this requirement. Such a Report is to be filed annually within 60 days of the anniversary of the date of award of the IQC contract.

6. As required by ADS 204.5.4, the TOCOR will actively monitor ongoing activities for compliance with approved IEE recommendations, and modify or end activities that are not in compliance.

7a. A provision for sub-grants is included under this award; therefore, the contractor will be required to use an Environmental Review Form (ERF) or Environmental Review (ER) checklist using impact assessment tools to screen grant proposals to ensure the funded proposals will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. Use of the ERF or ER checklist is called for when the nature of the grant proposals to be funded is not well enough known to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated. Implementation of sub-grant activities cannot go forward until the ERF or ER checklist is completed and approved by USAID. Contractor is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented.

7b. The contractor will be responsible for periodic reporting to the USAID Cognizant Technical Officer, as specified in the Schedule/Program Description of this solicitation/award.

8a) USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities will require environmental management expertise. Respondents to the IQC RFP should therefore include as part of their proposal their approach to achieving **environmental compliance and management**, to include:

8b) The respondent’s approach to developing and implementing an IEE or EA or environmental review process for a grant fund and/or an EMMP or M&M Plan.
8c) The respondent’s approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.

8d) The respondent’s illustrative budget for implementing the environmental compliance activities. For the purposes of this solicitation, offerors should reflect illustrative costs for environmental compliance implementation and monitoring in their cost proposal.

8e) The respondent’s approach to including and training Afghan women in the public and private sectors to undertake and implement environmental impact assessments to ensure long-term sustainability of activities undertaken under this project.

H.20 CONFIDENTIALITY AND OWNERSHIP OF INTELLECTUAL PROPERTY

All reports generated and data collected during this project shall be considered confidential and shall not be reproduced, disseminated or discussed in open forum, other than for the purposes of completing the tasks described in this document, without the express written approval of the CO. All findings, conclusions and recommendations shall be considered confidential and proprietary.

H.21 HOMELAND SECURITY PRESIDENTIAL DIRECTIVE-12 (HSPD-12) (SEP 2006)

In response to the general threat of unauthorized access to federal facilities and information systems, the President issued Homeland Security Presidential Directive-12. HSPD-12 requires all Federal agencies to use a common Personal Identity Verification (PIV) standard when identifying and issuing access rights to users of Federally-controlled facilities and/or Federal Information Systems. USAID will begin issuing HSPD-12 “smart card” IDs to applicable contracts, using a phased approach. Effective October 27, 2006, USAID will begin issuing new “smart card” IDs to new Contractors (and new Contractor employees) requiring routine access to USAID controlled facilities and/or Federal Information Systems. USAID will begin issuance of the new smart card IDs to existing Contractors (and existing Contractor employees) on October 27, 2007. (Exceptions would include those situations where an existing Contractor (or Contractor employee) loses or damages his/her existing ID and would need a replacement ID prior to Oct 27, 2007. In those situations, the existing Contractor (or Contractor employee) would need to follow the PIV processes described below, and be issued one of the new smart cards.)

Accordingly, before a Contractor (including a PSC* or a Contractor employee) may obtain a USAID ID (new or replacement) authorizing him/her routine access to USAID facilities, or logical access to USAID’s information systems, the individual must provide two forms of identity source documents in original form and a passport size photo. One identity source document must be a valid Federal or state government-issued picture ID.
(Overseas foreign nationals must comply with the requirements of the Regional Security Office.) USAID/W the Contractors must contact the USAID Security Office to obtain the list of acceptable forms of documentation, and the Contractors working in overseas Missions must obtain the acceptable documentation list from the Regional Security Officer. Submission of these documents, and related background checks, are mandatory in order for the Contractor to receive a building access ID, and before access will be granted to any of USAID’s information systems. All Contractors must physically present these two source documents for identity proofing at their USAID/W or Mission Security Briefing. The Contractor or his/her Facilities Security Officer must return any issued building access ID and remote authentication token to USAID custody upon termination of the individual’s employment with the Contractor or completion of the contract, whichever occurs first.

The Contractor must comply with all applicable HSPD-12 and PIV procedures, as described above, and any subsequent USAID or government-wide HSPD-12 and PIV procedures/policies, including any subsequent related USAID General Notices, Office of Security Directives and/or Automated Directives System (ADS) policy directives and required procedures. This includes HSPD-12 procedures established in USAID/Washington and those procedures established by the overseas Regional Security Office.

In the event of inconsistencies between this clause and later issued Agency or government-wide HSPD-12 guidance, the most recent issued guidance should take precedence, unless otherwise instructed by the Contracting Officer.

The Contractor is required to include this clause in any subcontracts that require the subcontractor or subcontractor employee to have routine physical access to USAID space or logical access to USAID’s information systems.

H.22 DISCLOSURE OF INFORMATION (AIDAR)

(a) Offerors are reminded that information furnished under this solicitation may be subject to disclosure under the Freedom of Information Act (FOIA). Therefore, all items that are confidential to business, or contain trade secrets, proprietary or personnel information must be clearly marked. Marking of items will not necessarily preclude disclosure when the U.S. Office of Personnel Management (OPM or the Government) determines disclosure is warranted by FOIA. However, if such items are not marked, all information contained within the submitted documents will be deemed to be releasable.

(b) Any information made available to the Contractor by the Government must be used only for the purpose of carrying out the provisions of this contract and must not be divulged or made known in any manner to any person except as may be necessary in the performance of the contract.

(c) In performance of this contract, the Contractor assumes responsibility for the protection of the confidentiality of Government records and must ensure that all work
performed by its subcontractors shall be under the supervision of the Contractor or the Contractor’s responsible employees.

(d) Each officer or employee of the Contractor or any of its subcontractors to whom any Government record may be made available or disclosed must be notified in writing by the Contractor that information disclosed to such officer or employee can be used only for a purpose and to the extent authorized herein, and that further disclosure of any such information, by any means, for a purpose or to an extent unauthorized herein, may subject the offender to criminal sanctions imposed by 19 U.S.C. 641. That section provides, in pertinent part, that whoever knowingly converts to their use or the use of another, or without authority, sells, conveys, or disposes of any record of the United States or whoever receives the same with intent to convert it to their use or gain, knowing it to have been converted, shall be guilty of a crime punishable by a fine of up to $10,000, or imprisoned up to ten years, or both.

### H.23 CONSENT TO SUBCONTRACTS

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

<table>
<thead>
<tr>
<th>Contractor Name:</th>
<th>Services to be Performed</th>
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</thead>
</table>

The Contractor must request Contracting Officer consent and submit the information required by the aforementioned clause for any subcontracts requiring consent but not listed here. In order for the offeror to receive consent to subcontract, it shall address each of the elements in FAR 44.202-2 for each subcontractor. **If the offeror chooses not to request consent to subcontract at the time of proposal submission, it still must identify all subcontractors and lower tier subcontractors proposed to perform work under the contract.** See Section H.28 (d) (i), (ii) and (iii) for the information needed pertaining to this requirement to identify all subcontractors and lower-tier subcontractors.

### H.24 DATABASE REPORTING REQUIREMENTS

USAID/Afghanistan uses a management information system to track program and project information for all mission-funded activities. The purpose of this database is to track the location of project implementation, document the use of funds, and monitor development projects, while maintaining coordination between USAID/Afghanistan, USAID/Washington, Congress, implementing partners, the Government of Afghanistan, and other donors. This reporting process supports the Government of Afghanistan’s requirement that USAID provide information to the Ministry of Finance in order to track ongoing and completed donor-sponsored development activities.
The Contractor shall provide at least a quarterly update of information on the activities under the Contract and task orders by entering this information into the USAID/Afghanistan management information system. The Contractor shall enter information via an Internet website or a Microsoft (MS) Access Database; USAID will provide the URL address or Access Database, and a user ID/password. A comprehensive user manual will be provided after that details information on the required information and processes needed for managing the information in USAID/Afghanistan information system.

**H.25 GENDER REPORTING**

As required by Section C of this IQC and as further required by individual task orders, Contractor shall report data on female beneficiaries and measurable impacts of activities intended to address the needs of women and girls.

**H.26 USE OF SYNCHRONIZED PRE-DEPLOYMENT AND OPERATIONAL TRACKER (SPOT) FOR CONTRACTORS SUPPORTING A DIPLOMATIC OR CONSULAR MISSION OUTSIDE THE UNITED STATES (SUPPLEMENT TO FAR 52.225-19)**

In accordance with paragraph (g) Personnel Data, of FAR clause 52.225-19 “Contractor Personnel in a Designated Operational Area of Supporting a Diplomatic or Consular Mission Outside the United States (MAR 2008),” the Contracting Officer hereby identifies DoD’s Synchronized Pre-deployment and Operational Tracker (SPOT) as the required system to use for this contract in Afghanistan.

In accordance with Section 861 of the FY08 National Defense Authorization Act (FY08 NDAA), P.L. 110-181, USAID and the Departments of Defense (DOD) and State (DOS) have entered into a Memorandum of Understanding (MOU) under which USAID has agreed to establish a common database including information on contractors and contractor personnel performing work in Afghanistan. The MOU identifies SPOT as the common database to serve as the repository for this information. Information with regard to Afghan nationals will be entered under procedures provided separately by the Contracting Officer.

All contractor personnel must be accounted for in SPOT. Those requiring SPOT-generated Letters of Authorization (LOAs) must be entered into SPOT before being deployed to Afghanistan. If individuals requiring LOAs are already in Afghanistan at the time the contractor engages them or at the time of contract award, the contractor must immediately enter into SPOT each individual upon his or her becoming an employee or consultant under the contract. Contract performance may require the use of armed private security contractor personnel (PSCs). PSCs will be individually registered in SPOT. Personnel that do not require LOAs will still be required to be entered into SPOT for reporting purposes, either individually or using an aggregate tally methodology. Procedures for using SPOT are available at http://www.dod.mil/bta/products/spot.html. Further guidance may be obtained from the Contracting Officer’s Technical
Representative or the Contracting Officer. It is emphasized that SPOT applies to sub-
awards and that this provision must be included in all sub-awards at any tier.

(End of Provision)

H.27 FACILITIES USED FOR RELIGIOUS ACTIVITIES

Unless otherwise authorized in writing by the Contracting Officer, Contractor shall
not use Contract funds for any work related to facilities of any type where the intended
use of such a facility is for inherently religious activities. In cases where work addressed
by this provision is authorized by the Contracting Officer, such authorization will be
limited and explicit.

(End of Provision)

H.28 SUBCONTRACTING REQUIREMENTS

(a) Definitions: As used in this clause, “Principals” means the owner/president and all
other individuals with a financial interest in the subcontractor, the program manager,
project manager, and site foreman.

(b) It is USAID’s objective under this contract to promote competitive, transparent
and appropriate local subcontracting with legitimate, competent and fully vetted
subcontractors. Contractor shall assure that all subcontractors and lower-tier
subcontractors are actively engaged in the performance of subcontracted work.
Contractor shall assure that subcontract “brokering” does not occur under this contract
and that all subcontractor and lower-tier subcontractors self-perform appropriate portions
of the subcontracted work. To promote the foregoing objectives, USAID may limit the
number of “tiers” that Contractor may subcontract.

(c) Therefore, in addition to the requirements of FAR 52.244-2 and prior to awarding
any subcontract, the Contractor shall notify the Contracting Officer in writing of
Contractor’s intent to subcontract and obtain Contracting Officer’s approval to award
said subcontract(s).

(d) Contractor’s notification and request for approval to subcontract shall include the
following information:

(i) Subcontract number and title (or a general description of the subcontract
work);

(ii) Names, addresses, telephone numbers and e-mail addresses of the
subcontractor and all lower-tier subcontractors (regardless of dollar amount or percentage
of work to be performed);

(iii) The total value of the work and total value of the work to be self-performed
by the subcontractor;

(iv) A copy of Afghan business license (Afghan firms only);
(v) Subcontractor and lower-tier subcontractor banking information to include, bank name, routing identifier, account number and name(s) on account(s);

(vi) Identification information for the subcontractor and lower-tier subcontractor Principals to include, full name, address, nationality, identity card/passport number, date of birth; and

(vii) A table depicting the work to be performed and the total value of the work to be performed by the subcontractor and each lower-tier subcontractor.

(viii) Written documentation confirming Contractor has vetted all proposed subcontractors and lower-tier subcontractors at the following websites:

https://www.epls.gov/
http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx

(e) As required by Section I.12 of this contract, the Contractor shall perform with its own organization, at least 15 percent of the work required under the contract. The Government intends to limit the number of tiers of subcontracts. Performance by the Contractor, subcontractors or lower-tier subcontractors of work which is only administrative in nature shall not meet the requirements of this clause.

(f) The contractor and all its subcontractors and lower-tier subcontractors shall maintain payrolls and basic personnel records for all personnel working under the contract. Said records shall be made available to the government during contract performance and for 3 years after contract completion. The records shall contain the name of each employee, labor classifications, hourly rates of wages paid, daily and weekly number of hours worked, deductions made, and actual wages paid.

(g) Subcontracts. The contractor shall include this clause in all subcontracts, and shall require subcontractors to include this clause in all lower-tier subcontracts. The contractor shall be responsible for compliance with this clause by all subcontractors and lower-tier subcontractors.

(h) The contracting officer’s approval to subcontract, to include approval of lower tier subcontracts, does not constitutes a determination —

(i) Of the acceptability of any subcontract terms or conditions;

(ii) To relieve the Contractor of their responsibility as the prime contractor for all performance under this contract.

(iii) The Contractor shall select subcontractors (including suppliers) on a competitive basis to the maximum extent practical.

(i) Submission of false information required by this clause or non-compliance with the requirements of the clause shall be considered a material breach of the contract.

(End of Provision)
H.29 SECURITY CLEARANCE

(a) Task Orders under this Contract may involve classified performance in accordance with ADS Chapter 567 "Classified Contract Security and Contractor Personnel Security Program" and FAR Subpart 4.4 "Safeguarding Classified Information within Industry". Consequently, this Contract incorporates the minimum provisions needed to comply with the National Industrial Security Program (NISP) and ADS 567, as summarized in paragraphs (b) through (g) below. Before initiating the Fair Opportunity procedures in Section F of this Contract for any classified Task Order, the requiring office for the Task Order must complete a DD 254, have it cleared by the Office of Security (SEC), and include it with the Statement of Work for the classified Task Order. A hyperlink to a blank copy of the DD 254 is attached in Section J. Questions pertaining to the DD 254 are to be directed to the Office of Security. Contracts or Task Orders that do not require access to classified information and have not been designated as classified, in accordance with ADS 567, are not impacted by these procedures.

(b) In order to be considered for a classified Task Order, the Contractor must obtain and maintain a "Facility Clearance" at the "Secret" level. In accepting the award of this Contract, the Contractor acknowledges that it waives any right to be considered or to participate in the "fair opportunity to be considered" procedures in Section F of this Contract for any classified Task Order if the Contractor fails to obtain and maintain a Secret level facility clearance. Even though the basic Contract is not classified, the Contractor may request a Secret level facility clearance at any time after the Contract is awarded in order to be eligible for consideration for a classified Task Order. The COR from the office sponsoring the IQC is responsible for coordinating with SEC in taking any actions ADS 567 requires to request the facility clearance from the Defense Security Service (DSS). The TOCOR is responsible for managing the clearance requirements for any classified Task Orders.

At the time of award, the Contractor does [ ] does not [ ] have a Secret level facilities clearance.

[NOTE: This certification has been added to Section K. The Contracting Officer will complete this section at the time of award.]

The TOCO is responsible for incorporating the completed and cleared DD254 into a classified task order.

(c) If DSS grants an interim clearance but then subsequently revokes the interim clearance after Contract award and denies a final clearance, the Contract may be terminated, depending on the reasons DSS denied the clearance. If the Contract is not terminated, the Contractor is prohibited from being considered for or being issued any future classified Task Orders, in accordance with the acknowledgement in (b) above.

(d) Employees of the Contractor working under this Contract or under a Task Order issued against this Contract and requiring access to classified national security
information and/or to areas under the control of USAID deemed "Restricted" by USAID's Office of Security must have been subject to an appropriate level background investigation by the Defense Security Service (DSS). DSS must issue either an "Interim" or "Final" security clearance for each such employee before USAID will grant him or her unescorted access to USAID's restricted space(s) or permit him or her access to classified national security information. If DSS issues an interim clearance but subsequently denies a final clearance for an employee of a cleared Contractor, the Contractor must immediately remove the employee from USAID-restricted space and prevent him or her from having access to or handling classified or administratively controlled materials. The Contractor is responsible for providing properly cleared personnel to work on the Contract and for ensuring that performance is not jeopardized.

(e) The Contractor's Facility Security Officer (FSO) must forward a valid "Visit Request" identifying their representatives/employees and the required security clearance information to the USAID Office of Security, 1300 Pennsylvania Ave., N.W., Washington, D.C. 20523-8800.

(f) In the event the Contractor subcontracts any work to be performed under a classified Task Order, the Contractor is responsible for issuing the security guidance provided by USAID to any subcontractor and ensuring that subcontractors comply with security requirements of the prime Contract/Task Order.

(g) The Office of Security will issue RRB facility passes to individual Contractor representatives/employees upon receipt of the "Visit Request". The Contractor must ensure that any passes issued are returned upon termination of employment or completion of the Contract, whichever occurs first.

H.30 ORGANIZATIONAL CONFLICTS OF INTEREST: PRECLUSION FROM FURNISHING CERTAIN SERVICES AND RESTRICTION ON USE OF INFORMATION (INDEFINITE DELIVERY, INDEFINITE QUANTITY) (EVALUATION SERVICES)

(a) Task Orders under this Contract may call for the Contractor to furnish important services in support of evaluation of Contractors or of specific activities. In accordance with the principles of FAR Subpart 9.5 and USAID policy, THE CONTRACTOR SHALL BE INELIGIBLE TO FURNISH, AS A PRIME OR SUBCONTRACTOR OR OTHERWISE, IMPLEMENTATION SERVICES UNDER ANY CONTRACT OR TASK ORDER THAT RESULTS IN RESPONSE TO FINDINGS, PROPOSALS, OR RECOMMENDATIONS IN AN EVALUATION REPORT WRITTEN BY THE CONTRACTOR. THIS PRECLUSION WILL APPLY TO ANY SUCH AWARDS MADE WITHIN 18 MONTHS OF USAID ACCEPTING THE REPORT, unless the Head of the Contracting Activity, in consultation with USAID's Competition Advocate, authorizes a waiver (in accordance FAR 9.503) determining that preclusion of the Contractor from the implementation work would not be in the Government's interest.

(b) In addition, BY ACCEPTING THIS CONTRACT, THE CONTRACTOR AGREES THAT IT WILL NOT USE OR MAKE AVAILABLE ANY INFORMATION
OBTAINED ABOUT ANOTHER ORGANIZATION UNDER THE CONTRACT IN THE PREPARATION OF PROPOSALS OR OTHER DOCUMENTS IN RESPONSE TO ANY SOLICITATION FOR A CONTRACT OR TASK ORDER.

(c) If the Contractor gains access to proprietary information of other company(ies) in performing this evaluation, the Contractor must agree with the other company(ies) to protect their information from unauthorized use or disclosure for as long as it remains proprietary, and must refrain from using the information for any purpose other than that for which it as furnished. THE CONTRACTOR MUST PROVIDE A PROPERLY EXECUTED COPY OF ALL SUCH AGREEMENTS TO THE CONTRACTING OFFICER.

H.31 GRANTS UNDER CONTRACTS

Grants under Contracts may be approved as necessary at the Task Order level. In accordance with ADS 302.3.5.6, the Head of the Contracting Activity (HCA) approval is to allow Task Orders for a USAID direct Contractor to execute grants up to $100,000 (unless a deviation is obtained to have this threshold increased) with US organizations (not-for-profits or for-profits), providing conditions in ADS 302.3.4.8 are met. For non-US organizations there is no ceiling unless a fixed obligation grant is executed in which case the ceiling is $100,000. Within a Task Order, the TOCO will include all grant related clauses applicable to the Task Order statement of work. The TOCO must also seek approval for grants under contract authority for each task order in accordance with the procedures outlined below.

The following requirements apply to any grant awarded by a Contractor under this contract:

a. USAID shall have substantial involvement in the establishment of selection criteria and shall approve the selection of grant recipients. Unless otherwise directed by the cognizant Contracting Officer, the TOCOR shall have the authority to approve the grant recipient selection.

b. USAID retains the right to terminate the grant activity (activities) unilaterally in extraordinary circumstances.

c. The Contractor is not authorized to execute or administer Cooperative Agreements on USAID’s behalf.

d. Requirements which apply to USAID-executed grants shall also apply to grants signed by the Contractor.

e. The Contractor shall award such grants only to non-U.S., or U.S., non-governmental organizations. It is anticipated that the approved amount of such grants shall not exceed $100,000 (for U.S.) unless an exception is provided in writing by the Contracting Officer (and further approved by the HCA).

USAID estimates up to $3.5 million should be budgeted for scholarships and stipends, and other support based on specific criteria to be developed from Task Order 2.

If USAID does not provide them, the Contractor shall develop grants formats and provide a field grant guide that adheres to USAID regulations (including selection
criteria, competition, Contracting Officer approvals, etc.). If the grants formats and field guide are not provided before award to the Task Order Contracting Officer (TOCO), the Contractor shall obtain approval from the TOCO within 60 days after award. The Contractor shall comply with all USAID policies, procedures, regulations, and provisions set forth in the Contract and ensure:

(1) sufficient time to complete grantee audits,
(2) sufficient time for the grantee to submit a final report to the Contractor, and
(3) sufficient time for the Contractor to complete its review of the grantee and provide a final report to the government before Contract or Task Order close-out.

All grants must be closed out no later than the end date of the Task Order. Reporting requirements shall be in accordance with Section F.

H.32   SALARY SUPPLEMENTS

Any payments by the Contractor to employees of any government at any level shall be subject to the USAID policy on salary supplements found at this website: http://www.usaid.gov/policy/ads/200/119780.pdf, or as revised. When this issue arises during the life of the IQC, the Contractor shall consult with USAID on any questions regarding the applicability of the policy.

H.33   LOGISTIC SUPPORT GOVERNMENT FURNISHED FACILITIES OR PROPERTY

(a) The Contractor and any employee or consultant of the Contractor is prohibited from using U.S. Government facilities (such as office space or equipment) or U.S. Government clerical or technical personnel in the performance of the services specified in the Contract unless the use of Government facilities or personnel is specifically authorized in the Contract or is authorized in advance, in writing, by the CO.

(b) If at any time it is determined that the Contractor, or any of its employees or consultants, have used U.S. Government facilities or personnel either in performance of the Contract itself, or in advance, without authorization in writing, by the Contracting Officer, then the amount payable under the Contract shall be reduced by an amount equal to the value of the U.S. Government facilities or personnel used by the Contractor, as determined by the Contracting officer.

(c) If the parties fail to agree on an adjustment made pursuant to this clause it shall be considered a "dispute" and shall be dealt with under the terms of the "Disputes" clauses of the Contract.

H.34   ENVIRONMENTAL COMPLIANCE AND MANAGEMENT

1a) The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID’s activities on the environment be considered and that USAID include
environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID’s Automated Directives System (ADS) Parts 201.5.10g and 204 (http://www.usaid.gov/policy/ADS/200/), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Offeror environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFP.

1b) In addition, the Contractor/recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

1c) No activity funded under this Contract will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as “approved Regulation 216 environmental documentation.”)

2a) As part of its initial Work Plan, and all Annual Work Plans thereafter, the Contractor, in collaboration with the USAID Contracting Officer’s Representative and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this Contract to determine if they are within the statement of work of the approved Regulation 216 environmental documentation.

2b) If the Contractor plans any new activities outside the statement of work of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

2c) Any ongoing activities found to be outside the statement of work of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

[Note: Environmental Principles in Risk Management Training - While there are no direct impacts of Categorically Excluded §216.2(c)(1)(i) activities under this agreement as above, principles of environmental management should be taken into consideration for education, technical assistance, or training activities related to both disaster preparedness and risk management. The Contractor will consider these principles in training (e.g., Risk Management Training Program) as well as in guidance and technical assistance to key actors in the region, wherever possible, to promote attention to environmental management issues for risk management and the development of human resources.
Technical references to reduce environmental impact of disasters include the reference in the Field Operations Guide (FOG) v. 4.0 Chapter II F3 to the Rapid Environmental Assessment (REA) a simpler and more straightforward analytical and decision-making framework to identify significant environmental issues in relation to the prime humanitarian objectives of saving lives and reducing damage, co-funded by OFDA, http://www.benfieldhrc.org/disaster_studies/rea/rea_index.htm.

H.35 RIGHT TO PROCURE FROM OTHER SOURCES

The Government, under the terms of this IQC, retains the right to procure similar services from other sources during the period of this contract. USAID reserves the right to contract with other entities outside of this contract to develop and/or implement Infrastructure activities and projects, including ones that have been identified, studied, developed and/or designed to a prescribed level by the Contractor under an approved Task Order.

H.36 ADDITIONAL INFORMATION ON INTERNATIONAL TRAVEL

The Contracting Officer hereby delegates international travel approval for all international travel directly and identifiably funded by USAID under this contract to the COR. The Contractor shall therefore present to the COR an itinerary for each planned international trip, showing the name of the traveler, purpose of the trip, origin/destination (and intervening stops), and dates of travel, as far in advance of the proposed travel as possible, but in no event less than three weeks before travel is planned to commence. The COR's prior written approval must be kept with contract files. Contractor shall, at least one week prior to commencement of approved international travel, notify the cognizant Mission, with a copy to the COR, of planned travel, identifying the travelers and the dates and times of arrival.

H.37 REPORTING OF FOREIGN TAXES (JULY 2007)

(a) The contractor must annually submit a report by April 16 of the next year.
(b) Contents of Report. The report must contain:
   (1) Contractor name.
   (2) Contact name with phone, fax and email.
   (3) Contract number(s).
   (4) Amount of foreign taxes assessed by a foreign government [each foreign government must be listed separately] on commodity purchase transactions valued at $500 or more financed with U.S. foreign assistance funds under this agreement during the prior U.S. fiscal year.
   (5) Only foreign taxes assessed by the foreign government in the country receiving U.S. assistance is to be reported. Foreign taxes by a third party foreign government are not to be reported. For example, if a contractor performing in Lesotho using foreign assistance funds should purchase commodities in South Africa, any taxes imposed by South Africa would not be reported in the report for Lesotho (or South Africa).
(6) Any reimbursements received by the contractor during the period in (4) regardless of when the foreign tax was assessed and any reimbursements on the taxes reported in (4) received through March 31.
(7) Report is required even if the contractor did not pay any taxes during the report period.
(8) Cumulative reports may be provided if the contractor is implementing more than one program in a foreign country.
(c) Definitions. For purposes of this clause:
(1) “Agreement” includes USAID direct and country contracts, grants, cooperative agreements and interagency agreements.
(2) “Commodity” means any material, article, supply, goods, or equipment.
(3) “Foreign government” includes any foreign governmental entity.
(4) “Foreign taxes” means value-added taxes and custom duties assessed by a foreign government on a commodity. It does not include foreign sales taxes.
(d) Where. Submit the reports to:
Mission Controller
USAID Afghanistan
Great Masood Road
Kabul, Afghanistan
(e) Subagreements. The contractor must include this reporting requirement in all applicable subcontracts and other subagreements.
(f) For further information see http://www.state.gov/m/rm/c10443.htm.

H.38 NONDISCRIMINATION (JUNE 2012)

FAR Part 27 and the clauses prescribed in that part prohibit contractors performing in or recruiting from the U.S. from engaging in certain discriminatory practices.

USAID is committed to achieving and maintaining a diverse and representative workforce and a workplace free of discrimination. Based on law, Executive Order, and Agency policy, USAID prohibits discrimination in its own workplace on the basis of race, color, religion, sex (including pregnancy and gender identity), national origin, disability, age, veteran’s status, sexual orientation, genetic information, marital status, parental status, political affiliation, and any other conduct that does not adversely affect the performance of the employee. USAID does not tolerate any type of harassment, either sexual or nonsexual, of any employee or applicant for employment. Contractors are required to comply with the nondiscrimination requirements of the FAR.

In addition, the Agency strongly encourages all its contractors (at all tiers) to develop and enforce comprehensive nondiscrimination policies for their workplaces that include protection on these expanded bases, subject to applicable law.

H.39 AIDAR 752.7031 LEAVE AND HOLIDAYS (OCT 1989)

(a) Vacation leave.
(1) The Contractor may grant to its employees working under this contract vacations of reasonable duration in accordance with the Contractor’s practice for its employees, but in no event shall such vacation leave be earned at a rate exceeding 26 work days per annum. Reimbursement for vacation leave is limited to the amount earned by employees while serving under this contract.

For regular employees during their tour of duty in the Cooperating Country, vacation leave is provided under this contract primarily for purposes of affording necessary rest and recreation. The Contractor’s Chief of Party, the employee and the Cooperating Country institution associated with this project shall develop vacation leave schedules early in the employee’s tour of duty taking into consideration project requirements, employee preference and other factors.

(2) Leave taken during the concluding weeks of an employee’s tour shall be included in the established leave schedule and be limited to that amount of leave which can be earned during a twelve-month period unless approved in accordance with paragraph (a)(3) of this clause.

(3) Vacation leave earned but not taken by the end of the employee’s tour pursuant to paragraphs (a)(1) and (2) of this clause will be forfeited unless the requirements of the project precluded the employee from taking such leave, and the Contracting Officer (with the endorsement of the Mission) approves one of the following as an alternative:

(i) Taking, during the concluding weeks of the employee’s tour, leave not permitted under (a)(2) of this section, or

(ii) Lump-sum payment for leave not taken provided such leave does not exceed the number of days which can be earned by the employee during a twelve-month period.

(b) Sick Leave. Sick leave is earned by employees in accordance with the Contractor’s usual practice but not to exceed 13 work days per annum or 4 hours every 2 weeks. Additional sick leave after use of accrued vacation leave may be advanced in accordance with the Contractor’s usual practice, if in the judgment of the Contractor’s Chief of Party it is determined that such additional leave is in the best interest of the project. In no event shall such additional leave exceed 30 days. The Contractor agrees to reimburse USAID for leave used in excess of the amount earned during the employee’s assignment under this contract. Sick leave earned and unused at the end of a regular tour of duty may be carried over to an immediately succeeding tour of duty under this contract. The use of home leave authorized under this clause shall not constitute a break in service for the purpose of sick leave carry-over. Contractor employees will not be compensated for unused sick leave at the completion of their duties under this contract.

(c) Home leave.

(1) Home leave is leave earned for service abroad for use only in the United States, in the Commonwealth of Puerto Rico, or in the possessions of the United States.

(2) A regular employee who is a U.S. citizen or resident and has served at least 2 years overseas, as defined in paragraph (c)(4) of this clause, under this contract and has not taken more than 30 workdays leave (vacation, sick, or leave without pay) in the United States, may be granted home leave of not more than 15 workdays for each such year of service overseas, provided that such regular employee agrees to return overseas upon completion of home leave under an additional 2 year appointment, or for a shorter
period of not less than 1 year of overseas service under the contract if the Mission Director has approved in advance. Home leave must be taken in the United States, the Commonwealth of Puerto Rico, or the possessions of the United States; any days spent elsewhere will be charged to vacation leave or leave without pay.

(3) Notwithstanding the requirement in paragraph (c)(2), of this clause, that the Contractor’s regular employee must have served 2 years overseas under this contract to be eligible for home leave, Contractor may grant advance home leave to such regular employee subject to all of the following conditions:

(i) Granting of advance home leave would in each case serve to advance the attainment of the objectives of this contract;

(ii) The regular employee shall have served a minimum of 18 months in the Cooperating Country on his/her current tour of duty under this contract; and

(iii) The regular employee shall have agreed to return to the Cooperating Country to serve out the remainder of his/her current tour of duty and an additional 2 year appointment under this contract, or such other additional appointment of not less than 1 year of overseas service as the Mission Director may approve.

(4) The period of service overseas required under paragraph (c)(2) or paragraph (c)(3) of this clause shall include the actual days spent in orientation in the United States (less language training) and the actual days overseas beginning on the date of departure from the United States port of embarkation on international travel and continuing, inclusive of authorized delays en route, to the date of arrival at the United States port of debarkation from international travel. Allowable vacation and sick leave taken while overseas, but not leave without pay, shall be included in the required period of service overseas. An amount equal to the number of days of vacation sick leave taken in the United States, the Commonwealth of Puerto Rico, or the possessions of the United States will be added to the required period of service overseas.

(5) Salary during travel to and from the United States for home leave will be limited to the time required for travel by the most expeditious air route. The Contractor will be responsible for reimbursing USAID for salary payments made during home leave if in spite of the undertaking of the new appointment the regular employee, except for reasons beyond his/her control as determined by the Contracting Officer, does not return overseas and complete the additional required service. Unused home leave is not reimbursable under this contract.

(6) To the extent deemed necessary by the Contractor, regular employees in the United States on home leave may be authorized to spend not more than 5 days in work status for consultation at home office/campus or at USAID/Washington before returning to their post of duty. Consultation at locations other than USAID/Washington or home office/campus, as well as any time in excess of 5 days spent for consultation, must be approved by the Mission Director or the Contracting Office.

(7) Except as provided in the schedule or approved by the Mission Director or the Contracting Officer, home leave is not authorized for TCN or CCN employees.

(d) Holidays. Holidays for Contractor employees serving in the United States shall be in accordance with the Contractor’s established policy and practice. Holidays for Contractor employees serving overseas should take into consideration local practices and shall be established in collaboration with the Mission Director.
(e) Military leave. Military leave of not more than 15 calendar days in any calendar year may be granted in accordance with the Contractor’s usual practice to each regular employee whose appointment is not limited to 1 year or less and who is a reservist of the United States Armed Forces, provided that such military leave has been approved in advance by the cognizant Mission Director or Assistant Administrator. A copy of any such approval shall be provided to the Contracting Officer.

(f) Leave Records. The Contractor’s leave records shall be preserved and made available as part of the contractor’s records which are required to be preserved and made available by the Examination of Records by the Comptroller General and Audit clauses of this contract.

H.40 LIMITATION ON SUBCONTRACTING TO NON-LOCAL ENTITIES (MAY 2012)

(a) Applicability. This clause applies to i) contracts that have been awarded to those local entities under the authority of and as defined in Section 7077 of Public Law 112-74, the Consolidated Appropriations Act, 2012 (P.L. 112-74), also known as "Local Competition Authority" and ii) contracts awarded to local entities (as defined in Section 7077 of Public Law 112-74) under the authority at AIDAR 706.302-70.

(b) By submission of an offer and execution of a contract, the Offeror/Contractor agrees that in performance of the contract for—

1. Services (except construction), at least 50 percent of the cost of contract performance incurred for personnel must be expended for employees of the prime/local entity.
2. Supplies (other than procurement from a non-manufacturer of such supplies), the prime/local entity concern must perform work for at least 50 percent of the cost of manufacturing the supplies, not including the cost of materials.
3. General construction, the prime/local entity concern will perform at least 15 percent of the cost of the contract, not including the cost of materials, with its own employees.
4. Construction by special trade contractors, the concern will perform at least 25 percent of the cost of the contract, not including the cost of materials, with its own employees.

(c) By submission of an offer and execution of a contract, the Offeror/Contractor represents that it is an individual, a corporation, a nonprofit organization, or another body of persons that—

1. is legally organized under the laws of Afghanistan;
2. has as its principal place of business or operations in Afghanistan; and
3. either is--
   (A) majority owned by individuals who are citizens or lawful permanent residents of Afghanistan; or
(B) managed by a governing body the majority of whom are citizens or lawful permanent residents of Afghanistan; a country in which this contract will be primarily performed.

(d) For purposes of this clause, `majority owned' and `managed by' include, without limitation, beneficiary interests and the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means.

(End of Provision)

**H.41 SERIOUS INCIDENT REPORTING IN AFGHANISTAN (DECEMBER 2010)**

The implementing partner is responsible for reporting all serious incidents during performance of the award. This reporting shall apply to the prime implementing partner and all sub-awardees regardless of the tier (subs of subs and lower, etc.). In addition to reporting, the prime is responsible for ensuring timely investigation of all serious incidents and maintaining on file all records of reported serious incidents. A serious incident is defined as any of the following against an employee paid for with US Government funding or on a USAID funded worksite regardless of the tier of the employee:

1. Death of an individual,
2. Discharge of a firearm with the intent to cause bodily injury or the use of an instrument with the intent of causing serious bodily harm to an employee,
3. The detention of an employee against their will.

Implementing partners shall provide initial notification to the USAID Safety and Security Office (SSO), either orally or by email, of any serious incident - as soon as practical if it cannot be done immediately. The emails shall be sent to: KabulAIDSSO@usaid.gov. This notification must provide as many details as are known at the time about the incident.

Within 24 hours of the incident, the implementing partner shall submit a more formal written incident report. The prime partner shall provide the report to the SSO and will concurrently send a copy to the USAID Cognizant Contracting Officer's Representative (COR) and the Contracting Officer (CO).

The initial written report shall include the award number, the name of the company, location where the incident occurred (LatiLon or MGRS), time when the incident occurred, a brief description of the events of the incident, details about any known casualties and a point of contact for the company. The implementing partner shall provide a follow-up comprehensive written report of events surrounding the incident within 96 hours when greater details are known. Additionally, if a serious incident which involves
an employee wounded in action (WIA) who later succumbs of the wound(s), the partner shall notify the SSO within 24 hours of the death of the individual.

[END OF SECTION H]
PART II – CONTRACT CLAUSES

SECTION I – CONTRACT CLAUSES

I.1 NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE

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

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es):

FAR: <http://arnet.gov/far/>  
Word version of AIDAR: <http://www.usaid.gov/pubs/ads/300>

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752.202-1 DEFINITIONS JAN 1990
752.204-2 SECURITY REQUIREMENTS
752.209-71 ORGANIZATIONAL CONFLICTS OF INTEREST DISCOVERED AFTER AWARD JUN 1993
(a) **Definitions.** As used in this clause—

“Agent” means any individual, including a director, an officer, an employee, or an independent Contractor, authorized to act on behalf of the organization.

“Full cooperation”— (1) Means disclosure to the Government of the information sufficient for law enforcement to identify the nature and extent of the offense and the individuals responsible for the conduct. It includes providing timely and complete response to Government auditors’ and investigators' request for documents and access to employees with information;

(2) Does not foreclose any Contractor rights arising in law, the FAR, or the terms of the contract. It does not require—

(i) A Contractor to waive its attorney-client privilege or the protections afforded by the attorney work product doctrine; or (ii) Any officer, director, owner, or
employee of the Contractor, including a sole proprietor, to waive his or her attorney client privilege or Fifth Amendment rights; and

(3) Does not restrict a Contractor from—
   (i) Conducting an internal investigation; or
   (ii) Defending a proceeding or dispute arising under the contract or related to a potential or disclosed violation.

“Principal” means an officer, director, owner, partner, or a person having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a division or business segment; and similar positions).

“Subcontract” means any contract entered into by a subcontractor to furnish supplies or services for performance of a prime contract or a subcontract.

“Subcontractor” means any supplier, distributor, vendor, or firm that furnished supplies or services to or for a prime contractor or another subcontractor.

“United States,” means the 50 States, the District of Columbia, and outlying areas.

(b) Code of business ethics and conduct. (1) Within 30 days after contract award, unless the Contracting Officer establishes a longer time period, the Contractor shall—
   (i) Have a written code of business ethics and conduct; and
   (ii) Make a copy of the code available to each employee engaged in performance of the contract.

(2) The Contractor shall—
   (i) Exercise due diligence to prevent and detect criminal conduct; and
   (ii) Otherwise promote an organizational culture that encourages ethical conduct and a commitment to compliance with the law.

(3)(i) The Contractor shall timely disclose, in writing, to the agency Office of the Inspector General (OIG), with a copy to the Contracting Officer, whenever, in connection with the award, performance, or closeout of this contract or any subcontract thereunder, the Contractor has credible evidence that a principal, employee, agent, or subcontractor of the Contractor has committed—
   (A) A violation of Federal criminal law involving fraud, conflict of interest, bribery, or gratuity violations found in Title 18 of the United States Code; or
   (B) A violation of the civil False Claims Act (31 U.S.C. 3729-3733).

   (ii) The Government, to the extent permitted by law and regulation, will safeguard and treat information obtained pursuant to the Contractor’s disclosure as confidential where the information has been marked “confidential” or “proprietary” by the company. To the extent permitted by law and regulation, such information will not be released by the Government to the public pursuant to a Freedom of Information Act request, 5 U.S.C. Section 552, without prior notification to the Contractor. The Government may transfer documents provided by the Contractor to any department or agency within the Executive Branch if the information relates to matters within the organization’s jurisdiction.

   (iii) If the violation relates to an order against a Government wide acquisition contract, a multi-agency contract, a multiple-award schedule contract such as the Federal Supply Schedule, or any other procurement instrument intended for use by multiple agencies, the Contractor shall notify the OIG of the ordering agency and the IG of the agency responsible for the basic contract.
(c) Business ethics awareness and compliance program and internal control system. This paragraph (c) does not apply if the Contractor has represented itself as a small business concern pursuant to the award of this contract or if this contract is for the acquisition of a commercial item as defined at FAR 2.101. The Contractor shall establish the following within 90 days after contract award, unless the Contracting Officer establishes a longer time period:

1. An ongoing business ethics awareness and compliance program.
   (i) This program shall include reasonable steps to communicate periodically and in a practical manner the Contractor’s standards and procedures and other aspects of the Contractor’s business ethics awareness and compliance program and internal control system, by conducting effective training programs and otherwise disseminating information appropriate to an individual’s respective roles and responsibilities.
   (ii) The training conducted under this program shall be provided to the Contractor’s principals and employees, and as appropriate, the Contractor’s agents and subcontractors.

2. An internal control system.
   (i) The Contractor’s internal control system shall—
      (A) Establish standards and procedures to facilitate timely discovery of improper conduct in connection with Government contracts; and
      (B) Ensure corrective measures are promptly instituted and carried out.
   (ii) At a minimum, the Contractor’s internal control system shall provide for the following:
      (A) Assignment of responsibility at a sufficiently high level and adequate resources to ensure effectiveness of the business ethics awareness and compliance program and internal control system.
      (B) Reasonable efforts not to include an individual as a principal, whom due diligence would have exposed as having engaged in conduct that is in conflict with the Contractor’s code of business ethics and conduct.
      (C) Periodic reviews of company business practices, procedures, policies, and internal controls for compliance with the Contractor’s code of business ethics and conduct and the special requirements of Government contracting, including—
         (1) Monitoring and auditing to detect criminal conduct;
         (2) Periodic evaluation of the effectiveness of the business ethics awareness and compliance program and internal control system, especially if criminal conduct has been detected; and
         (3) Periodic assessment of the risk of criminal conduct, with appropriate steps to design, implement, or modify the business ethics awareness and compliance program and the internal control system as necessary to reduce the risk of criminal conduct identified through this process.
      (D) An internal reporting mechanism, such as a hotline, which allows for anonymity or confidentiality, by which employees may report suspected instances of improper conduct, and instructions that encourage employees to make such reports.
      (E) Disciplinary action for improper conduct or for failing to take reasonable steps to prevent or detect improper conduct.
      (F) Timely disclosure, in writing, to the agency OIG, with a copy to the Contracting Officer, whenever, in connection with the award, performance, or closeout of
any Government contract performed by the Contractor or a subcontract thereunder, the Contractor has credible evidence that a principal, employee, agent, or subcontractor of the Contractor has committed a violation of Federal criminal law involving fraud, conflict of interest, bribery, or gratuity violations found in Title 18 U.S.C. or a violation of the civil False Claims Act (31 U.S.C. 3729-3733).

1) If a violation relates to more than one Government contract, the Contractor may make the disclosure to the agency OIG and Contracting Officer responsible for the largest dollar value contract impacted by the violation.

2) If the violation relates to an order against a Government wide acquisition contract, a multi-agency contract, a multiple-award schedule contract such as the Federal Supply Schedule, or any other procurement instrument intended for use by multiple agencies, the contractor shall notify the OIG of the ordering agency and the IG of the agency responsible for the basic contract, and the respective agencies’ contracting officers.

3) The disclosure requirement for an individual contract continues until at least 3 years after final payment on the contract.

4) The Government will safeguard such disclosures in accordance with paragraph (b)(3)(ii) of this clause.

(G) Full cooperation with any Government agencies responsible for audits, investigations, or corrective actions.

(d) Subcontracts. (1) The Contractor shall include the substance of this clause, including this paragraph (d), in subcontracts that have a value in excess of $5,000,000 and a performance period of more than 120 days.

2) In altering this clause to identify the appropriate parties, all disclosures of violation of the civil False Claims Act or of Federal criminal law shall be directed to the agency Office of the Inspector General, with a copy to the Contracting Officer.

I.3 52.216-18 ORDERING (OCT 1995)

(a) Any supplies and services to be furnished under this contract shall be ordered by issuance of delivery orders or task orders by the individuals or activities designated in the Schedule. Such orders may be issued as stated in Section F.2.

(b) All delivery orders or task orders are subject to the terms and conditions of this contract. In the event of conflict between a delivery order or task order and this contract, the contract shall control.

(c) If mailed, a delivery order or task order is considered “issued” when the Government deposits the order in the mail. Orders may be issued orally, by facsimile, or by electronic commerce methods only if authorized in the Schedule.

I.4 52.216-19 ORDER LIMITATIONS (OCT 1995)

(a) Minimum order. When the Government requires supplies or services covered by this contract in an amount of less than $50,000, the Government is not obligated to purchase, nor is the Contractor obligated to furnish, those supplies or services under the contract.

(b) Maximum order. The Contractor is not obligated to honor –
(1) Any order for a single item in excess of $20,000,000;
(2) Any order for a combination of items in excess of $20,000,000; or
(3) A series of orders from the same ordering office within five (5) days that
together call for quantities exceeding the limitation in subparagraph (b)(1) or (2) of this
section.

(c) If this is a requirements contract (i.e., includes the Requirements clause at
subsection 52.216-21 of the Federal Acquisition Regulation (FAR)), the Government is
not required to order a part of any one requirement from the Contractor if that
requirement exceeds the maximum-order limitations in paragraph (b) of this section.

(d) Notwithstanding paragraphs (b) and (c) of this section, the Contractor shall honor
any order exceeding the maximum order limitations in paragraph (b), unless that order (or
orders) is returned to the ordering office within two (2) days after issuance, with written
notice stating the Contractor’s intent not to ship the item (or items) called for and the
reasons. Upon receiving this notice, the Government may acquire the supplies or services
from another source.

I.5 52.216-22 INDEFINITE QUANTITY (OCT 1995)

(a) This is an indefinite-quantity contract for the supplies or services specified, and
effective for the period stated, in the Schedule. The quantities of supplies and services
specified in the Schedule are estimates only and are not purchased by this contract.

(b) Delivery or performance shall be made only as authorized by orders issued in
accordance with the Ordering clause. The Contractor shall furnish to the Government,
when and if ordered, the supplies or services specified in the Schedule up to and
including the quantity designated in the Schedule as the “maximum.” The Government
shall order at least the quantity of supplies or services designated in the Schedule as the
“minimum.”

(c) Except for any limitations on quantities in the Order Limitations clause or in the
Schedule, there is no limit on the number of orders that may be issued. The Government
may issue orders requiring delivery to multiple destinations or performance at multiple
locations.

(d) Any order issued during the effective period of this contract and not completed
within that period shall be completed by the Contractor within the time specified in the
order. The contract shall govern the Contractor’s and Government’s rights and
obligations with respect to that order to the same extent as if the order were completed
during the contract’s effective period; provided, that the Contractor shall not be required
to make any deliveries under this contract after eight years from the date of award of the
contract.

I.6 52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)

The Government may require continued performance of any services within the limits
and at the rates specified in the contract. These rates may be adjusted only as a result of
revisions to prevailing labor rates provided by the Secretary of Labor. The option
provision may be exercised more than once, but the total extension of performance
hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within **60-days**.

### I.7 52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT (MAR 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor within **60-days**; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least **60-days** days before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed **60 months**.

### I.8 752.242-70 PERIODIC PROGRESS REPORTS (OCT 2007)

(a) The Contractor shall prepare and submit progress reports as specified in the contract schedule. These reports are separate from the interim and final performance evaluation reports prepared by USAID in accordance with FAR 42.15 and internal Agency procedures, but they may be used by USAID personnel or their authorized representatives when evaluating the Contractor's performance.

(b) During any delay in furnishing a progress report required under this contract, the contracting officer may withhold from payment an amount not to exceed US$25,000 (or local currency equivalent) or 5 percent of the amount of this contract, whichever is less, until such time as the Contractor submits the report or the contracting officer determines that the delay no longer has a detrimental effect on the Government's ability to monitor the Contractor's progress.

### I.9 52.232.99 PROVIDING ACCELERATED PAYMENT TO SMALL BUSINESS SUBCONTRACTORS (DEVIAITION) (AUG 2012)

This clause implements the temporary policy provided by OMB Policy Memorandum M-12-16, Providing Prompt Payment to Small Business Subcontractors, dated July 11, 2012.

(a) Upon receipt of accelerated payments from the Government, the contractor is required to make accelerated payments to small business subcontractors to the maximum extent practicable after receipt of a proper invoice and all proper documentation from the small business subcontractor.

(b) Include the substance of this clause, including this paragraph (b), in all subcontracts with small business concerns.

(c) The acceleration of payments under this clause does not provide any new rights under the Prompt Payment Act.
I.10  AIDAR 752.7005 SUBMISSION REQUIREMENTS FOR DEVELOPMENT EXPERIENCE DOCUMENTS (JAN 2004)

(a) Contract Reports and Information/Intellectual Products.
   (1) The Contractor shall submit to USAID’s Development Experience Clearinghouse (DEC) copies of reports and information products which describe, communicate or organize program/project development assistance activities, methods, technologies, management, research, results and experience as outlined in the Agency’s ADS Chapter 540. Information may be obtained from the Contracting Officer Representative (COR). These reports include: assessments, evaluations, studies, development experience documents, technical reports and annual reports. The Contractor shall also submit copies of information products including training materials, publications, databases, computer software programs, videos and other intellectual deliverable materials required under the Contract Schedule. Time-sensitive materials such as newsletters, brochures, bulletins or periodic reports covering periods of less than a year are not to be submitted.

   (2) Upon contract completion, the contractor shall submit to DEC an index of all reports and information/intellectual products referenced in paragraph (a) (1) of this clause.

(b) Submission requirements.
   (1) Distribution. (i) At the same time submission is made to the COR, the contractor shall submit, one copy each, of 3 contract reports and information/intellectual products (referenced in paragraph (a)(1) of this clause) in either electronic (preferred) or paper form to one of the following: (Old AIDAR data omitted – see note below)

      (ii) The contractor shall submit the reports index referenced in paragraph (a)(2) of this clause and any reports referenced in paragraph (a)(1) of this clause that have not been previously submitted to DEC, within 30 days after completion of the contract to one of the address cited in paragraph (b)(1)(i) of this clause.

   (2) Format. (i) Descriptive information is required for all Contractor products submitted. The title page of all reports and information products shall include the contract number(s), contractor name(s), name of the USAID cognizant technical office, the publication or issuance date of the document, document title, author name(s), and strategic objective or activity title and associated number. In addition, all materials submitted in accordance with this clause shall have attached on a separate cover sheet the name, organization, address, telephone number, fax number, and Internet address of the submitting party.

      (ii) The report in paper form shall be prepared using non-glossy paper (preferably recycled and white or off-white) using black ink. Elaborate art work, multicolor printing and expensive bindings are not to be used. Whenever possible, pages shall be printed on both sides.

      (iii) The electronic document submitted shall consist of only one electronic file which comprises the complete and final equivalent of the paper copy.

(v) The electronic document submission shall include the following descriptive information:

(A) Name and version of the application software used to create the file, e.g., WordPerfect Version 9.0 or Acrobat Version 5.0.

(B) The format for any graphic and/or image file submitted, e.g., TIFF-compatible.

(C) Any other necessary information, e.g. special backup or data compression routines, software used for storing/retrieving submitted data, or program installation instructions.

Note: Further to I.10 (b) (1), above, delivery address for development experience documentation is:

Online: http://dec.usaid.gov

By mail (for pouch delivery):

DEXS Document Submissions
M/CIO/KM/DEC
RRB M.01-010
Washington, DC  20523-6100

I.11  52.209-9 UPDATES OF PUBLICLY AVAILABLE INFORMATION REGARDING RESPONSIBILITY MATTERS (Feb 2012)

(a) The Contractor shall update the information in the Federal Awardee Performance and Integrity Information System (FAPIIS) on a semi-annual basis, throughout the life of the contract, by posting the required information in the Central Contractor Registration database via https://www.acquisition.gov.

(b) As required by section 3010 of the Supplemental Appropriations Act, 2010 (Pub. L. 111-212), all information posted in FAPIIS on or after April 15, 2011, except past performance reviews, will be publicly available. FAPIIS consist of two segments—

(1) The non-public segment, into which Government officials and the Contractor post information, which can only be viewed by—

   (i) Government personnel and authorized users performing business on behalf of the Government; or
   (ii) The Contractor, when viewing data on itself; and

(2) The publicly-available segment, to which all data in the non-public segment of FAPIIS is automatically transferred after a waiting period of 14 calendar days, except for—

   (i) Past performance reviews required by subpart 42.15;
   (ii) Information that was entered prior to April 15, 2011; or
(iii) Information that is withdrawn during the 14-calendar-day waiting period by the Government official who posted it in accordance with paragraph (c)(1) of this clause.

(c) The Contractor will receive notification when the Government posts new information to the Contractor’s record.

(1) If the Contractor asserts in writing within 7 calendar days, to the Government official who posted the information, that some of the information posted to the non-public segment of FAPIIS is covered by a disclosure exemption under the Freedom of Information Act, the Government official who posted the information must within 7 calendar days remove the posting from FAPIIS and resolve the issue in accordance with agency Freedom of Information procedures, prior to reposting the releasable information. The contractor must cite 52.209-9 and request removal within 7 calendar days of the posting to FAPIIS.

(2) The Contractor will also have an opportunity to post comments regarding information that has been posted by the Government. The comments will be retained as long as the associated information is retained, i.e., for a total period of 6 years. Contractor comments will remain a part of the record unless the Contractor revises them.

(3) As required by section 3010 of Pub. L. 111-212, all information posted in FAPIIS on or after April 15, 2011, except past performance reviews, will be publicly available.

(d) Public requests for system information posted prior to April 15, 2011, will be handled under Freedom of Information Act procedures, including, where appropriate, procedures promulgated under E.O. 12600.

I.12 52.236-1 PERFORMANCE OF WORK BY THE CONTRACTOR (APR 1984)

The Contractor shall perform on the site, and with its own organization, work equivalent to at least 15 percent of the total amount of the work to be performed under the contract. This percentage may be reduced by a supplemental agreement to this contract if, during performing the work, the Contractor request a reduction and the Contracting Officer determines that the reduction would be to the advantage of the Government.

I.13 COMBATING TRAFFICKING IN PERSONS (FEB 2009)

(a) Definitions. As used in this clause—

“Coercion” means—

(1) Threats of serious harm to or physical restraint against any person;

(2) Any scheme, plan, or pattern intended to cause a person to believe that failure to perform an act would result in serious harm to or physical restraint against any person; or

(3) The abuse or threatened abuse of the legal process.
“Commercial sex act” means any sex act on account of which anything of value is given to or received by any person.

“Debt bondage” means the status or condition of a debtor arising from a pledge by the debtor of his or her personal services or of those of a person under his or her control as a security for debt, if the value of those services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of those services are not respectively limited and defined.

“Employee” means an employee of the Contractor directly engaged in the performance of work under the contract who has other than a minimal impact or involvement in contract performance.

“Forced Labor” means knowingly providing or obtaining the labor or services of a person—

1. By threats of serious harm to, or physical restraint against, that person or another person;
2. By means of any scheme, plan, or pattern intended to cause the person to believe that, if the person did not perform such labor or services, that person or another person would suffer serious harm or physical restraint; or
3. By means of the abuse or threatened abuse of law or the legal process.

“Involuntary servitude” includes a condition of servitude induced by means of—

1. Any scheme, plan, or pattern intended to cause a person to believe that, if the person did not enter into or continue in such conditions, that person or another person would suffer serious harm or physical restraint; or
2. The abuse or threatened abuse of the legal process.

“Severe forms of trafficking in persons” means—

1. Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or
2. The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

“Sex trafficking” means the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act.

(b) Policy. The United States Government has adopted a zero tolerance policy regarding trafficking in persons. Contractors and contractor employees shall not—

1. Engage in severe forms of trafficking in persons during the period of performance of the contract;
2. Procure commercial sex acts during the period of performance of the contract; or
3. Use forced labor in the performance of the contract.

(c) Contractor requirements. The Contractor shall—
(1) Notify its employees of—
   (i) The United States Government’s zero tolerance policy described in paragraph (b) of this clause; and
   (ii) The actions that will be taken against employees for violations of this policy. Such actions may include, but are not limited to, removal from the contract, reduction in benefits, or termination of employment; and
(2) Take appropriate action, up to and including termination, against employees or subcontractors that violate the policy in paragraph (b) of this clause.

(d) Notification. The Contractor shall inform the Contracting Officer immediately of—
(1) Any information it receives from any source (including host country law enforcement) that alleges a Contractor employee, subcontractor, or subcontractor employee has engaged in conduct that violates this policy; and
(2) Any actions taken against Contractor employees, subcontractors, or subcontractor employees pursuant to this clause.

(e) Remedies. In addition to other remedies available to the Government, the Contractor’s failure to comply with the requirements of paragraphs (c), (d), or (f) of this clause may result in—
(1) Requiring the Contractor to remove a Contractor employee or employees from the performance of the contract;
(2) Requiring the Contractor to terminate a subcontract;
(3) Suspension of contract payments;
(4) Loss of award fee, consistent with the award fee plan, for the performance period in which the Government determined Contractor non-compliance;
(5) Termination of the contract for default or cause, in accordance with the termination clause of this contract; or
(6) Suspension or debarment.

(f) Subcontracts. The Contractor shall include the substance of this clause, including this paragraph (f), in all subcontracts.

(g) Mitigating Factor. The Contracting Officer may consider whether the Contractor had a Trafficking in Persons awareness program at the time of the violation as a mitigating factor when determining remedies. Additional information about Trafficking in Persons and examples of awareness programs can be found at the website for the Department of State’s Office to Monitor and Combat Trafficking in Persons at http://www.state.gov/g/tip.

[END OF SECTION I]
PART III – LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACHMENTS

SECTION J – LIST OF ATTACHMENTS

Hard copies of the following documents are attached within this Section J; however, some of the forms can be accessed electronically at: http://www.usaid.gov/forms/.

ATTACHMENT J.1 IDENTIFICATION OF PRINCIPAL GEOGRAPHIC CODE NUMBERS

ATTACHMENT J.2 AID 1420-17 CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

[This form can be downloaded at http://www.usaid.gov/forms]

Found at: http://www.usaid.gov/forms

ATTACHMENT J.3 SF LLL DISCLOSURE OF LOBBYING ACTIVITIES

ATTACHMENT J.4 GUIDANCE FOR USAID-funded COMMUNICATIONS PRODUCTS

ATTACHMENT J.5 PAST PERFORMANCE INFORMATION

Found at: http://www.usaid.gov/forms

ATTACHMENT J.6 MODEL SUBCONTRACTING PLAN

ATTACHMENT J.7 CONTRACTOR AND MAJOR SUBCONTRACTOR POLICY FOR WORKDAY, WORKWEEK, AND PAID ABSENCES [to be inserted at award]

ATTACHMENT J.8 MISSION’S LOCAL COMPENSATION PLAN

ATTACHMENT J.9 REGISTRATION AND TAX EXEMPTIONS IN AFGHANISTAN

ATTACHMENT J.10 AFGHAN FIRST POLICY


ATTACHMENT J.11 DD254

ATTACHMENT J.12 GUIDANCE FOR DEVELOPING A SECURITY PLAN

ATTACHMENT J.13 PROMOTE GENDER ANALYSIS

ATTACHMENT J.14 LIST OF INTERESTED ORGANIZATIONS

ATTACHMENT J.15 COMMENTS/RESPONSES TO DRAFT RFP

ATTACHMENT J.16 RFTOP - BASELINE DATA COLLECTION (Task Order One) (See Page 252)
ATTACHMENT J.17  RFTOP – WOMEN’S LEADERSHIP DEVELOPMENT
(Task Order Two) (See Page 290)

ATTACHMENT J.18  ELECTRONIC PAYMENT HORTATORY LANGUAGE
FOR ACQUISITION AND ASSISTANCE SOLUTIONS

[END OF SECTION J]
ATTACHMENT J.1
Identification of Principal Geographic Code Numbers

The USAID Geographic Code Book sets forth the official description of all geographic codes used by USAID in authorizing or implementing documents, to designate authorized source countries or areas. The following are summaries of the principal codes:

(a) Code 110—The United States, the independent states of the former Soviet Union, or a developing country, but excluding any country that is a prohibited source.

(b) Code 935—Any area or country including the recipient country, but excluding any country that is a prohibited source.

(c) Code 937—The United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source.
ATTACHMENT J.2
USAID Form 1420-17 – Contractor Employee Biographical Data Sheet

Found at: http://www.usaid.gov/forms
ATTACHMENT J.3
SF LLL - Disclosure of Lobbying Activities

Found at: http://www.usaid.gov/forms
ATTACHMENT J.4
Guidance for USAID-funded Communications Products

1. GOAL:

   The goal of this guidance is to ensure that USAID-funded communications materials are:
   1. cost-effective;
   2. informative;
   3. targeted to a well-defined and specific audience;
   4. accompanied by a well-defined, thought out, and detailed distribution plan that can and will be executed; and,
   5. reflective of USAID's mission: to promote sustainable development in the countries we assist.

   In addition to the five points above, the communications material should fulfill a real, identified need and contribute directly to the accomplishment of the Agency's mission.

2. DEFINITION:

   For the purpose of this guidance, communications products are defined as any printed material (other than non-color photocopy material), photographic services (including slide shows or other multimedia productions) or video production services meeting the criteria in section 3. Multi-volume or multi-sectional printed materials, videos or other communications products that are intended to be distributed together as one unit, package or group will be considered as one communications product for the purpose of this guidance.

3. COMMUNICATIONS MATERIALS AFFECTED BY THIS GUIDANCE:

   Effective October 1, 1994, communications materials that meet either of the following two criteria (funding or audience) must be approved by the Assistant Administrator of the Bureau for Legislative and Public Affairs (AA/LPA) or her designee.
   3a. FUNDING CRITERIA:
      (1) All communications materials funded by operating expense account funds must be reviewed and approved by AA/LPA.
      (2) Any communications materials funded by program account funds and costing over $25,000 total. The $25,000 cost threshold will be arrived at by looking at the sum total of the costs of preparation and execution of the communications material. For example, in the case of a publication, the cost will be the sum total of the research (directly related to the writing and production of the publication), writing and other editorial services (including any associated overhead costs), design, layout, and production costs.
   3b. AUDIENCE CRITERIA:
(1) Any communications material that will be sent directly to or is likely to been seen by a Member of Congress or Congressional staffer requires approval. Of course, such requests should be coordinated with LPA under the general procedures governing Congressional communications.

(2) Any publication that will have a majority of the copies (over 50 percent) distributed in the United States (excluding copies provided to CDIE and other USAID/W offices for internal use) requires approval.

3c. EXAMPLES:

(1) A program-funded family planning calendar produced by USAID grantee and to be distributed to 200 USAID beneficiaries in India as part of the grantee's family planning efforts and costing less than $25,000: NO APPROVAL REQUIRED.

(2) Same as 1 but distribution also includes 100 "family planning leaders" in the United States, 200 "family planning leaders" overseas, and 25 for distribution within USAID and costing less than $25,000: NO APPROVAL REQUIRED.

(3) Same as 2 but 400 additional copies given to ANE for distribution to "family planning leaders" in U.S.: APPROVAL REQUIRED.

(4) Same as 1 and 2 but costing more than $25,000: APPROVAL REQUIRED.

(5) A program-funded videotape setting forth lessons learned in an agricultural sector project in West Africa to be distributed to 150 colleges and universities in the United States regardless of cost. APPROVAL REQUIRED.

(6) An employee training manual produced by USAID with operating expense funds and for distribution within USAID regardless of cost: APPROVAL REQUIRED.

3d. EXEMPT COMMUNICATIONS MATERIALS:

(1) Program-funded publications costing less than $25,000 and specifically intended as design, evaluation and feasibility studies that are not intended for the general public.

(2) Program-funded publications costing less than $25,000 and distributed solely overseas as part of the delivery of foreign assistance or as part of a mission's informational program in the host country.

4. REVIEW PROCESS:

Effective with the issuance of this guidance, all communications products meeting the criteria in section 3 of this guidance must be submitted for review and approval by USAID/LPA/MC. This process must be completed before any final planning or funding commitment on the communications materials can be given.

Required information and design standards for printed materials and video/photographic materials are attached as annexes to this guidance.

As always, LPA staff is available to assist bureaus and missions in the production of communications products.
5. CONTRACT AND GRANT DOCUMENTS REVIEW:

Agency personnel should be aware that this guidance applies to all affected communications materials produced through USAID-funded contracts and grants. Thus, USAID staff is urged to review current contracts and grants and to keep in mind for FY 1995-funded contracts and grants that these guidelines must be built into the agreements. Materials produced under omnibus contracts covering other services are subject to this guidance.

Please note that M/Bureau will provide detailed guidance to contracting officers and other appropriate USAID personnel that will include a required separate line item and other standardized language incorporating these issues as a part of the contract or grant.

6. POINTS OF CONTACT:

Point of contact for this guidance is USAID/LPA/MC.

STANDARDS FOR USAID-FUNDED PUBLICATIONS

The following standards are intended as general guidelines for the production of USAID-funded publications that fall within the scope of those requiring LPA approval.

The purpose of establishing basic standards is to enable LPA to work in a cooperative effort with agency bureaus and field missions to produce informative, professional and cost-effective products that meet the needs of a designated audience. The audience and distribution plans must be clearly defined and justification given that a real need exists for the proposed publication.

We are fully aware that there will be situations that warrant exceptions to these standards. Exceptions will be made by LPA on a case-by-case basis.

I. Publications intended for a U.S. audience, including Congress:

A. Use of color: Two-color maximum for both cover and text (black or blue ink, generally used for text, counts as one color). In the case of publications such as conference proceedings, one color is the standard.

B. Paper: For both cover and text, use the most cost-effective stock that suits the publication's purpose. Make every effort to use recycled paper. Do not use heavy stock.

C. Photos: Black-and-white

D. Content: Emphasize results achieved toward sustainable development through USAID programs. NOTE: In most cases, LPA will ask for a separate textual (ASCII) version of the final document for possible posting on USAID's Internet, which at present can support text only.

E. Design: Avoid expensive folds/paper cuts, inserts/foldouts, die cuts, embossing, foil stamps and other design elements that add additional expense.

II. Reports Required by Congress
Most reports should be in typewritten, Xeroxed format and respond specifically to what is required by statute.

III. Use of metric units of measurement

Unless a waiver is granted, metric units are to be used in accordance with Executive Order 12770. Traditional units may be shown in parentheses after metric.

IV. Use of Agency logo

The USAID logo (or the name of the agency written out) should be displayed prominently, e.g., on the cover or title page.

V. Approval Form

LPA is developing a "request-for-approval" form that will be put on the agency wide computer network as a macro to simplify and streamline the approval process. Information that will be required is as follows: type and design/format of publication; justification for its need; clearly defined audience and distribution plans; print run; budget breakdown including costs for photographic services (if a contract photographer is used), writing, editing, design, layout and printing; whether OE or program funds are being used; and plans to evaluate the effectiveness of the product.

VI. Publications produced through USAID-funded grants and contracts are subject to these standards. STANDARDS FOR USAID-FUNDED VIDEO PRODUCTIONS

The following standards are intended as general guidelines for USAID-funded video productions that require LPA approval.

The purpose of establishing these basic standards is to enable LPA to work in cooperation with agency bureaus and field missions to produce informative, professional and cost-effective programs that meet the needs of the designated audience. The audience and distribution plans must be clearly defined. The purpose and production plans must be justified and must support a real need.

We are aware that USAID video productions generally fall into two categories--those produced for information/education of U.S. audiences, and those produced with program funds for largely foreign audiences. These guidelines will help missions decide which programs warrant video productions and how these should be produced.

We are also aware that certain situations will justify exceptions to these standards. Exceptions will be made by LPA on a case-by-case basis.

I. Basic Guidelines
A. Content: Videos intended for U.S. audiences, including Congress, should portray concrete results or chronicle a USAID success story. The video should not be a "promo" for the Contractor or a specialized technical report aimed at a narrow audience of experts. Videos produced with program funds for foreign audiences would usually be training tapes or other instructional material.

Also, LPA will not approve video recordings of conference proceedings that can more appropriately be shared as written transcripts or audiocassette recordings.

B. Format: The program should be shot in a professional television format: BETA, BETA-SP, or 3/4". Only viewing copies should be made in VHS. Programs may be shot in American TV standard (NTSC) or in PAL or SECAM TV standard.

C. Producers: Direct contracts must comply with OFPP Letter No. 79-4 which establish a "Government-Wide Contracting System for Motion Picture and Videotape Productions" (as required by OFPP letter 79-4.) The designated production team must have a track record producing information/education programs or other professional broadcast products. A brief list of previously produced programs should be included.

D. Length: The video should be no more than 15 minutes, unless there is a strong justification.

E. Copies: The number should be determined by the bureau/mission and reflected in the production budget. Viewing copies for NGOs, PVOs and local officials should be in VHS. Copies for local TV placement must be in 3/4" or BETA. A copy of the master of the finished program must be sent to the LPA video archive.

II. Approval Form

To simplify the approval process, LPA is developing a macro for the "request-for-approval" form that will be put on the agency wide computer network. The following information will be required:

A. A general description of the subject of the video.
B. The intended audience and a detailed distribution plan.
C. Whether OE or program funds will be used.
D. Budget breakdown to include costs for the following items:
   - Pre-production: research, script, shooting schedule (where the video will be shot);
   - Production: how many shooting days (include travel days), how much per day for the crew plus equipment. Please note: where possible, a local crew should be used; and,
   - Editing: how many hours, how much per hour, how much for graphics and titles.

E. Discussion of plans to evaluate the script and the "rough cut" for the effectiveness of the product.
III. Videos produced through USAID-funded grants and contracts are subject to these standards.

NOTE: All videos produced with USAID funds must be deposited in the LPA video archive. This includes all "source" tapes, plus a copy of the completed master program drafted
## ATTACHMENT J.5
### PAST PERFORMANCE INFORMATION

(To be completed by the offeror)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Contract Number:</td>
</tr>
<tr>
<td>2.</td>
<td>Contractor (Name and Address):</td>
</tr>
<tr>
<td>3.</td>
<td>Type of Contract: Negotiated _____ Sealed Bid _____ Fixed Price _____ Cost Reimbursement _____ Hybrid (explain)</td>
</tr>
<tr>
<td>4.</td>
<td>Complexity of Work: Difficult _____ Routine _____</td>
</tr>
<tr>
<td>5.</td>
<td>Description, location, and relevancy of work:</td>
</tr>
<tr>
<td>6.</td>
<td>Contract Dollar Value: ________________ Status: Active ____ Completed _</td>
</tr>
</tbody>
</table>
| 7. | Date of Award: ________________

Contract Completion Date (including extensions): ________________ |
| 8. | Type and Extent of Subcontracting: |
| 9. | Name, Address, Telephone Number, and E-mail Address of the Procuring Contracting Officer and/or the Contracting Officer’s Representative (and other references—e.g., Administrative Contracting Officer—if applicable): |
ATTACHMENT J.6
USAID SMALL BUSINESS SUBCONTRACTING PLAN TEMPLATE
(Also see Federal Acquisition Regulation 19.704 and 52.219-9)

The U.S. Agency for International Development’s Office of Small and Disadvantaged Business Utilization (OSDBU) recommends that offerors use the following format to submit proposed Individual Subcontracting Plans, including modifications. While this template has been designed to be consistent with Federal Acquisition Regulation (FAR) 52.219-9, other formats of a subcontracting plan may be acceptable. However, failure to include the essential information as exemplified in this model may be cause for either a delay in acceptance or the rejection of a bid or offer where the clause is applicable. Further, the use of this template is not intended to waive other requirements that may be applicable under FAR 52.219-9 or that may appear in the Government’s solicitation. This template is not intended to replace any existing Corporate/Commercial Plan that is more extensive.

A subcontracting Plan is generally required if the estimated cost of the contract may exceed $650,000 ($1,500,000 for construction) and the contract has subcontracting possibilities. See FAR 19.702 for exemptions.

SOLICITATION NUMBER: ____________________________________________

CONTRACT VEHICLE (CHECK ONE):

STAND-ALONE CONTRACT ___ INDEFINITE QUANTITY CONTRACT (IQC)___

FEDERAL SUPPLY SCHEDULE ORDER___ CONTRACT MODIFICATION___

Note: Federal Acquisition Regulations do not require Subcontracting Plans for Task Orders against IQC contracts. Subcontracting utilization for Task Orders is reported against the base contract for IQC contracts.

DATE OF PLAN SUBMISSION: _________________________________________

CONTRACTOR: _______________________________________________________

ADDRESS: ___________________________________________________________

STATE/ZIP CODE_____________________________________________________

DUNN & BRADSTREET (DUNS) NUMBER: ________________________________
ITEM/SERVICE (Description): ________________________________


NEW/INITIAL CONTRACT

PERIOD OF CONTRACT PERFORMANCE (MM/DD/YYYY – MM/DD/YYYY): __________

Base (if options apply) $_________________ Performance Period/Quantity __________

Option 1: $_________________ Performance Period/Quantity __________

Option 2: $_________________ Performance Period/Quantity __________

Option 3: $_________________ Performance Period/Quantity __________

Option 4: $_________________ Performance Period/Quantity __________

$_________________ Total Contract Cost

CONTRACT MODIFICATION (if applicable)

NEW PERIOD OF CONTRACT PERFORMANCE (MM/DD/YYYY – MM/DD/YYYY): _________________

Original/Base $_________________ Performance Period/Quantity __________

Modification $_________________ Performance Period/Quantity __________

Task Order $_________________ Performance Period/Quantity __________

$_________________ Modified Total Contract Cost
Failure to include the essential information of FAR Subpart 19.7 may be cause for either a delay in acceptance or the rejection of a bid or offer when a subcontracting plan is required. “SUBCONTRACT,” as used in this clause, means any agreement (other than one involving an employer-employee relationship) entered into by a Federal Government prime contractor or subcontractor requesting supplies or services required for performance of the contract or subcontract.

If assistance is needed to help locate small business sources, contact the Small Business Specialist (SBS) in OSDBU that supports the applicable USAID Bureau. The main phone number for OSDBU is (202) 567-4730.

USAID’s FY 2012 and FY 2013 Subcontracting Goals are:

<table>
<thead>
<tr>
<th>Category</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Business (SB)</td>
<td>26.50%</td>
</tr>
<tr>
<td>Service Disabled Veteran Owned Small Business (SDVOSB)</td>
<td>3.00%</td>
</tr>
<tr>
<td>Small Disadvantaged Businesses (SDB) including Section 8(a) firms</td>
<td>5.00%</td>
</tr>
<tr>
<td>Woman-Owned Small Business (WOSB)</td>
<td>5.00%</td>
</tr>
<tr>
<td>Historically Underutilized Business Zone Small Business (HUBZone)</td>
<td>3.00%</td>
</tr>
</tbody>
</table>

1. Type of Plan (check one)

   _____ **Individual plan** (all elements developed specifically for this contract and applicable for the full term of this contract).

   _____ **Master plan** (goals developed for this contract) all other elements standardized and approved by a lead agency Federal Official; must be renewed every three years and contractor must provide copy of lead agency approval.

   _____ **Commercial products/service plan** (goals are negotiated with the initial agency on a company-wide basis rather than for individual contracts) this plan applies to the entire production of commercial service or items or a portion thereof. The contractor sells commercial products and services customarily used for non-government purposes. The plan is effective during the offeror’s fiscal year (attach a copy).

2. Goals

Below indicate the dollar and percentage goals for Small Business (SB), Small Disadvantaged (SDB) including Alaska Native Corporations and Indian Tribes, Women-owned and Economically Disadvantaged Women-Owned (WOSB), Historically Underutilized Business Zone (HUBZone), Veteran Owned Small Business (VOSB), Service-Disabled Veteran-Owned (SDVOSB) Small Businesses and “Other than Small Business” (Other) as subcontractors. Indicate the base year and each option year, as specified in FAR 19.704 or project annual subcontracting base and goals under
commercial plans. If any contract has more four options, please attach additional sheets which illustrate dollar amounts and percentages. **PLEASE NOTE: Zero dollars is not an acceptable goal for the SB, SDB, WOSB, HUBZone, VOSB or SDVOSB categories since this does not demonstrate a good faith effort throughout the period of performance of the contract.** Formula for below: 2.b. + 2.h. = 2.a.

### a. Total estimated dollar value of ALL planned subcontracting, i.e., with ALL types of concerns under this contract is _____________ (Base Period - if options apply).

<table>
<thead>
<tr>
<th>FY ___1(^{st}) Option</th>
<th>FY ___2(^{nd}) Option</th>
<th>FY ___3(^{rd}) Option</th>
<th>FY ___4(^{th}) Option</th>
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### b. Total estimated dollar value and percent of planned subcontracting with **SMALL BUSINESSES** (including SDB, WOSB, HUBZone, VOSB and SDVOSB): (% of “a”) $ ______________ and ______________% (Base Period - if options apply)

<table>
<thead>
<tr>
<th>FY ___1(^{st}) Option</th>
<th>FY ___2(^{nd}) Option</th>
<th>FY ___3(^{rd}) Option</th>
<th>FY ___4(^{th}) Option</th>
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### c. Total estimated dollar value and percent of planned subcontracting with **SMALL DISADVANTAGED BUSINESSES**: (% of “a”) $ ______________ and ______________% (Base Period - if options apply)

<table>
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<tr>
<th>FY ___1(^{st}) Option</th>
<th>FY ___2(^{nd}) Option</th>
<th>FY ___3(^{rd}) Option</th>
<th>FY ___4(^{th}) Option</th>
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### d. Total estimated dollar value and percent of planned subcontracting with **WOMEN-OWNED SMALL BUSINESSES**: (% of “a”) $ ______________ and ______________% (Base Period - if options apply)

<table>
<thead>
<tr>
<th>FY ___1(^{st}) Option</th>
<th>FY ___2(^{nd}) Option</th>
<th>FY ___3(^{rd}) Option</th>
<th>FY ___4(^{th}) Option</th>
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### e. Total estimated dollar and percent of planned subcontracting with **HUBZone SMALL BUSINESSES**: (% of “a”) $ ______________ and ______________% (Base Period - if options apply)

<table>
<thead>
<tr>
<th>FY ___1(^{st}) Option</th>
<th>FY ___2(^{nd}) Option</th>
<th>FY ___3(^{rd}) Option</th>
<th>FY ___4(^{th}) Option</th>
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</table>
f. Total estimated dollar and percent of planned subcontracting with VETERAN-OWNED SMALL BUSINESSES: (% of “a”) $______________ and ________________% (Base Period - if options apply)

<table>
<thead>
<tr>
<th>FY ___1st Option</th>
<th>FY ___2nd Option</th>
<th>FY ___3rd Option</th>
<th>FY ___4th Option</th>
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g. Total estimated dollar and percent of planned subcontracting with SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESSES: (% of “a”) $______________ and ________________% (Base Period - if options apply)

<table>
<thead>
<tr>
<th>FY ___1st Option</th>
<th>FY ___2nd Option</th>
<th>FY ___3rd Option</th>
<th>FY ___4th Option</th>
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h. Total estimated dollar and percent of planned subcontracting with “OTHER THAN SMALL BUSINESSES” (As defined by the Small Business Administration as “any entity that is not classified as a U.S. small business. This includes large businesses, state and local governments, non-profit organizations, public utilities, educational institutions and foreign-owned firms.) (% of “a”) $______________ and ________________% (Base Period - if options apply)

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<thead>
<tr>
<th>FY ___1st Option</th>
<th>FY ___2nd Option</th>
<th>FY ___3rd Option</th>
<th>FY ___4th Option</th>
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i. Provide a description of ALL the products and/or services to be subcontracted under this contract, and indicate the size and type of business supplying them (check all that apply):
j. Provide a description of the method used to develop the subcontracting goals for SB, SDB, WOSB, HUBZone and SDVOSB concerns. Address efforts made to ensure that maximum practicable subcontracting opportunities have been made available for those concerns and explain the method used to identify potential sources for solicitation purposes. Explain the method and state the quantitative basis (in dollars) used to establish the percentage goals. Also, explain how the areas to be subcontracted to SB, WOSB, HUBZone, VOSB and SDVOSB concerns were determined, how the capabilities of these concerns were considered contract opportunities and how such data comports with the cost proposal. Identify any source lists or other resources used in the determination process. (Attach additional sheets, if necessary.)

k. Indirect costs have ____ have not ____ been included in the dollar and percentage subcontracting goals above (check one).

l. If indirect costs have been included, explain the method used to determine the proportionate share of such costs to be allocated as subcontracts to SB, SDB, WOSB, HUBZone, VOSB and SDVOSB concerns:

3. Subcontracting Program Administrator:

NAME: ________________________________

TITLE: ________________________________
Duties: Does the individual named above have general overall responsibility for the company’s subcontracting program, i.e., developing, preparing, and executing subcontracting plans and monitoring performance relative to the requirements of those subcontracting plans and perform the following duties? ___yes ___no (If NO is checked, please identify who in the company performs those duties, or indicate why the duties are not performed in your company on a separate sheet of paper and submit with the proposed subcontracting plan.)

a. Developing and promoting company-wide policy initiatives that demonstrate the company’s support for awarding contracts and subcontracts to SB, SDB, WOSB, HUBZone, VOSB and SDVOSB concerns; and for assuring that these concerns are included on the source lists for solicitations for products and services they are capable of providing; ___yes ___ no

b. Developing and maintaining bidder source lists of SB, SDB, WOSB, HUBZone, VOSB and SDVOSB concerns from all possible sources; ___yes ___ no

c. Ensuring periodic rotation of potential subcontractors on bidder’s lists; ___yes ___ no

d. Assuring that SB, SDB, WOSB, HUBZone, VOSB and SDVOSB businesses are included on the bidders’ list for every subcontract solicitation for products and services that they are capable of providing. ___yes ___ no

e. Ensuring that Requests for Proposals (RFPs) are designed to permit the maximum practicable participation of SB, SDB, WOSB, HUBZone, VOSB and SDVOSB concerns. ___yes ___ no

f. Reviewing subcontract solicitations to remove statements, clauses, etc., which might tend to restrict or prohibit small, 8(a), SDB, WOSB, HUBZone, VOSB and SDVOSB small business participation. ___yes ___ no

g. Accessing various sources for the identification of SB, SDB, WOSB, HUBZone, VOSB and SDVOSB concerns to include SBA’s Dynamic Small Business Search web page (http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm) and/or the System for Awards Management (www.sam.gov), local small business and minority associations, local chambers of commerce and Federal agencies’ Small Business Offices; ___yes ___ no

h. Establishing and maintaining contract and subcontract award records; ___yes ___ no
i. Participating in Business Opportunity Workshops, Minority Business Enterprise Seminars, Trade Fairs, Procurement Conferences, etc; __ yes __ no

j. Ensuring that SB, SDB, WOSB, HUBZone, VOSB and SDVOSB concerns are made aware of subcontracting opportunities and assisting concerns in preparing responsive bids to the company; __ yes __ no

k. Conducting or arranging for the conduct of training for purchasing personnel regarding the intent and impact of Section 8(d) of the Small Business Act, as amended; __ yes __ no

l. Monitoring the company’s subcontracting program performance and making any adjustments necessary to achieve the subcontract plan goals; ___yes ___ no

m. Preparing and submitting timely, required subcontract reports; ___ yes ___ no

n. Conducting or arranging training for purchasing personnel regarding the intent and impact of 8(d) of the Small Business Act on purchasing procedures; ___ yes ___ no

o. Coordinating the company’s activities during the conduct of compliance reviews by Federal agencies; and ___ yes ___ no

p. Other duties:
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

4. Equitable Opportunity

Describe efforts the offeror will undertake to ensure that SB, SDB, WOSB, HUBZone, VOSB and SDVOSB concerns will have an equitable opportunity to compete for subcontracts. These efforts include, but are not limited to, the following activities:

a. Outreach efforts to obtain sources:

   1. Contact minority and small business trade associations
   2. Contact business development organizations and local chambers of commerce
   3. Attend SB, SDB, WOSB, HUBZone, VOSB and SDVOSB procurement conferences and trade fairs
   5. Review sources from the System for Award Management web page (www.sam.gov)

   Additional efforts:
   __________________________________________________________
b. Internal efforts to guide and encourage purchasing personnel:

1. Conduct workshops, seminars and training programs;

2. Establish, maintain, and utilize SB, SDB, WOSB, HUBZone, VOSB and SDVOSB source lists, guides, and other data for soliciting subcontractors; and

3. Monitor activities to evaluate compliance with the subcontracting plan.

Additional efforts: ________________________________________________________________

________________________________________________________________________________

5. Flow-Down Clause

The contractor agrees to include the provisions under FAR 52.219-8, “Utilization of Small Business Concerns,” in all acquisitions exceeding the simplified acquisition threshold that offers further subcontracting opportunities. All subcontractors (except small business concerns) that receive subcontracts in excess of $650,000 ($1,500,000 for construction) must adopt and comply with a plan similar to the plan required by FAR 52.219-9, “Small Business Subcontracting Plan.” [Note: In accordance with FAR 52.212-5(e), the contractor is not required to include flow-down the clause if it is subcontracting commercial items.]

6. Reporting and Cooperation

The contractor gives assurance that it will

i. Cooperation in any studies or surveys that may be required;

ii. Submit periodic reports which illustrate compliance with the subcontracting plan

iii. Submit its Individual Subcontracting Report (ISR) and Summary Subcontract Report (SSR); via the Electronic Subcontracting Reporting System (eSRS) website (www.esrs.gov)

iv. Ensure that its subcontractors with subcontracting plans agree to submit the ISR and/or the SSR using eSRS
<table>
<thead>
<tr>
<th>Reporting Period</th>
<th>Report Due</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 1 - Mar 31</td>
<td>ISR</td>
<td>4/30</td>
</tr>
<tr>
<td>Apr 1 - Sept 30</td>
<td>ISR</td>
<td>10/30</td>
</tr>
<tr>
<td>Oct 1 - Sept 30</td>
<td>SSR</td>
<td>10/30</td>
</tr>
<tr>
<td>Oct 1 – Sep 30</td>
<td>Year End SDB Report</td>
<td>90 days of SSR submission</td>
</tr>
<tr>
<td>Contract Completion</td>
<td>Final ISR</td>
<td>30 days after completion</td>
</tr>
</tbody>
</table>

Please refer to FAR Part 19.7 for instruction concerning the submission of a Commercial Plan: SSR is due on 10/30 each year for the previous fiscal year ending 9/30. Reports are required when due, regardless of whether there has been any subcontracting activity since the inception of the contract or the previous reporting period.

The eSRS reporting for USAID IQC contracts must include the applicable information for each task order issued under the IQC contract. Contractors should include a statement in the remarks section of eSRS to indicate the task order number and dollars awarded via the task order.

7. Description of Record Types (Ref: FAR 52.219-9(d)(11))
In order to demonstrate your firm’s adherence to the requirement to maintain records that reflect your compliance with requirements and goals in the plan, describe your firm’s records maintenance procedures for locating each category of small business for use as a subcontractor:

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

8. Description of Good Faith Effort
Maximum practicable utilization of SB, SDB, WOSB, HUBZone, VOSB and SDVOSB concerns as subcontractors in Government contracts is a matter of national interest with both social and economic benefits. When a contractor fails to make a good faith effort to comply with a subcontracting plan, these objectives are not achieved and 15 U.S.C. 637(d) (4) (F) directs that liquidated damages shall be paid by the contractor. Describe your firm’s commitment to making a good faith effort towards the subcontracting goals.

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________
Required Signatures:

This subcontracting plan was submitted by:

Signature: ________________________________________________________________
Typed/Print Name: _________________________________________________________
Title: _________________________________________________________________
Date: _________________________________________________________________

This plan was reviewed and approved by:

Signature: ________________________________________________________________
Typed/Print Name: _________________________________________________________
Title: Contracting Officer
Date: _________________________________________________________________
ATTACHMENT J.7
Contractor and Major Subcontractor Policy for Workday, Workweek, and Paid Absences

(To be inserted upon contract award)
ATTACHMENT J.8
Mission’s Local Compensation Plan

The current maximum U.S. Mission Local Compensation Plan Basic Rate is $49,893 per annum based on a 40 hour work week. The rate includes the equivalent of a 13th month bonus. Local employees are also provided danger pay which is calculated at 25% ($12,473) of the Basic Rate. USAID Contractors are not authorized to exceed the above stated rates without the advance approval of the cognizant Task Order Contracting Officer and the cognizant IQC Contracting Officer.
ATTACHMENT J.9
Registration and Tax Exemptions in Afghanistan

(Eight page document follows)
REGISTRATION AND TAX EXEMPTIONS IN AFGHANISTAN

February 9, 2010

The purpose of this information sheet is to provide guidance to partners on how to register to legally operate in Afghanistan and to provide guidance on applicable tax exemptions.

The information provided in this document should not substitute for each implementing partner seeking its own registration and tax advice. USAID expects each of its implementing partners to fully comply with the laws of the Islamic Republic of Afghanistan (IRoA).

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

I. REGISTERING AS AN NGO

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

What is an NGO under the laws of Afghanistan?

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

How to Register an NGO in Afghanistan?

NGOs are registered by the NGO Department within the IRoA Ministry of Economy (MoE), which is responsible for both registering and supervising NGOs. There are two key laws that govern the establishment, registration and operations of civil society organizations: the Law on Social Organizations enacted November 2002 and the Law on Non-Governmental Organizations enacted June 2005.

For NGOs receiving USAID funds, the entity must first proceed to the Ministry of Foreign Affairs (MoFA) with a letter from USAID introducing the organization as a USAID-funded organization to the MoFA for registration. The MoFA then sends the information to the MoE to register the entity as an NGO. According to the Afghanistan NGO Law, an NGO must submit a semi-annual activity report and an annual activity report to the MoE. Failure to submit the reports could result in the dissolution of the NGO. The semi-annual report should be prepared in one original and three copies for submission to the central and regional offices of the MoE. In addition, an NGO must provide its annual financial statements/reports, prepared in accordance with international auditing standards, to the MoE.
How to register For-Profit Entities?

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

To register, the for-profit entity must first proceed to the MoFA with a letter from USAID introducing the organization as a USAID-funded organization to the MoFA for licensing at AISA. The MoFA then sends the information to AISA to license the entity as a for-profit entity. The implementing partner collects and completes the AISA forms and submits them to the licensing department of AISA. AISA then sends a letter to the Ministry of Finance (MoF) requesting information on whether the organization is exempt from taxes in accordance with our bilateral agreement with the GIRoA. Once the AISA forms are completed, information on the organization is also sent to the Central Business Registry (CBR) for registration. The CBR issues the partner a Tax Identification Number (TIN), registers the business and publishes the information in the Official Gazette of the MoJ. The partner receives a registration number from the CBR which then allows AISA to issue the license.

For more information on licensing at AISA, please visit www.aisa.org.af or contact Mr. Ghulam Rabani, Director of Licensing Department at +93 (0) 798 274500, ghulam.rabani@aisa.org.af.

II. TAXES

A. Tax Exemptions under Afghanistan Tax Law

Afghanistan’s Income Tax Law, enacted in 1965 and amended in 2005 and most recently in 2009, was modeled on the U.S. tax law. Article 10 of the IRoA Income Tax Law defines a category of “Tax Exempt Organizations” similar to a charitable organization under Section 501(c)(3) of the U.S. IRS Code. To qualify as an exempt organization under Article 10, an organization must be (1) established under the laws of Afghanistan, (2) organized and operated exclusively for educational, cultural, literary, scientific, or charitable purposes and (3) contributors, shareholders, members or employees either during the operation or upon dissolution of the organization … must not benefit from the organization. The contributions and income received from the necessary operations of qualifying organizations are exempt from taxation.

B. Annual Tax Filing

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

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

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

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

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

This tax is a withholding tax. The prime contractor is to withhold the tax from the subcontractor and remit the tax to the Da Afghanistan Bank to the account of the Medium Tax Office, bank account number #1203043. Forms for subcontract withholdings can be obtained at the Medium Tax Office. Subcontractors, subject to this Article are required, upon signing the subcontract, to send a copy of the subcontract to the Medium Tax Office. Natural persons who earn taxable salaries are excluded from this provision. Under the USAID Tax Exemption language in our SOAGs, the withholding only applies to national subcontractors, i.e. Afghan subcontractors. Foreign subcontractors are exempt from such withholding. However, USAID prime contractors/partners are not exempt from withholding this tax on their Afghan subcontractors. The SOAG exempts non-national organizations and persons from the withholding – not Afghan organizations or Afghan citizens. Foreign/International subcontractors to USAID prime contractors are exempt from taxes under the SOAGs, similar to their prime contractors. However, the legal division of the Afghanistan Revenue Department (ARD) must issue a letter (exemption certificate) to each exempt subcontractor in order to effect the exemption for administrative purposes under Afghan law. In other words, each subcontractor must have an official exemption letter from the
ARD. To obtain the exemption certificate, the prime contractor submits a letter to the ARD Legal Department on behalf of its subcontractors requesting the exemption, i.e. a private ruling. A copy of the subcontractors cover sheet to its contract must be included with the request. The Legal Department of ARD has copies of the SOAG, so it is not necessary to provide the SOAG as an attachment. The letter however should reference that the prime and the subcontractor are implementing a USAID activity under the applicable SOAG. The Legal Department will review the documents and issue a letter confirming exemption. If the exemption letter is not issued by ARD, the subcontractors will not be exempt from tax.

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

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

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

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

- If the monthly rent is more than Afs.10,000 ($200) and less than Afs.100,000 ($2000) - 10 percent.
- If the monthly rent is more than Afs.100,000 ($2000) -15 percent. The law requires the renter to withhold the tax on behalf of the landlord. The rental property tax is a tax on the landlord not on the renter. The withholding is merely transferring a part of the landlord’s income (the rent) to the GIRoA to cover the tax. Whatever the arrangement between landlord and renter, the USAID tax exemption is not applicable since the tax is on the landlord.

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

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

**Question 4: How do the Tax Exemptions Affect Payment of Customs Duties, Tariffs, Import Taxes or Other Levies on the Importation, Use and Re-Exportation of Goods into or out of Afghanistan?**
The tax exemptions apply to all goods brought into the country for use on a USAID-financed assistance project. The exemption applies to such goods whether they are brought in by Afghan national or non-Afghan implementing partners. In addition, non-Afghan implementing partners may bring in personal belongings and effects for the non-Afghan national employees (including personally-owned automobiles, for example) for personal use (not for resale, however) and for the personal use of their family members.

**Question 5: How do the Tax Exemptions Affect Payment of the VAT, Sales Taxes, Taxes on Purchases or Rentals of Real or Personal Property or other Taxes Levied on the Last Transaction for the Purchase of Goods or Services Financed by USAID in Afghanistan?**
To the extent that such taxes are imposed, the tax exemption will apply for goods and services purchased for use in activities financed by USAID. To the extent the purchase of a good or service would not be an allowable cost under an implementing partner’s agreement with USAID, the exemption would not apply (for example, individual employees’ purchases of personal effects are not allowable costs under USAID assistance agreements and therefore would be subject to the sales tax should one be instituted in Afghanistan).

**Question 6: What Happens if the GIRoA Collects a Tax Despite the Existence of an Applicable Tax Exemption?**
USAID will work with the GIRoA through the MoF to try to ensure that, when exemptions apply, no taxes will be collected. However, it is likely that there will be cases where taxes will be collected despite the best intentions of all parties to comply with the terms of the Bilateral Agreement and SOAGs. USAID agreements with implementing partners should contain a provision related to reporting of foreign taxes. If an implementing partner’s agreement does not contain such a provision, it should contact its USAID Contracting Officer or Agreement Officer and request inclusion of such standard provision. USAID will then seek reimbursement of reported taxes from the GIRoA. Implementing partners should also advise USAID if there appears to be a tax being charged that should be subject to an exemption so that USAID can discuss the situation with the GIRoA/MoF. If an implementing partner has any question about whether its payment of a tax under its agreement with USAID would be an allowable cost under its
Request for Proposal (RFP) SOL-306-13-000033
PROMOTE Indefinite-Quantity Contract

grant or contract, it should check with its USAID Contract or Agreement Officer for clarification.

************************

For questions or information, please contact:
Julie Southfield            Mohammad Naeem Anis
Sr. Regional Legal Advisor (RLA)  RLO Legal Assistant
USAID/Afghanistan          USAID/Afghanistan
Email: jsouthfield@usaid.gov    Email: nanis@usaid.gov

John Power
Legal Advisor
USAID/Afghanistan
Email: jpower@usaid.gov
ATTACHMENT 1

SOAG TAX EXEMPTION PROVISION

Section B.4. Taxation

(a) General Exemption: The Agreement is a program agreement under the terms of the Point Four General Agreement for Technical Cooperation, dated as February 7, 1951, between the grantee and the USG, and the assistance there under is free from any taxes imposed under laws in effect in the territory of the grantee.

(b) Except as provided otherwise in this provision, the General Exemption in subsection (a) applies to, but is not limited to 1) any activity, contract, grant of other implementing agreement financed by USAID under this agreement, 2) any transaction or supplies, equipment, materials, property or other goods (hereinafter collectively “goods”) under (1) above, 3) any contractor, grantee, or other organizations carrying out activities financed by USAID under this agreement, 4) any employee of such organizations, and 5) any individual contractor or grantee carrying out activities financed by USAID under this agreement.

(c) Except as provided otherwise in this provision, the General Exemption in subsection (a) applies to, but is not limited to the following taxes:

1) Exemption 1. Customs duties, tariffs, import taxes, or other levies on the importation, use and re-exportation of goods or the personal belongings and effects (including personally-owned automobiles) for the personal use of non-national individuals or their family members. Exemption 1 includes, but is not limited to; all charges based on the value of such imported goods, but does not include service charges directly related to services performed to transfer goods or cargo.

2) Exemption 2. Taxes on the income, profits or property of all 1) non-national organizations or any type, 2) non-national employees of national and non-national organizations, or 3) non-national individual contractors and grantees. Exemption 2 includes income and social security taxes of all types and all taxes on the property, personal or real, owned by such non-national organizations or persons. The term “national” refers to organizations established under the laws of the grantee and citizens of the grantee, other than permanent resident aliens in the US.

3) Exemption 3. Taxes levied on the last transaction for the purchase of goods or services financed by USAID under this agreement, including sales taxes, value-added taxes (VAT), or taxes on purchases or rentals of real or personal property. The term “last transaction” refers to the last transaction by which the goods or services were purchased for use in the activities finances by USAID under this agreement.

(d) If a tax has been levied and paid contrary the provisions of and exemption, USAID may, in its discretion, 1) require the Grantee to refund to USAID or to others as USAID may direct the amount of such tax with funds other than those provided under the agreement, or 2) offset the amount of such tax from amounts to be disbursed under this or any other agreement between the parties.

(e) In the event of a disagreement about the application of an exemption, the Parties agree to promptly meet and resolve such matters, guided by the principle that the assistance furnished by USAID is free from direct taxation, so that all of the assistance furnished by USAID will contribute directly to the economic envelopment of the country of the Grantee.
Attachment 2
Embassy consular office delegation letter

Embassy of the United States of America

January 18, 2010

Protocol Department
Ministry of Foreign Affairs
Islamic Republic of Afghanistan

To Whom It May Concern:

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

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

Sincerely,

[Signature]
Randall Mereideth, Consul

Cc:
Mr. Zalmay Wajih, Desk Officer, UN and International Financial Institutions, MoFA
Ms. Sohaila Neori, MoFA
Ms. Aminie Yaminshock, Senior Legal Advisor, USAID/Afghanistan
Ms. Ritu Taziyal, Legal Advisor, USAID/Afghanistan
Ms. Diane Moore, Supervisory Executive Officer, USAID/Afghanistan
ATTACHMENT J.10
Afghan First Policy

(Three page document follows)
AFGHAN FIRST POLICY

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

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

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

Why Afghan First?

Purpose:
• Afghan Leadership
• Participation
• Capacity
• Sustainability

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

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

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

Afghan Capacity Development: Develops the Afghan labor force.

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

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

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

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

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

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

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

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

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

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

Procurement

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

1. Use existing local resources and Afghan business directories
   - Peace Dividend Trust (PDT) is a non-profit organization that fosters and implements innovations in peacekeeping and economic development. Their goal is to make missions
efficient, effective, and equitable.

- The USG supports local partners such as PDT, who have been working in Afghanistan since January 2006 to increase local procurement, by connecting international buyers to Afghan sellers. In particular, PDT manages a database of Afghan suppliers -- currently about 4,600 -- that one can find on PDT's webpage: www.buildingmarkets.org. PDT also trains Afghan companies about bidding and performance issues.

2. **Encourage a greater response from Afghan businesses**

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

3. **Support the local currency**

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

4. **Develop Afghan skills**

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

5. **Hire / Recruit / Retain Afghan staff**

- Hire national Afghan staff wherever possible.
- Build capacity of national staff.
- Provide mentorship and training opportunities.
- Motivate staff via formal recognition of work well done.
- Provide recognition of achievements and recommendations for their professional development.
ATTACHMENT J.11
DD 254 DEPARTMENT OF DEFENSE CONTRACT SECURITY CLASSIFICATION SPECIFICATIONS

ATTACHMENT J.12
GUIDANCE IN DEVELOPING A SECURITY PLAN

Usually security plans are based on a security assessment which identifies; credible threats, existing vulnerabilities and provides a mitigation strategy.

Some of the components of a security plan can include, but not limited to:

- Flow chart of security and company personnel
- Communications
- Access control, ID badging & key control
- Operating at different threat levels
- Standard operating policies & procedures
- Training, drills & exercises
- Restricted and controlled areas
- Monitoring & intrusion detection equipment (i.e., CCTV…)
- Lighting & emergency power
- Diagram of the facility
- ANNEX or Addendums with other SOPs, Contingency and/or Emergency Plans

It is the Offeror’s responsibility to choose what assessment methodology and type of guidelines it will follow in the development of its security plan.
EXECUTIVE SUMMARY

The USAID/PROMOTE Indefinite Quantity Contract (IQC) will invest in opportunities that enable educated women to enter and advance into decision making positions in Afghanistan’s public, private and civil society sectors. For young women with at least a high school education, PROMOTE will provide access to advanced professional development opportunities. With an estimated funding of $500 million over a ten-year period, the first five years of PROMOTE will focus on “assisting educated middle-class women - beneficiaries of the last decade of support for education and social programs – as the key target group.”

PROMOTE’s theory of change is that this long-term investment will produce a critical mass of women leaders who will shift the decision making paradigm to enable women’s perspectives and priorities to help shape the national agenda.

PROMOTE activities will be implemented through Task Orders issued over the duration of the program to allow flexibility to adjust to changing conditions and with stages of transition. Initially, PROMOTE will operate in five regional hubs: Kabul, Mazar-i-Sharif, Herat, Jalalabad and Khandahar.

PROMOTE will operate through four Components:

- **Component 1: Women in the Economy (WE)**
- **Component 2: Women’s Rights Groups and Coalitions (WRGCs)**
- **Component 3: Women in Government (WIG)**
- **Component 4: Women’s Leadership Development (WLD)**

USAID requested a gender analysis of PROMOTE in order to validate information collected through intensive consultation with stakeholders over the past two years and through gender analyses of over 30 USAID projects conducted during the past 12 months. Based on this, the analysis identifies risks and challenges to management and implementation, and recommends approaches to maximize the likelihood of successful outcomes.

Given the diverse cultures and traditions throughout Afghanistan, a one-size-fits-all approach is unlikely to be successful. In order to maximize PROMOTE’s potential for success, the analysis strongly urges that intensive participatory consultation is conducted in each province prior to inception to define approaches that are relevant and appropriate for the population.

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16 Ibid.
Women in the Economy (WE)
In order to capitalize on women’s higher levels of performance in single-sex environments, WE will establish Women’s Employment and Business Service (WEBS) centers in each province. Family support is widely recognized as the primary enabler of women’s success in Afghanistan.

While “mobility” is often cited by men as a reason that women cannot hold certain jobs and be provided with opportunities abroad for trade and education, women claim that they are able to travel; the issue of mobility is most prominent within their own cities and not to other locales. A myriad of cultural constraints preclude women’s association to network and share information, activities that are critical to advancing in the workforce and in business. International donor support has historically dealt with women-owned businesses only at a micro-level, offering micro credit and basic business training. As a result, women’s business knowledge is often shallow and their inability to conduct financial analyses further hinders their ability to access credit to expand. As more young women attempt to enter and advance in the workforce, they lack the networks and connections that frequently facilitate men’s employment and promotion. They furthermore lack professional-level English language and computer skills that could provide them with a distinct competitiveness.

WEBS centers are intended to serve as learning, networking and resource centers to assist women to establish and expand viable businesses with real market demand, and to enter and advance in the workplace. They will offer transportation, child care, female service providers, and a female-friendly environment in which women can flourish. WEBS centers will be located within existing public and private structures that are willing to offer a hospitable environment.

A number of risks and challenges to effective implementation have been identified, most notably the risk of achieving high numbers of participants rather than meaningful results. Additional risks include security of WEBS centers if they are viewed as counter-culture or a threat by community members; and the risk of staff ensconcing themselves within the center instead of making valuable connections with other organizations. Recommendations for WEBS centers include the following:

- Serve as a practical resource hub: provide career counseling and act as a job broker to connect female job seekers and employers. Direct women to sources of financing; business registration processes; scholarship programs; and professional associations. Link women to resources such as PEACE THROUGH BUSINESS, 10,000 Women, and USAID projects ABADE, AWDP, TAFA, FAIDA and ACE.
• Provide training that is essential to entering and advancing in the workforce: professional-level English language and computer skills; creating a marketable CV; interviewing skills; and job search strategies.
• Provide professional-level business advisory services to identify viable business start-up opportunities and to help women through business expansion. Cost-effective approaches include accessing business advisor volunteers through MBAs Without Borders, MBA Enterprise Corps, and MBA Corps, and training local advisors through a highly structured long-term training program.
• Ensure that training is application-based rather than theoretical.
• Focus on learning rather than on training by developing indicators that measure meaningful results, such as the ability to conduct a financial analysis and first-time job seekers gaining employment.

Women’s Rights Groups and Coalitions (WRGCs)
The Afghan context presents a profoundly difficult environment for Women’s Rights Groups and Coalitions (WRGCs). Effectiveness is severely constrained by socio-cultural intolerance for approaches that are considered Western; limited exposure which limits innovation; a culture that is not predisposed to collaboration and coordination outside of families or kinship groups; and the tendency for activities to be donor-led rather than driven by community needs. Despite ample funding availability, WRGCs exhibit low organizational capacity, which is particularly evident in lack of functional governance; personality-driven leadership; and perfunctory monitoring and evaluation that contributes little to learning to enhance results and impact. A current example is that of Afghan Women’s Network (AWN), arguably the most well-established WRGC with enormous visibility and potential to affect change. Due to an acute confluence of the factors enumerated above, AWN is in danger of dissolving.

PROMOTE’s intent is to provide grants to WRGCs to amplify and accelerate their existing work and initiate new activities for activism, outreach and research. A number of risks and challenges to effective implementation have been identified, most notably the risk of unrealistically high expectations by USAID; repeating failings due to lack of cooperation and communication; exacerbating intra-agency rivalries; and activities being donor, rather than community, led. Recommendations for WRGCs include the following:

• Create a Strategic Partnership Fund to stimulate collaboration and knowledge-sharing;
• Screen applicants based on robust selection criteria with input from local women’s rights experts in each PROMOTE district;
• Create a Networking and Learning Platform, with input from domestic and overseas experts to share best practice, accelerate learning, and support WRGCs;
- Disseminate information about grants more widely through technology, existing platforms and grant-making bodies; and
- Provide a range of grants, tailored to grantees’ capacity, stagger larger grants and build grantee capacity to strengthen WRGCs for the long-term.

**Women in Government (WIG)**

The percentage of government positions held by women in Afghanistan dropped from 31 percent in 2006 to 17 percent in 2010. This drop is most likely attributable to the significant increase in the absolute number of people employed in the government, particularly at the sub-national level, and women opting for more lucrative employment with development organizations and in the private sector. The USAID Economic Growth and Governance Initiative, Women in Government (EGGI/WIG) Internship program that was launched in 2012 has been recognized for its success in increasing educated women’s entrance into government positions at the entry level and positioning them for advancement into management. WIG will follow the EGGI model to scale-up internships for young educated women.

Although success of the EGGI internship program is widely acknowledged, the program has also recognized areas for improvement. Two areas that need to be addressed are better orientation for both interns and supervisors, the lack of which has resulted in unclear expectations and in some cases, animosity; and insufficient supervision and coaching necessary for interns’ professional development. Furthermore, the program’s lack of coordination with the Afghanistan Civil Service Commission (ACSC) and with gender units located within Ministries represents a missed opportunity to build capacity within these structures. A recent survey on women in government decision-making positions, and an anticipated review of gender units as national gender mainstreaming mechanisms should provide valuable information guiding activities of WIG, thus supporting the government’s goal in reaching the Afghanistan National Development Strategy (ANDS) goal of 30 percent government positions held by women by 2013. The following recommendations are offered to guide implementation of WIG:

- The internship program should be developed in collaboration with the Independent Administrative Reform & Civil Service Commission (IARCSC); and should be expanded to more provinces.
- Interns should be employed by the program itself to assist in administrative functions required for smooth operation.
- Both HR Directorates within Ministries and gender units must be engaged in order to maximize effective outcomes for all parties, and to contribute to capacity building within Ministries.

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Interns should receive closer supervision and coaching from WIG than was available through the EGGI pilot.

WIG should include support to interns to prepare for the IARCSC entrance exam conducted through Afghanistan Civil Service Institute (ACSI).

WIG should include women already working in government.

**Women’s Leadership Development (WLD)**

In order for women to be successful, they require both technical skills and personal skills – leadership qualities, confidence, communication, and perseverance - to navigate the almost insurmountable challenges in Afghanistan. WLD is designed to build these skills among PROMOTE participants and among “women already employed who desire to advance within their places of employment.” WLD aims to enable women to learn advanced management and leadership skills in order to advance to positions of influence and decision-making in public, private and civil service sectors as well as to act as role models and change agents. Women who do exhibit leadership qualities often face physical and psychological security threats from contenders, community members and families. This serves to discourage both the targets of threat as well as dampen aspirations of young women.

Despite a significant number of existing leadership programs in Afghanistan, an insignificant percentage of women have participated, further slowing their advancement within their areas of influence. Shortcomings of existing leadership programs include a focus on leadership exclusively in the context of politics; theoretical rather than application and experiential methodologies; lack of coaching and follow-up; and an absence of role models to provide inspiration and aspiration. Characteristics of more effective leadership programs include course duration of months rather than weeks; follow-up coaching which enables participants to put learning into practice; and the provision of a safe space for participants to network, share challenges and openly discuss solutions.

Risks and challenges to WLD include failure to garner the support of male family and community members; repeating models that fall short of their potential; and overcoming social exclusivity. Recommendations for successful implementation of WLD include the following:

- Create a Networking and Learning Platform that enables women to share learning and support each other.
- Facilitate mechanisms and opportunities for young women to be exposed to role models.
- Employ application-based and experiential learning methods.

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• Enter into a continuous process of participatory dialogue with participants’ families and communities to ensure community buy-in at program inception and procure on-going support throughout.
• Employ tenets of Islam illustrating women’s rights and women’s roles as leaders to build women’s confidence.
• Tailor program content to provincial differences, women’s differing levels of sophistication, and variables in their spheres of influence. This should be based upon an intensive participatory consultation process conducted for each province.
• Focus monitoring, evaluation and learning on qualitative data rather than on numbers alone.
• Develop a transition process between Providing Opportunities for Women through Enabling Resources (POWER) and WLD to widen the scope of WLD and facilitate further development of POWER participants.
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<td><a href="mailto:contact@impressiveconsultancy.com">contact@impressiveconsultancy.com</a></td>
<td>0093 781108706</td>
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<tr>
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<td><a href="mailto:mathew.cok@gmail.com">mathew.cok@gmail.com</a></td>
<td>0091 9446290000</td>
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<tr>
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<td><a href="mailto:liah_jawadg@yahoo.com">liah_jawadg@yahoo.com</a></td>
<td>0093 700247921</td>
</tr>
<tr>
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<td>Afghan Community Rehabilitation Unit (ACRU)</td>
<td><a href="mailto:acrukbl_1991@yahoo.com">acrukbl_1991@yahoo.com</a></td>
<td>0093 700224681</td>
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<tr>
<td>Shaima Atiq</td>
<td>Foxtail Logistics Service Co</td>
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<td>0093 780187979</td>
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<tr>
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<tr>
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<td>(212) 735-2548</td>
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<tr>
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<td></td>
<td><a href="mailto:jamad@gpfa.org">jamad@gpfa.org</a></td>
<td>0093 799190907</td>
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### Point of Contact

<table>
<thead>
<tr>
<th>Name</th>
<th>Full Legal Name of the Firm</th>
<th>Contact email</th>
<th>Contact Number/s</th>
</tr>
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<tbody>
<tr>
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<tr>
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<td>0093 787682483</td>
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<td>Mahmood Rahmani</td>
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<tr>
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PART IV – REPRESENTATIONS AND INSTRUCTIONS

SECTION K – REPRESENTATIONS, CERTIFICATIONS AND OTHER STATEMENTS OF OFFERORS

The representations, certifications and other statements as provided herein are applicable to task orders based on their individual scopes of work.

K.1 NOTICE LISTING SOLICITATION PROVISIONS INCORPORATED BY REFERENCE

The following solicitation provisions pertinent to this section are hereby incorporated by reference (by Citation Number, Title, and Date) in accordance with the FAR provision at FAR "52.252-1 SOLICITATION PROVISIONS INCORPORATED BY REFERENCE" in Section L of this solicitation. See FAR 52.252-1 for an address (if specified) for electronic access to the full text of a provision.

<table>
<thead>
<tr>
<th>NUMBER</th>
<th>TITLE</th>
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<tbody>
<tr>
<td>FEDERAL ACQUISITION REGULATION (48 CFR Chapter1</td>
<td></td>
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<tr>
<td>52.237.8</td>
<td>RESTRICTION ON SEVERANCE PAYMENTS TO FOREIGN NATIONALS</td>
<td>AUG 2003</td>
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</tbody>
</table>

K.2 52.203-2 CERTIFICATE OF INDEPENDENT PRICE DETERMINATION (APR 1985)

(a) The offeror certifies that—

(1) The prices in this offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror or competitor relating to—

(i) Those prices;

(ii) The intention to submit an offer; or

(iii) The methods or factors used to calculate the prices offered.

(2) The prices in this offer have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a negotiated solicitation) unless otherwise required by law; and

(3) No attempt has been made or will be made by the offeror to induce any other concern to submit or not to submit an offer for the purpose of restricting competition.

(b) Each signature on the offer is considered to be a certification by the signatory that the signatory—

(1) Is the person in the offeror’s organization responsible for determining the prices being offered in this bid or proposal, and that the signatory has not participated and will not participate in any action contrary to paragraphs (a)(1) through (a)(3) of this provision; or

(2)(i) Has been authorized, in writing, to act as agent for the following principals in certifying that those principals have not participated, and will not participate in any action contrary to paragraphs (a)(1) through (a)(3) of this provision ____________________ [insert full name of person(s) in the
K.3 52.203-11 CERTIFICATION AND DISCLOSURE REGARDING PAYMENTS TO INFLUENCE CERTAIN FEDERAL TRANSACTIONS (SEPT 2007)

(a) Definitions. As used in this provision—“Lobbying contact” has the meaning provided at 2 U.S.C. 1602(8). The terms “agency,” “influencing or attempting to influence,” “officer or employee of an agency,” “person,” “reasonable compensation,” and “regularly employed” are defined in the FAR clause of this solicitation entitled “Limitation on Payments to Influence Certain Federal Transactions” (52.203-12).

(b) Prohibition. The prohibition and exceptions contained in the FAR clause of this solicitation entitled “Limitation on Payments to Influence Certain Federal Transactions” (52.203-12) are hereby incorporated by reference in this provision.

(c) Certification. The offeror, by signing its offer, hereby certifies to the best of its knowledge and belief that no Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress on its behalf in connection with the awarding of this contract.

(d) Disclosure. If any registrants under the Lobbying Disclosure Act of 1995 have made a lobbying contact on behalf of the offeror with respect to this contract, the offeror shall complete and submit, with its offer, OMB Standard Form LLL, Disclosure of Lobbying Activities, to provide the name of the registrants. The offeror need not report regularly employed officers or employees of the offeror to whom payments of reasonable compensation were made.

(e) Penalty. Submission of this certification and disclosure is a prerequisite for making or entering into this contract imposed by 31 U.S.C. 1352. Any person who makes an expenditure prohibited under this provision or who fails to file or amend the disclosure required to be filed or amended by this provision, shall be subject to a civil penalty of not less than $10,000, and not more than $100,000, for each such failure.

(End of provision)

K.4 52.204-3 TAXPAYER IDENTIFICATION (OCT 1998)

(a) Definitions.
“Common parent,” as used in this provision, means that corporate entity that owns or controls an affiliated group of corporations that files its Federal income tax returns on a consolidated basis, and of which the offeror is a member.
“Taxpayer Identification Number (TIN),” as used in this provision, means the number required by the Internal Revenue Service (IRS) to be used by the offeror in reporting income tax and other returns. The TIN may be either a Social Security Number or an Employer Identification Number.

(b) All offerors must submit the information required in paragraphs (d) through (f) of this provision to comply with debt collection requirements of 31 U.S.C. 7701(c) and 3325(d), reporting requirements of 26 U.S.C. 6041, 6041A, and 6050M, and implementing regulations issued by the IRS. If the resulting contract is subject to the payment reporting requirements described in Federal Acquisition Regulation (FAR) 4.904, the failure or refusal by the offeror to furnish the information may result in a 31 percent reduction of payments otherwise due under the contract.

(c) The TIN may be used by the Government to collect and report on any delinquent amounts arising out of the offeror’s relationship with the Government (31 U.S.C. 7701(c)(3)). If the resulting contract is subject to the payment reporting requirements described in FAR 4.904, the TIN provided hereunder may be matched with IRS records to verify the accuracy of the offeror’s TIN.

(d) Taxpayer Identification Number (TIN).

☒ TIN: ________________________________.

☒ TIN has been applied for.

☒ TIN is not required because:

☒ Offeror is a nonresident alien, foreign corporation, or foreign partnership that does not have income effectively connected with the conduct of a trade or business in the United States and does not have an office or place of business or a fiscal paying agent in the United States;

☒ Offeror is an agency or instrumentality of a foreign government;

☒ Offeror is an agency or instrumentality of the Federal Government.

(e) Type of organization.

☒ Sole proprietorship;

☒ Partnership;

☒ Corporate entity (not tax-exempt);

☒ Corporate entity (tax-exempt);

☒ Government entity (Federal, State, or local);

☒ Foreign government;

☒ International organization per 26 CFR 1.6049-4;

☒ Other ________________________________.

(f) Common parent.

☒ Offeror is not owned or controlled by a common parent as defined in paragraph (a) of this provision.

☒ Name and TIN of common parent:

  Name ________________________________

  TIN ________________________________
K.5 52.204-8 ANNUAL REPRESENTATIONS AND CERTIFICATIONS (DEC 2012)

(a)
(1) The North American Industry Classification System (NAICS) code for this acquisition is 611430.

(2) The small business size standard is $7 million.

(3) The small business size standard for a concern which submits an offer in its own name, other than on a construction or service contract, but which proposes to furnish a product which it did not itself manufacture, is 500 employees.

(b)
(1) If the clause at 52.204-7, Central Contractor Registration, is included in this solicitation, paragraph (d) of this provision applies.

(2) If the clause at 52.204-7 is not included in this solicitation, and the Offeror is currently registered in CCR, and has completed the ORCA electronically, the Offeror may choose to use paragraph (d) of this provision instead of completing the corresponding individual representations and certification in the solicitation. The Offeror shall indicate which option applies by checking one of the following boxes:

[ ] (i) Paragraph (d) applies.

[ ] (ii) Paragraph (d) does not apply and the Offeror has completed the individual representations and certifications in the solicitation.

(c)
(1) The following representations or certifications in ORCA are applicable to this solicitation as indicated:

(i) 52.203-2, Certificate of Independent Price Determination. This provision applies to solicitations when a firm-fixed-price contract or fixed-price contract with economic price adjustment is contemplated, unless—

(A) The acquisition is to be made under the simplified acquisition procedures in Part 13;

(B) The solicitation is a request for technical proposals under two-step sealed bidding procedures; or

(C) The solicitation is for utility services for which rates are set by law or regulation.

(ii) 52.203-11, Certification and Disclosure Regarding Payments to Influence Certain Federal Transactions. This provision applies to solicitations expected to exceed $150,000.

(iii) 52.204-3, Taxpayer Identification. This provision applies to solicitations that do not include the clause at 52.204-7, Central Contractor Registration.
(iv) 52.204-5, Women-Owned Business (Other Than Small Business). This provision applies to solicitations that—

(A) Are not set aside for small business concerns;

(B) Exceed the simplified acquisition threshold; and

(C) Are for contracts that will be performed in the United States or its outlying areas.


(vi) 52.209-5, Certification Regarding Responsibility Matters. This provision applies to solicitations where the contract value is expected to exceed the simplified acquisition threshold.

(vii) 52.214-14, Place of Performance—Sealed Bidding. This provision applies to invitations for bids except those in which the place of performance is specified by the Government.

(viii) 52.215-6, Place of Performance. This provision applies to solicitations unless the place of performance is specified by the Government.

(ix) 52.219-1, Small Business Program Representations (Basic & Alternate I). This provision applies to solicitations when the contract will be performed in the United States or its outlying areas.

(A) The basic provision applies when the solicitations are issued by other than DoD, NASA, and the Coast Guard.

(B) The provision with its Alternate I applies to solicitations issued by DoD, NASA, or the Coast Guard.

(x) 52.219-2, Equal Low Bids. This provision applies to solicitations when contracting by sealed bidding and the contract will be performed in the United States or its outlying areas.

(xi) 52.222-22, Previous Contracts and Compliance Reports. This provision applies to solicitations that include the clause at 52.222-26, Equal Opportunity.

(xii) 52.222-25, Affirmative Action Compliance. This provision applies to solicitations, other than those for construction, when the solicitation includes the clause at 52.222-26, Equal Opportunity.

(xiii) 52.222-38, Compliance with Veterans' Employment Reporting Requirements. This provision applies to solicitations when it is anticipated the contract award will exceed the simplified acquisition threshold and the contract is not for acquisition of commercial items.
(xiv) 52.223-1, Biobased Product Certification. This provision applies to solicitations that require the delivery or specify the use of USDA-designated items; or include the clause at 52.223-2, Affirmative Procurement of Biobased Products Under Service and Construction Contracts.

(xv) 52.223-4, Recovered Material Certification. This provision applies to solicitations that are for, or specify the use of, EPA-designated items.

(xvi) 52.225-2, Buy American Act Certificate. This provision applies to solicitations containing the clause at 52.225-1.

(xvii) 52.225-4, Buy American Act--Free Trade Agreements--Israeli Trade Act Certificate. (Basic, Alternates I, II, and III.) This provision applies to solicitations containing the clause at 52.225-3.

(A) If the acquisition value is less than $25,000, the basic provision applies.

(B) If the acquisition value is $25,000 or more but is less than $50,000, the provision with its Alternate I applies.

(C) If the acquisition value is $50,000 or more but is less than $77,494, the provision with its Alternate II applies.

(D) If the acquisition value is $77,494 or more but is less than $100,000, the provision with its Alternate III applies.

(xviii) 52.225-6, Trade Agreements Certificate. This provision applies to solicitations containing the clause at 52.225-5.

(xix) 52.225-20, Prohibition on Conducting Restricted Business Operations in Sudan--Certification. This provision applies to all solicitations.

(xx) 52.225-25, Prohibition on Contracting with Entities Engaging in Certain Activities or Transactions Relating to Iran—Representation and Certification. This provision applies to all solicitations.

(xxi) 52.226-2, Historically Black College or University and Minority Institution Representation. This provision applies to—

(A) Solicitations for research, studies, supplies, or services of the type normally acquired from higher educational institutions; and

(B) For DoD, NASA, and Coast Guard acquisitions, solicitations that contain the clause at 52.219-23, Notice of Price Evaluation Adjustment for Small Disadvantaged Business Concerns.

(2) The following certifications are applicable as indicated by the Contracting Officer:
(d) The offeror has completed the annual representations and certifications electronically via the Online Representations and Certifications Application (ORCA) website accessed through https://www.acquisition.gov. After reviewing the ORCA database information, the offeror verifies by submission of the offer that the representations and certifications currently posted electronically that apply to this solicitation as indicated in paragraph (c) of this provision have been entered or updated within the last 12 months, are current, accurate, complete, and applicable to this solicitation (including the business size standard applicable to the NAICS code referenced for this solicitation), as of the date of this offer and are incorporated in this offer by reference (see FAR 4.1201); except for the changes identified below [offeror to insert changes, identifying change by clause number, title, date]. These amended representation(s) and/or certification(s) are also incorporated in this offer and are current, accurate, and complete as of the date of this offer.

<table>
<thead>
<tr>
<th>FAR Clause</th>
<th>Title</th>
<th>Date</th>
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Any changes provided by the Offeror are applicable to this solicitation only, and do not result in an update to the representations and certifications posted on ORCA.

(End of provision)

K.6    52.209-5 CERTIFICATION REGARDING RESPONSIBILITY MATTERS (APR 2010)

(a)(1) The Offeror certifies, to the best of its knowledge and belief, that—

(i) The Offeror and/or any of its Principals—

(A) Are ❑ are not ❑ presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency;

(B) Have ❑ have not ❑, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) contract or subcontract; violation of Federal or State antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, violating Federal criminal tax laws, or receiving stolen property (if offeror checks “have”, the offeror shall also see 52.209-7, if included in this solicitation);

(C) Are ❑ are not ❑ presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph (a)(1)(i)(B) of this provision;

(D) Have ❑, have not ❑, within a three-year period preceding this offer, been notified of any delinquent Federal taxes in an amount that exceeds $3,000 for which the liability remains unsatisfied.

(1) Federal taxes are considered delinquent if both of the following criteria apply:

(i) The tax liability is finally determined. The liability is finally determined if it has been assessed. A liability is not finally determined if there is a pending administrative or judicial challenge. In the case of a judicial challenge to the liability, the liability is not finally determined until all judicial appeal rights have been exhausted.

(ii) The taxpayer is delinquent in making payment. A taxpayer is delinquent if the taxpayer has failed to pay the tax liability when full payment was due and required. A taxpayer is not delinquent in cases where enforced collection action is precluded.

(2) Examples.

(i) The taxpayer has received a statutory notice of deficiency, under I.R.C. § 6212, which entitles the taxpayer to seek Tax Court review of a proposed tax deficiency. This is not a delinquent tax because it is not a final tax liability. Should the taxpayer seek Tax Court review, this will not be a final tax liability until the taxpayer has exercised all judicial appeal rights.

(ii) The IRS has filed a notice of Federal tax lien with respect to an assessed tax liability, and the taxpayer has been issued a notice under I.R.C. § 6320 entitling the taxpayer to request a hearing with the IRS Office of Appeals contesting the lien filing, and to further appeal to the Tax Court if the IRS determines to sustain the lien filing. In the course of the hearing, the taxpayer is entitled to contest the underlying tax liability because the taxpayer has had no prior opportunity to contest the liability. This is not a delinquent tax because it is not a final tax liability. Should the taxpayer seek tax court review, this will not be a final tax liability until the taxpayer has exercised all judicial appeal rights.
K.7 52.209-7 INFORMATION REGARDING RESPONSIBILITY MATTERS (FEB 2012)

(a) Definitions. As used in this provision—

“Administrative proceeding” means a non-judicial process that is adjudicatory in nature in order to make a determination of fault or liability (e.g., Securities and Exchange Commission Administrative Proceedings, Civilian Board of Contract Appeals Proceedings, and Armed Services Board of Contract Appeals Proceedings). This includes administrative proceeding at the Federal and State level but only in connection with performance of a Federal contract or grant. It does not include agency actions such as contract audits, site visits, corrective plans, or inspection of deliverables.

“Federal contracts and grants with total value greater than $10,000,000” means—
(1) The total value of all current, active contracts and grants, including all priced options; and

(2) The total value of all current, active orders including all priced options under indefinite-delivery, indefinite-quantity, 8(a), or requirements contracts (including task and delivery and multiple-award Schedules).

“Principal” means an officer, director, owner, partner, or a person having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a division or business segment; and similar positions).

(b) The Offeror [__] has [__] does not have current active Federal contracts and grants with total value greater than $10,000,000.

(c) If the Offeror checked “has” in paragraph (b) of this provision, the Offeror represents, by submission of this offer, that the information it has entered in the Federal Awardee Performance and Integrity Information System (FAPIIS) is current, accurate, and complete as of the date of submission of this offer with regard to the following information:

(1) Whether the Offeror, and/or any of its principals, has or has not, within the last five years, in connection with the award to or performance by the Offeror of a Federal contract or grant, been the subject of a proceeding, at the Federal or State level that resulted in any of the following dispositions:

   (i) In a criminal proceeding, a conviction.

   (ii) In a civil proceeding, a finding of fault and liability that results in the payment of a monetary fine, penalty, reimbursement, restitution, or damages of $5,000 or more.

   (iii) In an administrative proceeding, a finding of fault and liability that results in—

       (A) The payment of a monetary fine or penalty of $5,000 or more; or

       (B) The payment of a reimbursement, restitution, or damages in excess of $100,000.

   (iv) In a criminal, civil, or administrative proceeding, a disposition of the matter by consent or compromise with an acknowledgment of fault by the Contractor if the proceeding could have led to any of the outcomes specified in paragraphs (c)(1)(i), (c)(1)(ii), or (c)(1)(iii) of this provision.

(2) If the Offeror has been involved in the last five years in any of the occurrences listed in (c)(1) of this provision, whether the Offeror has provided the requested information with regard to each occurrence.
K.8 52.215-6 PLACE OF PERFORMANCE (OCT 1997)

(a) The offeror or respondent, in the performance of any contract resulting from this solicitation, [ ] intends, [ ] does not intend [check applicable box] to use one or more plants or facilities located at a different address from the address of the offeror or respondent as indicated in this proposal or response to request for information.

(b) If the offeror or respondent checks “intends” in paragraph (a) of this provision, it shall insert in the following spaces the required information:

PLACE OF PERFORMANCE
(STREET ADDRESS, CITY, STATE, COUNTY, ZIP CODE)
OR RESPONDENT

NAME AND ADDRESS OF OWNER
AND OPERATOR OF THE PLANT OR FACILITY IF OTHER THAN OFFEROR

(End of provision)

K.9 52.219-1 SMALL BUSINESS PROGRAM REPRESENTATIONS (APR 2012)

(a) (1) The North American Industry Classification System (NAICS) code for this acquisition is 611430 Professional and Management Development Training.

(2) The small business size standard is $7,000,000 ($7 million).

(3) The small business size standard for a concern which submits an offer in its own name, other than on a construction or service contract, but which proposes to furnish a product which it did not itself manufacture, is 500 employees.

(b) Representations.

(1) The offeror represents as part of its offer that it [ ] is, [ ] is not a small business concern.

(2) [Complete only if the offeror represented itself as a small business concern in paragraph (b)(1) of this provision.] The offeror represents, for general statistical purposes, that it [ ] is, [ ] is not, a small disadvantaged business concern as defined in 13 CFR 124.1002.

(3) [Complete only if the offeror represented itself as a small business concern in paragraph (b)(1) of this provision.] The offeror represents as part of its offer that it [ ] is, [ ] is not a women-owned small business concern.

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(4) Women-owned small business (WOSB) concern eligible under the WOSB Program. [Complete only if the offeror represented itself as a women-owned small business concern in paragraph (b)(3) of this provision.] The offeror represents as part of its offer that—

(i) It [___] is, [___] is not a WOSB concern eligible under the WOSB Program, has provided all the required documents to the WOSB Repository, and no change in circumstances or adverse decisions have been issued that affects its eligibility; and

(ii) It [___] is, [___] is not a joint venture that complies with the requirements of 13 CFR part 127, and the representation in paragraph (b)(4)(i) of this provision is accurate for each WOSB concern eligible under the WOSB Program participating in the joint venture. [The offeror shall enter the name or names of the WOSB concern eligible under the WOSB Program and other small businesses that are participating in the joint venture: ___________.] Each WOSB concern eligible under the WOSB Program participating in the joint venture shall submit a separate signed copy of the WOSB representation.

(5) Economically disadvantaged women-owned small business (EDWOSB) concern. [Complete only if the offeror represented itself as a women-owned small business concern eligible under the WOSB Program in (b)(4) of this provision.] The offeror represents as part of its offer that—

(i) It [___] is, [___] is not an EDWOSB concern eligible under the WOSB Program, has provided all the required documents to the WOSB Repository, and no change in circumstances or adverse decisions have been issued that affects its eligibility; and

(ii) It [___] is, [___] is not a joint venture that complies with the requirements of 13 CFR part 127, and the representation in paragraph (b)(5)(i) of this provision is accurate for each EDWOSB concern participating in the joint venture. [The offeror shall enter the name or names of the EDWOSB concern and other small businesses that are participating in the joint venture: ___________.] Each EDWOSB concern participating in the joint venture shall submit a separate signed copy of the EDWOSB representation.

(6) [Complete only if the offeror represented itself as a small business concern in paragraph (b)(1) of this provision.] The offeror represents as part of its offer that it [___] is, [___] is not a veteran-owned small business concern.

(7) [Complete only if the offeror represented itself as a veteran-owned small business concern in paragraph (b)(6) of this provision.] The offeror represents as part of its offer that it [___] is, [___] is not a service-disabled veteran-owned small business concern.

(8) [Complete only if the offeror represented itself as a small business concern in paragraph (b)(1) of this provision.] The offeror represents, as part of its offer, that –
(i) It [__] is, [__] is not a HUBZone small business concern listed, on the date of this representation, on the List of Qualified HUBZone Small Business Concerns maintained by the Small Business Administration, and no material changes in ownership and control, principal office, or HUBZone employee percentage have occurred since it was certified in accordance with 13 CFR part 126; and

(ii) It [__] is, [__] is not a HUBZone joint venture that complies with the requirements of 13 CFR part 126, and the representation in paragraph (b)(8)(i) of this provision is accurate for each HUBZone small business concern participating in the HUBZone joint venture. [The offeror shall enter the names of each of the HUBZone small business concerns participating in the HUBZone joint venture: __________.] Each HUBZone small business concern participating in the HUBZone joint venture shall submit a separate signed copy of the HUBZone representation.

(c) Definitions. As used in this provision--

“Economically disadvantaged women-owned small business (EDWOSB) concern” means a small business concern that is at least 51 percent directly and unconditionally owned by, and the management and daily business operations of which are controlled by, one or more women who are citizens of the United States and who are economically disadvantaged in accordance with 13 CFR part 127. It automatically qualifies as a women-owned small business concern eligible under the WOSB Program.

“Service-disabled veteran-owned small business concern”—

(1) Means a small business concern—

(i) Not less than 51 percent of which is owned by one or more service-disabled veterans or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more service-disabled veterans; and

(ii) The management and daily business operations of which are controlled by one or more service-disabled veterans or, in the case of a service-disabled veteran with permanent and severe disability, the spouse or permanent caregiver of such veteran.

(2) Service-disabled veteran means a veteran, as defined in 38 U.S.C. 101(2), with a disability that is service-connected, as defined in 38 U.S.C. 101(16).

“Small business concern,” means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria in 13 CFR Part 121 and the size standard in paragraph (a) of this provision.

“Veteran-owned small business concern” means a small business concern—
(1) Not less than 51 percent of which is owned by one or more veterans (as defined at
38 U.S.C. 101(2)) or, in the case of any publicly owned business, not less than 51
percent of the stock of which is owned by one or more veterans; and

(2) The management and daily business operations of which are controlled by one or
more veterans.

“Women-owned small business concern,” means a small business concern --

(1) That is at least 51 percent owned by one or more women; or, in the case of any publicly
owned business, at least 51 percent of the stock of which is owned by one or more women; and

(2) Whose management and daily business operations are controlled by one or more women.

“Women-owned small business (WOSB) concern eligible under the WOSB Program (in
accordance with 13 CFR part 127),” means a small business concern that is at least 51 percent
directly and unconditionally owned by, and the management and daily business operations of
which are controlled by, one or more women who are citizens of the United States.

(d) Notice.

(1) If this solicitation is for supplies and has been set aside, in whole or in part, for small
business concerns, then the clause in this solicitation providing notice of the set-aside contains
restrictions on the source of the end items to be furnished.

(2) Under 15 U.S.C. 645(d), any person who misrepresents a firm’s status as a business
concern that is small, HUBZone small, small disadvantaged, service-disabled veteran-owned
small, economically disadvantaged women-owned small, or women-owned small eligible
under the WOSB Program in order to obtain a contract to be awarded under the preference
programs established pursuant to section 8, 9, 15, 31, and 36 of the Small Business Act or any
other provision of Federal law that specifically references section 8(d) for a definition of
program eligibility, shall --

(i) Be punished by imposition of fine, imprisonment, or both;

(ii) Be subject to administrative remedies, including suspension and debarment; and

(iii) Be ineligible for participation in programs conducted under the authority of the
Act.

(End of Provision)

K.10 52.222-22 PREVIOUS CONTRACTS AND COMPLIANCE REPORTS (FEB 1999)

The offeror represents that—
(a) It ☐ has, ☐ has not participated in a previous contract or subcontract subject to the Equal Opportunity clause of this solicitation;
(b) It ☐ has, ☐ has not filed all required compliance reports; and
(c) Representations indicating submission of required compliance reports, signed by proposed subcontractors, will be obtained before subcontract awards.

(End of provision)

K.11 52.222-25 AFFIRMATIVE ACTION COMPLIANCE (APR 1984)

The offeror represents that—
(a) It ( ) has developed and has on file, ( ) has not developed and does not have on file, at each establishment, affirmative action programs required by the rules and regulations of the Secretary of Labor (41 CFR 60-1 and 60-2); or
(b) It ( ) has not previously had contracts subject to the written affirmative action programs requirement of the rules and regulations of the Secretary of Labor.

(End of provision)

K.12 52.222-38 COMPLIANCE WITH VETERANS’ EMPLOYMENT REPORTING REQUIREMENTS (SEP 2010)

By submission of its offer, the offeror represents that, if it is subject to the reporting requirements of 38 U.S.C. 4212(d) (i.e., if it has any contract containing Federal Acquisition Regulation clause 52.222-37, Employment Reports on Veterans), it has submitted the most recent VETS-100A Report required by that clause.

(End of provision)

K.13 52.223-13 CERTIFICATION OF TOXIC CHEMICAL RELEASE REPORTING (AUG 2003)

(a) Executive Order 13148, of April 21, 2000, Greening the Government through Leadership in Environmental Management, requires submission of this certification as a prerequisite for contract award.
(b) By signing this offer, the offeror certifies that --
(1) As the owner or operator of facilities that will be used in the performance of this contract that are subject to the filing and reporting requirements described in section 313 of the Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA) (42 U.S.C. 11023) and section 6607 of the Pollution Prevention Act of 1990 (PPA) (42 U.S.C. 13106), the offeror will file and continue to file for such facilities for the life of the contract the Toxic Chemical Release Inventory Form (Form R) as described in sections 313(a) and (g) of EPCRA and section 6607 of PPA; or
(2) None of its owned or operated facilities to be used in the performance of this contract is subject to the Form R filing and reporting requirements because each such facility is exempt for at least one of the following reasons: [Check each block that is applicable.]
   [ ☐ ] (i) The facility does not manufacture, process, or otherwise use any toxic chemicals listed in 40 CFR 372.65;
[ ] (ii) The facility does not have 10 or more full-time employees as specified in section 313(b)(1)(A) of EPCRA, 42 U.S.C. 11023(b)(1)(A);

[ ] (iii) The facility does not meet the reporting thresholds of toxic chemicals established under section 313(f) of EPCRA, 42 U.S.C. 11023(f) (including the alternate thresholds at 40 CFR 372.27, provided an appropriate certification form has been filed with EPA);

[ ] (iv) The facility does not fall within the following Standard Industrial Classification (SIC) codes or their corresponding North American Industry Classification System sectors:

(A) Major group code 10 (except 1011, 1081, and 1094).
(B) Major group code 12 (except 1241).
(C) Major group codes 20 through 39.
(D) Industry code 4911, 4931, 4939 (limited to facilities that combust coal and/or oil for the purpose of generating power for distribution in commerce).
(E) Industry code 4953 (limited to facilities regulated under the Resource Conservation and Recovery Act, Subtitle C (42 U.S.C. 6921, et seq.), or 5169, 5171, 7389 (limited to facilities primarily engaged in solvent recovery services on a contract or fee basis); or

[ ] (v) The facility is not located within any State of the United States or its outlying areas.

(End of Provision)

K.14 52.230-1 COST ACCOUNTING STANDARDS NOTICES AND CERTIFICATION
(MAY 2012)

Note: This notice does not apply to small businesses or foreign governments. This notice is in three parts, identified by Roman numerals I through III.

Offerors shall examine each part and provide the requested information in order to determine Cost Accounting Standards (CAS) requirements applicable to any resultant contract.

If the offeror is an educational institution, Part II does not apply unless the contemplated contract will be subject to full or modified CAS coverage pursuant to 48 CFR 9903.201-2(c)(5) or 9903.201-2(c)(6), respectively.

I. Disclosure Statement - Cost Accounting Practices and Certification

(a) Any contract in excess of $700,000 resulting from this solicitation will be subject to the requirements of the Cost Accounting Standards Board (48 CFR Chapter 99), except for those contracts which are exempt as specified in 48 CFR 9903.201-1.

(b) Any offeror submitting a proposal which, if accepted, will result in a contract subject to the requirements of 48 CFR Chapter 99 must, as a condition of contracting, submit a Disclosure Statement as required by 48 CFR 9903.202. When required, the Disclosure Statement must be submitted as a part of the offeror's proposal under this solicitation unless the offeror has already submitted a Disclosure Statement disclosing the practices used in connection with the pricing of this proposal. If an applicable Disclosure Statement has already been submitted, the offeror may satisfy the requirement for submission by providing the information requested in paragraph (c) of Part I of this provision.
Caution: In the absence of specific regulations or agreement, a practice disclosed in a Disclosure Statement shall not, by virtue of such disclosure, be deemed to be a proper, approved, or agreed-to practice for pricing proposals or accumulating and reporting contract performance cost data.

(c) Check the appropriate box below:

[ ] (1) Certificate of Concurrent Submission of Disclosure Statement. The offeror hereby certifies that, as a part of the offer, copies of the Disclosure Statement have been submitted as follows:

(i) Original and one copy to the cognizant Administrative Contracting Officer (ACO) or cognizant Federal agency official authorized to act in that capacity (Federal official), as applicable; and

(ii) One copy to the cognizant Federal auditor.

(Disclosure must be on Form No. CASB DS-1 or CASB DS-2, as applicable. Forms may be obtained from the cognizant ACO or Federal official and/or from the loose-leaf version of the Federal Acquisition Regulation.)

Date of Disclosure Statement: [Name and Address of Cognizant ACO or Federal Official Where Filed:]
The offeror further certifies that the practices used in estimating costs in pricing this proposal are consistent with the cost accounting practices disclosed in the Disclosure Statement.

[ ] (2) Certificate of Previously Submitted Disclosure Statement. The offeror hereby certifies that the required Disclosure Statement was filed as follows:

Date of Disclosure Statement: [ ]
Name and Address of Cognizant ACO or Federal Official Where Filed: [ ]

The offeror further certifies that the practices used in estimating costs in pricing this proposal are consistent with the cost accounting practices disclosed in the applicable Disclosure Statement.

[ ] (3) Certificate of Monetary Exemption. The offeror hereby certifies that the offeror, together with all divisions, subsidiaries, and affiliates under common control, did not receive net awards of negotiated prime contracts and subcontracts subject to CAS totaling $50 million or more in the cost accounting period immediately preceding the period in which this proposal was submitted. The offeror further certifies that if such status changes before an award resulting from this proposal, the offeror will advise the Contracting Officer immediately.

[ ] (4) Certificate of Interim Exemption. The offeror hereby certifies that (i) the offeror first exceeded the monetary exemption for disclosure, as defined in (3) of this subsection, in the cost accounting period immediately preceding the period in which this offer was submitted and (ii) in accordance with 48 CFR 9903.202-1, the offeror is not yet required to submit a Disclosure Statement. The offeror further certifies that if an award resulting from this proposal has not been made within 90 days after the end of that period, the offeror will immediately submit a revised certificate to the Contracting Officer.
Officer, in the form specified under subparagraph (c)(1) or (c)(2) of Part I of this provision, as appropriate, to verify submission of a completed Disclosure Statement.

Caution: Offerors currently required to disclose because they were awarded a CAS-covered prime contract or subcontract of $50 million or more in the current cost accounting period may not claim this exemption (4). Further, the exemption applies only in connection with proposals submitted before expiration of the 90-day period following the cost accounting period in which the monetary exemption was exceeded.

II. Cost Accounting Standards - Eligibility for Modified Contract Coverage

If the offeror is eligible to use the modified provisions of 48 CFR 9903.201-2(b) and elects to do so, the offeror shall indicate by checking the box below. Checking the box below shall mean that the resultant contract is subject to the Disclosure and Consistency of Cost Accounting Practices clause in lieu of the Cost Accounting Standards clause.

[ ] The offeror hereby claims an exemption from the Cost Accounting Standards clause under the provisions of 48 CFR 9903.201-2(b) and certifies that the offeror is eligible for use of the Disclosure and Consistency of Cost Accounting Practices clause because during the cost accounting period immediately preceding the period in which this proposal was submitted, the offeror received less than $50 million in awards of CAS-covered prime contracts and subcontracts. The offeror further certifies that if such status changes before an award resulting from this proposal, the offeror will advise the Contracting Officer immediately.

Caution: An offeror may not claim the above eligibility for modified contract coverage if this proposal is expected to result in the award of a CAS-covered contract of $50 million or more or if, during its current cost accounting period, the offeror has been awarded a single CAS-covered prime contract or subcontract of $50 million or more.

III. Additional Cost Accounting Standards Applicable to Existing Contracts

The offeror shall indicate below whether award of the contemplated contract would, in accordance with subparagraph (a)(3) of the Cost Accounting Standards clause, require a change in established cost accounting practices affecting existing contracts and subcontracts.

[ ] yes [ ] no

K.15 52.230-7 PROPOSAL DISCLOSURE -- COST ACCOUNTING PRACTICE CHANGES (APR 2005)

The offeror shall check "yes" below if the contract award will result in a required or unilateral change in cost accounting practice, including unilateral changes requested to be desirable changes.

___ Yes ___ No

If the offeror checked "Yes" above, the offeror shall -

(1) Prepare the price proposal in response to the solicitation using the changed practice for the period of performance for which the practice will be used; and
(2) Submit a description of the changed cost accounting practice to the Contracting Officer and the Cognizant Federal Agency Official as pricing support for the proposal.

(End of provision)

**K.16 INSURANCE - IMMUNITY FROM TORT LIABILITY**

The offeror represents that it [ ] is, [ ] is not a State agency or charitable institution, and that it [ ] is not immune, [ ] is partially immune, [ ] is totally immune from tort liability to third persons.

**K.17 MENTOR-PROTÉGÉ PROGRAM – AIDAR 719.273, THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID) MENTOR-PROTÉGÉ PROGRAM**

(a) The Offeror represents that it [ ] is [ ] is not a participant of the Mentor-Protégé Program, and it [ ] is [ ] is not a Mentor as described in AIDAR 719.273-2, Definitions, or [ ] is [ ] is not a Protégé as described in AIDAR 719.273-2, Definitions.

**K.18 AGREEMENT ON, OR EXCEPTIONS TO, TERMS AND CONDITIONS**

The Offeror has reviewed the solicitation (Sections B through J of which will become the contract) and [ ] agrees to the terms and conditions set forth therein; or [ ] has the following exceptions (continue on a separate attachment page, if necessary):

________________________________________________________

________________________________________________________

**K.19 AUTHORIZED NEGOTIATORS**

The Offeror represents that the following persons are authorized to negotiate on its behalf with the Government in connection with this request for proposals or quotations: [list names, titles, and telephone numbers of the authorized negotiators].

________________________________________________________

________________________________________________________

**K.20 DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER**

DUNS Number: ________________________________

[Contractors can obtain their DUNS number at no charge by calling 1-800-333-0505 or by accessing Dun AND Bradstreet’s Internet Home Page at http://www.dnb.com/]
K.21 SECURITY CLEARANCE CERTIFICATION

At the time of award, the contractor does [ ] does not [ ] have a Secret level facility clearance. (See Section H. 29)

K.22 CONTRACTOR PURCHASING SYSTEM REVIEW

[ ] Offeror affirms its purchasing system has been reviewed and is currently approved by an agency of the Federal Government.
[ ] Offeror’s expected Government sales (excluding competitive or commercial contract awards are not expected to exceed $25 million in the next 12 months.

K.23 PROPERTY ADMINISTRATION SYSTEM REVIEW

[ ] Offeror affirms its property administration system has been reviewed and is currently approved by an agency of the Federal Government.

K.24 SIGNATURE

By signature hereon, or on an offer incorporating these Representations, Certifications, and Other Statements of Offerors, the offeror certifies that they are accurate, current, and complete, and that the offeror is aware of the penalty prescribed in 18 U.S.C. 1001 for making false statements in offers.

Solicitation No._____________________________________

Offer/Proposal No.__________________________________

Date of Offer_______________________________________

Name of Offeror____________________________________

Typed Name and Title_______________________________

Signature ______________________________

Date____________________

[END OF SECTION K]
SECTION L - INSTRUCTIONS, CONDITIONS, AND NOTICES TO OFFERORS (IQC)

Sections L.1 – L.7; L.10 - L.11 apply to the IQC RFP as well as RFTOPS for Task Orders 1 and 2, included in Attachments 16 and 17, respectively

L.1 NOTICE LISTING SOLICITATION PROVISIONS INCORPORATED BY REFERENCE

This solicitation incorporates one or more solicitation provisions by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a solicitation provision may be accessed electronically at these addresses:

FAR: <http://arnet.gov/far/>
Word version of AIDAR: <http://www.usaid.gov/pubs/ads/300>

<table>
<thead>
<tr>
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<td>52.204-6</td>
<td>DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER</td>
<td>DEC 2012</td>
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<tr>
<td>52.214-34</td>
<td>SUBMISSION OF OFFERS IN THE ENGLISH LANGUAGE</td>
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<tr>
<td>52.215-16</td>
<td>FACILITIES CAPITAL COST OF MONEY</td>
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<td>52.215-22</td>
<td>LIMITATIONS ON PASS-THROUGH CHARGES—IDENTIFICATION OF SUBCONTRACT EFFORT</td>
<td>OCT 2009</td>
</tr>
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</table>

L.2. 52.216-27 SINGLE OR MULTIPLE AWARDS (OCT 1995)

The Government may elect to award a single delivery order contract or task order contract or to award multiple delivery order contracts or task order contracts for the same or similar supplies or services to two or more sources under this solicitation.

L.3 52.215-1 INSTRUCTIONS TO OFFERORS—COMPETITIVE ACQUISITION (JAN 2004)

(a) Definitions. As used in this provision—

“Discussions” are negotiations that occur after establishment of the competitive range that may, at the Contracting Officer’s discretion, result in the offeror being allowed to revise its proposal.

“In writing,” “writing,” or “written” means any worded or numbered expression that can be read, reproduced, and later communicated, and includes electronically transmitted and stored information.

“Proposal modification” is a change made to a proposal before the solicitation’s closing date and time, or made in response to an amendment, or made to correct a mistake at any time before award.

“Proposal revision” is a change to a proposal made after the solicitation closing date, at the request of or as allowed by a Contracting Officer as the result of negotiations.

“Time,” if stated as a number of days, is calculated using calendar days, unless otherwise specified, and will include Saturdays, Sundays, and legal holidays. However, if the last day falls on a Saturday, Sunday, or legal holiday, then the period shall include the next working day.
(b) Amendments to solicitations. If this solicitation is amended, all terms and conditions that are not amended remain unchanged. Offerors shall acknowledge receipt of any amendment to this solicitation by the date and time specified in the amendment(s).

(c) Submission, modification, revision, and withdrawal of proposals. (1) Unless other methods (e.g., electronic commerce or facsimile) are permitted in the solicitation, proposals and modifications to proposals shall be submitted in paper media in sealed envelopes or packages (i) addressed to the office specified in the solicitation, and (ii) showing the time and date specified for receipt, the solicitation number, and the name and address of the offeror. Offerors using commercial carriers should ensure that the proposal is marked on the outermost wrapper with the information in paragraphs (c)(1)(i) and (c)(1)(ii) of this provision.

(2) The first page of the proposal must show—
   (i) The solicitation number;
   (ii) The name, address, and telephone and facsimile numbers of the offeror (and electronic address if available);
   (iii) A statement specifying the extent of agreement with all terms, conditions, and provisions included in the solicitation and agreement to furnish any or all items upon which prices are offered at the price set opposite each item;
   (iv) Names, titles, and telephone and facsimile numbers (and electronic addresses if available) of persons authorized to negotiate on the offeror’s behalf with the Government in connection with this solicitation; and
   (v) Name, title, and signature of person authorized to sign the proposal. Proposals signed by an agent shall be accompanied by evidence of that agent’s authority, unless that evidence has been previously furnished to the issuing office.

(3) Submission, modification, revision, and withdrawal of proposals. (i) Offerors are responsible for submitting proposals, and any modifications or revisions, so as to reach the Government office designated in the solicitation by the time specified in the solicitation. If no time is specified in the solicitation, the time for receipt is 4:30 p.m., local time, for the designated Government office on the date that proposal or revision is due.

   (ii)(A) Any proposal, modification, or revision received at the Government office designated in the solicitation after the exact time specified for receipt of offers is “late” and will not be considered unless it is received before award is made, the Contracting Officer determines that accepting the late offer would not unduly delay the acquisition; and—

      (1) If it was transmitted through an electronic commerce method authorized by the solicitation, it was received at the initial point of entry to the Government infrastructure not later than 5:00 p.m. one working day prior to the date specified for receipt of proposals; or

      (2) There is acceptable evidence to establish that it was received at the Government installation designated for receipt of offers and was under the Government’s control prior to the time set for receipt of offers; or

      (3) It is the only proposal received.

   (B) However, a late modification of an otherwise successful proposal that makes its terms more favorable to the Government, will be considered at any time it is received and may be accepted.

   (iii) Acceptable evidence to establish the time of receipt at the Government installation includes the time/date stamp of that installation on the proposal wrapper, other documentary evidence of receipt maintained by the installation, or oral testimony or statements of Government personnel.
(iv) If an emergency or unanticipated event interrupts normal Government processes so that proposals cannot be received at the office designated for receipt of proposals by the exact time specified in the solicitation, and urgent Government requirements preclude amendment of the solicitation, the time specified for receipt of proposals will be deemed to be extended to the same time of day specified in the solicitation on the first work day on which normal Government processes resume.

(v) Proposals may be withdrawn by written notice received at any time before award. Oral proposals in response to oral solicitations may be withdrawn orally. If the solicitation authorizes facsimile proposals, proposals may be withdrawn via facsimile received at any time before award, subject to the conditions specified in the provision at 52.215-5, Facsimile Proposals. Proposals may be withdrawn in person by an offeror or an authorized representative, if the identity of the person requesting withdrawal is established and the person signs a receipt for the proposal before award.

(4) Unless otherwise specified in the solicitation, the offeror may propose to provide any item or combination of items.

(5) Offerors shall submit proposals in response to this solicitation in English, unless otherwise permitted by the solicitation, and in U.S. dollars, unless the provision at FAR 52.225-17, Evaluation of Foreign Currency Offers, is included in the solicitation.

(6) Offerors may submit modifications to their proposals at any time before the solicitation closing date and time, and may submit modifications in response to an amendment, or to correct a mistake at any time before award.

(7) Offerors may submit revised proposals only if requested or allowed by the Contracting Officer.

(8) Proposals may be withdrawn at any time before award. Withdrawals are effective upon receipt of notice by the Contracting Officer.

(d) Offer expiration date. Proposals in response to this solicitation will be valid for the number of days specified on the solicitation cover sheet (unless a different period is proposed by the offeror).

(e) Restriction on disclosure and use of data. Offerors that include in their proposals data that they do not want disclosed to the public for any purpose, or used by the Government except for evaluation purposes, shall—

(1) Mark the title page with the following legend:

“This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed— in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of—or in connection with—the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets [insert numbers or other identification of sheets];” and

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

“Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.”

(f) Contract award. (1) The Government intends to award a contract or contracts resulting from this solicitation to the responsible offeror(s) whose proposal(s) represents the best value after evaluation in accordance with the factors and subfactors in the solicitation.

(2) The Government may reject any or all proposals if such action is in the Government’s interest.
(3) The Government may waive informalities and minor irregularities in proposals received.

(4) The Government intends to evaluate proposals and award a contract without discussions with offerors (except clarifications as described in FAR 15.306(a)). Therefore, the offeror’s initial proposal should contain the offeror’s best terms from a cost or price and technical standpoint. The Government reserves the right to conduct discussions if the Contracting Officer later determines them to be necessary. If the Contracting Officer determines that the number of proposals that would otherwise be in the competitive range exceeds the number at which an efficient competition can be conducted, the Contracting Officer may limit the number of proposals in the competitive range to the greatest number that will permit an efficient competition among the most highly rated proposals.

(5) The Government reserves the right to make an award on any item for a quantity less than the quantity offered, at the unit cost or prices offered, unless the offeror specifies otherwise in the proposal.

(6) The Government reserves the right to make multiple awards if, after considering the additional administrative costs, it is in the Government’s best interest to do so.

(7) Exchanges with offerors after receipt of a proposal do not constitute a rejection or counteroffer by the Government.

(8) The Government may determine that a proposal is unacceptable if the prices proposed are materially unbalanced between line items or sub-line items. Unbalanced pricing exists when, despite an acceptable total evaluated price, the price of one or more contract line items is significantly overstated or understated as indicated by the application of cost or price analysis techniques. A proposal may be rejected if the Contracting Officer determines that the lack of balance poses an unacceptable risk to the Government.

(9) If a cost realism analysis is performed, cost realism may be considered by the source selection authority in evaluating performance or schedule risk.

(10) A written award or acceptance of proposal mailed or otherwise furnished to the successful offeror within the time specified in the proposal shall result in a binding contract without further action by either party.

(11) If a post-award debriefing is given to requesting offerors, the Government shall disclose the following information, if applicable:

(i) The agency’s evaluation of the significant weak or deficient factors in the debriefed offeror’s offer.

(ii) The overall evaluated cost or price and technical rating of the successful and the debriefed offeror and past performance information on the debriefed offeror.

(iii) The overall ranking of all offerors, when any ranking was developed by the agency during source selection.

(iv) A summary of the rationale for award.

(v) For acquisitions of commercial items, the make and model of the item to be delivered by the successful offeror.

(vi) Reasonable responses to relevant questions posed by the debriefed offeror as to whether source-selection procedures set forth in the solicitation, applicable regulations, and other applicable authorities were followed by the agency.

(End of provision)
L.4  52.216-1 TYPE OF CONTRACT (APR 1984)

   The Government contemplates award of several Indefinite-Quantity Contracts (IQC) resulting from this solicitation under which both firm-fixed price and cost reimbursement task orders may be issued.

L.5  52.233-2 SERVICE OF PROTEST (SEPT 2006)

   (a) Protests, as defined in Section 33.101 of the Federal Acquisition Regulation, that are filed directly with an agency, and copies of any protests that are filed with the Government Accountability Office (GAO), shall be served on the Contracting Officer (addressed as follows) by obtaining written and dated acknowledgment of receipt from:

   Abdullah Akbar
   Contracting Officer

   Hand-carried address: Office of Acquisition and Assistance
   Mailing address: USAID/Afghanistan
   USAID/Afghanistan
   East Side Compound
   American Embassy Kabul
   Great Massoud Road
   Kabul, Afghanistan

   (b) The copy of any protest shall be received in the office designated above within one day of filing a protest with the GAO.

   Another copy of the protest must be sent to GC/LE, Attn: William Buckhold, Fax: (202) 216-3058.

L.6  GENERAL INSTRUCTIONS TO OFFERORS

   (a) **Multiple Awards.** The U. S. Government anticipates awarding an estimated four IQCs, two of which are anticipated to be awarded to unrestricted offerors, one award to a U.S. women-owned small business, and one award to an Afghan firm. In responding to the technical and cost proposal requirements of this RFP, the unrestricted offerors (including U.S. women-owned small businesses) are required to demonstrate the capacity to perform the services pertaining to Components 1, 2 and 3 specifically, and Component 4 in general, (capacity to perform Component 4 in more detail will be in Task Order 2 (Attachment J.17), and to demonstrate past performance relevant to similar procurement and work requirements for each of the four PROMOTE Components. In addition, all unrestricted offerors and U.S. women-owned small businesses are required to respond to the technical and cost proposal requirements of Task Order 2, (See Attachment J.17).

   In responding to the technical and cost proposal requirements of this RFP, Afghan firms are required to demonstrate the capacity to perform the services pertaining to Components 1, 2, 3 and 4, and to demonstrate past performance relevant to similar procurement and work requirements for each
of the four PROMOTE Components. In addition, Afghan firms are required to respond to the technical and cost proposal requirements of Task Order 1, (See Attachment J.16).

In responding to this solicitation, offerors should carefully review the instructions in this section and the instructions in the applicable Task Order.

The Agency reserves the right to award more or fewer IQC awards. USAID anticipates awarding two task orders shortly after award of the IQCs, i.e., Task Order 1 – Baseline Data Collection services, estimated at $800,000, which will be set-aside for the top-ranked, if applicable, Afghan firm; and Task Order 2 – Women’s Leadership Development (Component 4), with an estimated cost in the range of $40 million to $42 million, awarded to the top-ranked, if applicable, offeror, which could be either an unrestricted offeror or U.S. women-owned small business.

Standard Form 33 - Solicitation, Offer and Award, will be the instrument used in the solicitation and award of the four (4) anticipated Indefinite Quantity Contracts under this RFP. Standard Form 1447 - Solicitation/Contract, will be the instrument used in the award of the initial two and all subsequent Task Orders issued under the IQC contracts.

(b) RFP Instructions. If an Offeror does not follow the instructions set forth herein, the Offeror's proposal may be eliminated from further consideration or the proposal may be down-graded and not receive full or partial credit under the applicable evaluation criteria. Offerors must be registered online at www.sam.gov prior to award; see FAR 52.204-7 Central Contractor Registration (DEC 2012).

If an Offeror does not understand the instructions in this Solicitation, then the offeror should write to the Contracting Officer and seek clarification. NO QUESTIONS WILL BE ANSWERED BY PHONE AND ALL QUESTIONS MUST BE IN WRITING AND DIRECTED TO THE CONTRACTING OFFICER. Answers to questions that are not presented as an amendment to this RFP are considered informal and shall not bind the Government.

(c) Accurate and Complete Information. Offerors must set forth full, accurate and complete information as required by this RFP. The penalty for making false statements to the Government is prescribed in 18 U.S.C. 1001.

(d) Pre-award Survey. USAID reserves the right to perform a pre-award survey which may include, but is not limited to: (1) offeror’s ability to perform the contract duties under the project conditions; (2) a review of the Contractor’s financial condition, accounting system, business and personnel procedures; and (3) site visits to the Contractor’s facilities.

(e) Offer Acceptability. The Government may determine an offer to be unacceptable if the offer does not comply with all of the terms and conditions of the RFP and prospective contract:

1. Completion of Standard Form 33 and 1447;
2. Submission of proposed costs/prices and indirect cost information as required by Section B and L of this RFP;
3. Completion of the "Representations, Certifications, and Other Statements of Offerors" in Section K; and the electronic version provided online thru the System for Award Management (SAM) at www.sam.gov (see FAR 52.204-7 Central Contractor Registration (DEC 2012));
4. Submission of information required by Section L or any other section of this RFP. The submission of these items in accordance with these instructions will, if the Government accepts the
Request for Proposal

offer, contractually bind the Government and the successful Offeror to the terms and conditions of the prospective contract. Offerors shall follow the instructions contained in this RFP and supply all information and signature/certifications, as required.

(f) **Proposal Preparation Costs.** The U.S. Government will not pay for any proposal preparation costs.

(g) **Pre-Proposal Conference.** USAID will conduct a pre-proposal conference limited to the Baseline Data Collection Services Request for Task Order Proposals (RFTOP). The pre-proposal conference is scheduled for August 15, 2013, from 9:00 to 12:00 AM. Further information regarding the registration requirements and location will be posted as an RFP amendment. The Baseline Data Collection Services RFTOP is restricted to Afghan firms, who are encouraged to attend.

(h) Pursuant to Block 12 of Standard Form 33 of this RFP, Offerors are requested to extend the period for acceptance of offers to at least 60 calendar days from the date for receipt of offers specified in Block 9 of SF 33.

(i) Questions in response to this solicitation must be submitted as specified in the cover letter with a subject line of RFP SOL-306-13-000033 PROMOTE IQC. The CO has the discretion to respond or not respond to questions received after the question deadline.

**L.7 DELIVERY INSTRUCTIONS**

(a) Electronic copies of proposals submitted in response to this RFP will be received in the following manner: kabulaidoaamailbox@usaid.gov

(b) **Closing Date and Time.** The electronic submission of proposals in response to this RFP shall be transmitted for purposes of receipt to the above address and not later than the date stated in Block 9 of the SF 33 cover of this Solicitation, by 11:00 AM (Kabul time).

(c) The information requested below must be included in the subject line of the electronic submission as follows:

RFP No.: SOL-306-13-000033
PROMOTE IQC Proposal
Technical Proposal 1 of 2, 2 of 2, etc.

Technical and Cost/Business Proposals must be kept separate from each other. Technical Proposals must not make reference to pricing data in order that the technical evaluation may be made strictly on the basis of technical merit.

(d) **Number of hard copies.** No hard copies of proposals are being accepted for this solicitation.

(e) **Electronic Submission.** Submission of proposals by email attachments is the only method of transmission subject to the following understanding:
• The USAID email gateway accepts messages whose total size with attachments is 8MB (no zipped or compressed files);
• An email proposal must be submitted to “kabulaidoaamailbox@usaid.gov”, the subject line of the email must contain the solicitation number RFP No.SOL-306-13-000033, “PROMOTE IQC;”
• Acceptable native file formats are Microsoft Office Suite applications (.doc, .xls, or Adobe Acrobat (.pdf);
• Time of receipt of the email is the USAID email gateway time-stamped of the message header; and
• Respondents are encouraged to request a return receipt.

Sections L.8 – L.9 apply to the IQC RFP

L.8 INSTRUCTIONS FOR THE PREPARATION OF THE TECHNICAL PROPOSAL FOR THE PROMOTE COMPONENTS (BASIC IQC)

L.8(a) Organization of Technical Proposal

Offerors must organize the Technical Proposal to follow the technical evaluation criteria listed in Section M.

L.8(b) Initial Evaluation

All unrestricted Offerors and U.S. women-owned small businesses will be evaluated for three IQC awards and associated Task Order for the Women’s Leadership Development component, (See Attachment J.17). All Afghan firms will be evaluated for the set-aside award of an IQC contract and associated Task Order for the Baseline Data Collection services, (See Attachment J.16). The evaluation criteria outlined in Section M.2 applies to all offerors.

L.8(c) Format of Technical Proposal

The Technical Proposal shall be written in English and typed on A4 or 8 1/2” x 11” paper (210mm by 297mm), single spaced, 12 point, Times New Roman font, with margins no less than one inch on each border with each page numbered consecutively. The technical proposal in response to this solicitation and the two RFTOPS for Task Orders 1 and 2, (See Attachment J.16 and J.17), is limited to fifty (50) pages, ten (10) pages for the IQC technical proposal and forty (40) pages for the Task Order technical proposals. Pages that exceed the page limit indicated above will not be evaluated. As appropriate up to two fold out pages (up to 11 x 17 inches) may be used to present any graphs, charts, and/or tables larger than A4 or 8 1/2" x 11". Graphs, charts, and tables larger than A4 or 8 1/2" x 11" shall be included as an attachment. Text attachments shall adhere to the same formatting specifications given above. For visual clarity, graphs, charts and/or tables may make use of Arial font with a minimum size 10. All information Offerors believe to be essential to their IQC proposal from annexes should be summarized in the technical proposal. Technical proposals for this IQC RFP must contain the following, and must be organized in the following order:

1. Cover Page (not included in the 10 page limit)
2. Table of Contents (not included in the 10 page limit)
   The table of Contents must list sections and Annexes with page numbers.

3. Acronym list (not included in the 10 page limit)

4. Executive Summary (must not exceed 2 pages (not included in the 10 page limit)

5. Technical Proposal (10 page limit)
   (1) Past Performance (included in the 10 page limit)
   (2) Development of Other Relationships (included in the 10 page limit)

6. Annexes (all Annexes are not included in the 10 page limit)
   Annex 1: Past Performance Annex
   (a) Samples of relevant executed projects, references, quality rewards/certifications,
       extraordinary circumstances, Reference L.8 (d) i and ii below; each project must be listed
       separately, (each project must not exceed 3 pages each)
   (b) If applicable, samples of utilization of small businesses in past contracts: Reference: L.8
       (d) iii, below; each project must be listed separately (each project must not exceed 3
       pages)
   Annex 2: Other charts, attachments. Offeror may wish to provide (must not exceed 5 pages in
   total). (Will not be evaluated)

Also not included in the 10 page limit:
- Dividers between sections
- Small Disadvantaged Business (SDB) Participation Program Subcontracting Plan and
  Targets, if applicable
- AID 321-1 Mentor-Protégé Application, if applicable

L.8(d) Contents of the Technical Proposal for the PROMOTE Components (Basic IQC)

The Technical Proposal in response to the service requirements identified as the PROMOTE
Components, must address the Offeror’s capacity to perform the services pertaining to all four (4)
PROMOTE components, outlined in Section C- Statement of Work of the RFP, and demonstrate past
performance relevant to similar procurement and work requirements for each of the four PROMOTE
Components. The technical proposal for the Basic IQC must include the information set forth below.

1. Past Performance [See Section M.2 (a) (2); M.2 (c) (2)]
   (a) The offeror (including all partners of a joint venture) must provide past performance
   information for itself and major subcontractors. (“Major” is any business relationship
   to implement task order requirements that are projected to be valued at more than 20%
   of the anticipated contract value or performs a critical activity). Narrative past
   performance information for the basic IQC must demonstrate past performance that is
   relevant to developing strong, demand-driven technical skills, plus senior level
   management and leadership abilities, facilitating women’s entry and advancement into
   mid-level positions in government, the private sector and civil society. In addition,
   Offerors must provide the following information:

   (i) List in an annex to the technical proposal, (See Annex 2), up to five (5) of the most recent
   and relevant contracts or grants for efforts similar to the work specified in Section C of the
RFP in the past three (3) years. The most relevant indicators of performance are awards which contain similar services provided in countries with similar operational, socio-economic, political, and cultural characteristics to Afghanistan, and the currency of the performance.

(ii) Provide for each of the contracts and assistance mechanisms listed above a list of contact names (three [3] names at a minimum), job titles, mailing addresses, phone numbers, e-mail addresses, and a description of the performance to include:

(A) Scope of work or complexity/diversity of tasks,
(B) Primary location(s) of work,
(C) Term of performance,
(D) Skills/expertise required,
(E) U.S. dollar value, and
(F) Contract type, i.e., fixed-price, cost-reimbursement, etc.

(iii) Those offerors applying under the unrestricted category must provide information demonstrating utilization of small businesses in past contracts. Offerors must use L.8(d) (1) (ii) format to provide subcontractor information for three (3) subcontracts, and also state the prime contract values for each.

(USAID recommends that you alert the contacts that their names have been submitted and that they are authorized to provide past performance information concerning the listed contracts if and when USAID requests it.)

(b) If extraordinary problems impacted any of the referenced contracts, provide a short explanation and the corrective action taken (FAR 15.305 (a) (2).

(c) Describe any quality awards or certifications that indicate exceptional capacity to provide the service or product described in the Statement of Work. This information is not included in the page limitation.

(d) Performance in using Small Business (SB) Concerns (as defined in FAR 19.001).

(1) This section (d) is not applicable to offers from small business concerns.
(2) As part of the evaluation of performance in Section M.2 (a) (2); M.2 (c) (2) of this solicitation, USAID will evaluate the extent you used and promoted the use of small business concerns under current and prior contracts. The evaluation will assess the extent small business concerns participated in these contracts relative to the size/value of the contracts, the complexity and variety of the work small business concerns performed, and compliance with your SB subcontracting plan or other similar small business incentive programs set out in your contract(s).
(3) In order for USAID to fully and fairly evaluate performance in this area, all offerors who are not small business concerns must do the following:

(A) Provide a narrative summary of your organization’s use of small business concerns over the past three years. Describe how you actually use small businesses—as subcontractors, as joint venture partners, through other
teaming arrangements, etc. Explain the nature of the work small businesses performed—substantiate technical professional services, administrative support, logistics support, etc. Describe the extent of your compliance with your SB subcontracting plan(s) or other similar SB incentive programs set out in your contract(s) and explain any mitigating circumstances if goals were not achieved.

(B) To supplement the narrative summary in (A), provide a list of the recent (last 3 years) contracts for which you submitted subcontract reports to eSRS (FAR 52.219-9(d) (10) and a copy of any similarly recent subcontracting reports if they were not submitted to eSRS.

(C) Provide the names and addresses of three SB concerns for us to contact for their assessment of your performance in using SB concerns. Provide a brief summary of the type of work each SB concern provided to your organization, and the name of a contact person, his/her title, phone number, and e-mail address for each.

USAID reserves the right to obtain past performance information from other than the sources identified by the offeror/major subcontractor, including any firms, individuals, or government agencies, not provided by the offeror. USAID shall determine the relevance of similar past performance information. Past performance information will be used for both the responsibility determination and best value decision.

2. Development of Other Relationships [See Section M.2 (a) (3)]

Per Section B.3 Minimum Obligation Amount, for those unrestricted category offerors, and U.S. women-owned small business restricted offerors receiving an award under this IQC RFP, other than the top-ranked offeror awarded Task Order 2, the minimum guarantee of $50,000 may be used to establish “Other Relationships” as described in Section C.8.6 of the IQC and Section C.10.4 Coordination With Other Entities in the Women’s Leadership Development RFTOP (Attachment J.17). Offerors are required to propose and price, (in the cost/business proposal), how they will utilize the minimum guaranteed amount of $50,000 upon award of an IQC contract. Offeror must describe if they currently have a presence or not in Afghanistan, their staffing requirements and technical approach to establishing the relationships expressed in Sections C.8.6 and C.10.4 of Task Order 2.

L.9 INSTRUCTIONS FOR THE PREPARATION OF THE COST/BUSINESS PROPOSAL

USAID will evaluate the business proposals submitted by the offerors to include an illustrative budget and narrative for Components 1, 2, 3 and 4 of the IQC, and the budget and supporting narrative for Task Orders 1 and 2, including any or all business required information.

The portion of the Cost/Business Proposal responding to the IQC must contain the following components in the order set forth herein. Offerors must organize their cost proposal in a logical and orderly manner. Proposals must include sufficient detail and be organized in a manner that facilitates detailed cost analysis by USAID. The budget shall be submitted in an unprotected Microsoft Excel worksheet. Cost/price is evaluated separately from the technical proposal, and is not rated.
The following cost categories should be considered as anticipatory costs amounting to the total ceiling amount level of $416,000,000.

Overall Cost Categories - The overall categories of costs for this RFP are LABOR COSTS, OVERHEAD COSTS, TRAVEL, TRANSPORTATION & PER DIEM COSTS, OTHER DIRECT COSTS, PROJECT SUPPORT COSTS, HOME OFFICE COSTS, GRANTS UNDER CONTRACT COSTS, OTHER DIRECT COST ITEMS and FIXED FEE.

Outline of Major Elements of Cost - The Major Elements of Cost for this RFP are outlined below. Offeror cost proposals should be organized to mirror the budget structure that appears below. If in the offeror’s cost-accounting structure a Major Element of Cost is not part of the base against which indirect costs are calculated (e.g., subcontracts), that element should be moved to the OTHER DIRECT COST ITEMS category when preparing the proposed budget. A description of each Major Element of Cost follows the outline.

**LABOR COSTS**

- Direct Long-Term Labor (Expatriate)
- Direct Long-Term Labor (Local)
- Direct Short-Term Labor (Expatriate)
- Direct Short-Term Labor (Local)
- Local Staff
- Home Office
- Fringe Benefits
- Allowances

**OVERHEAD**

- Overhead
- G & A
- Other Direct Costs

**TRAVEL, TRANSPORTATION & PER DIEM**

- Assignment to Post and Entitlement
- International Travel
- Local Travel
- Per Diem
- Transportation of Household Effects, etc.

**OTHER DIRECT COSTS**

- Field Office
- Communications and Misc. Offices
- Expendable Equipment and Supplies
- Vehicles and Non-Expendable Equipment
- Housing, Utilities, Security & Personnel Support Costs
PROJECT SUPPORT COSTS

Commodities
Training
Other

HOME OFFICE COSTS

Communication
Other Costs

GRANTS UNDER CONTRACT

U.S. Grantees
Local Grantees

OTHER DIRECT COSTS ITEMS

Insurance
Medical Exams

FIXED FEE

DESCRIPTION OF THE MAJOR COST ELEMENTS

LABOR COSTS

Salary and Wages - Direct salaries and wages will be proposed in accordance with the Offeror’s proposed personnel policies. Unit costs for each proposed position, key or not, will be expressed in an amount per work day with the corresponding level of effort required for the position (number of work days) and then calculated to a total cost for each cost period where the salary would be applicable. USAID Form 1420 Biographical Data Sheets are required for all long term, short term expatriate personnel and all long term cooperating country personnel being proposed. The budget narrative must provide a discussion of the estimated annual escalation of all salaries where applicable. Note that all proposed contractor salaries are subject to the Contractor Salary Threshold (CST) as described in the agency’s Automated Directives System (ADS) and that the U.S. Embassy’s Local Compensation Plan is a key reference document for determining the reasonableness of local salaries & wages.
**Long-Term and Short-Term Staff** - Personnel who are recruited and hired internationally, are generally treated as employees of the offeror, are subject to the offeror’s personnel and other policies, and who receive fringe benefits.

**Local Staff** - Personnel who are recruited and hired locally, within Afghanistan, are generally treated as employees of the offeror, are subject to the offeror’s personnel and other policies, and who receive fringe benefits.

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

**Allowances** - Allowances will be broken down by specific type and by person. Allowances will be in accordance with the Offeror’s policies and the applicable regulations and policies. The Independent Government Cost Estimate for these services includes allowance limits established by the U.S. Department of State. The allowance caps include the following:

- Post Differential (35%)
- Danger Pay (35%)

**OVERHEAD COSTS**

**Indirect Costs** - The Offeror and each proposed major subcontractor must include a complete copy of its most current Negotiated Indirect Cost Rate Agreement (NICRA) or other documentation from its cognizant Government Audit Agency, if any, stating the most recent final indirect cost rates.

**TRAVEL, TRANSPORTATION & PER DIEM**

**Travel, Transportation and Per Diem** - Refers to the cost to deploy International Staff to and from Afghanistan in order to work. Examples of such travel costs include the initial deployment to Afghanistan, travel for breaks, or other such travel proposed as allowable, reimbursable costs in the offeror’s cost proposal. The cost proposal will indicate the number of trips and the estimated costs per trip. Specify the origin and destination for each proposed trip, duration of travel, and number of individuals traveling. Per Diem will be based on the Offeror's normal travel policies (Offerors may choose to refer to the Federal Standardized Travel Regulations for cost estimates).

**OTHER DIRECT COSTS**

**Non Expendable Property** – refers to a list of proposed non-expendable property purchases. Specify all equipment to be purchased, including the type of equipment, the manufacturer, the unit cost, the number of units to be purchased and the expected geographic source. Goods and services provided by
the Offerors under this USAID-financed award are expected to be subject to the 937 Geographic Code. The definition for non-expendable property is found at AIDAR 752.245-71 (a).

**Equipment and Supplies** - Specify all materials and supplies expected to be purchased, including type, unit cost and units.

**Communications** - Specific information regarding the type of communication cost at issue (i.e. mail, telephone, cellular phones, internet etc.) must be included in order to allow for an assessment of the realism and reasonableness of these types of costs.

**Direct Facilities Costs** - Specific information regarding the cost of any facilities needed to perform program activities. The information provided will include the unit cost (rent), the time period the facilities are needed and the number of facilities. Only facilities that directly benefit the program activities will be included in this category; all other facility costs will be included in the indirect cost category.

**Other Direct Costs** - This includes report preparation costs, passports and visas fees, medical exams and inoculations, insurance (other than insurance included in the Offeror's fringe benefits), as well as any other miscellaneous costs, which directly benefit the program proposed by the Offeror. The narrative will provide a breakdown and support for all other direct costs. If seminars and conferences are included, the Offeror must indicate the subject, venue and duration of proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs.

**Subcontracts** - Information sufficient to determine the reasonableness of the cost of each specific subcontract and consultant expected to be hired must be included. Similar information will be provided for all consultants as is provided under the category for personnel. NOTE: For the purposes of the business proposal, a major subcontractor is considered one whose proposed cost exceed 20 percent of the anticipated contract value, or performs a critical activity. Note that if the offeror’s approved cost structure does not include subcontracts in the base against which the indirect costs rate is applied, offeror’s should move this Major Element of Cost to appear in the OTHER DIRECT COSTS ITEMS section.

**Security** - Security cost will at a minimum address the following:
- Personal Security Detail
- Security and Security Related Communication Equipment
- Security training
- Static Guard Services
- Fully Armored Vehicles and/or Light Armored Vehicles (Property authorized and in accordance with ADS 563)
- Personal Protection Equipment (helmets, flak jackets, etc.) and/or security modifications to residential and office facilities, including but not limited to protective barriers, e.g. blast walls.

**Note:** A Security Plan is not applicable at the IQC level.
Grants Under Contracts (GUCs) - No fee is allowable as applied to GUCs. A fixed-fee is allowed under this contract, although fees will not be allowed for grants under contracts. Furthermore, USAID will not make advance payments; however, as described in FAR 32, USAID may consider using a Letter of Credit (LOC) for the GUC portion of the contract. If the contractor suggests the use of a LOC, the contractor shall justify its use, specifically with the programmatic benefits of such financing.

The contractor may propose creative ways to utilize grant funds such as fixed obligation grants, grants of equipment or supplies, subsidy to reduce risk of adopting new technologies, and micro-grants. Creativity is expected in the use of this fund to support Afghan initiatives and institutions in line with the objective of the program.

Note: Grants Under Contracts (GUCS) is not applicable at the IQC level, but still must be cost allocated at the task order level.

Fixed Fee - In accordance with FAR 15.404, fee should be explained based upon the applicable factors of technical, management, support for Federal socioeconomic programs, contractor cost risk, contractor effort, and cost control and other past accomplishments, independent development, and capital investments. Any additional factors may be discussed as a basis for fee.

(a) Part 1 - Standard Form (SF) 33: The offeror must submit the cover page (Section A) of this Solicitation, Standard Form 33, “Solicitation, Offer, and Award”, with blocks 12 through 18 completed, with an original signature of a person authorized on behalf of the Offeror to sign the offer.

(b) Part 2 - Cost Breakdown and Narrative Basis of Estimates: The Offeror must provide sufficient numeric and narrative details for the proposed illustrative budget to allow for a complete analysis and understanding. Offeror is to utilize the Budget Summary Spreadsheet: Dollar Cost, Budget Summary Spreadsheet: Level of Effort, and Budget Summary Spreadsheet: Subcontractor Dollar Cost, attached as Annex 8. The Offeror may also include an executive summary in the cost/business proposal.

1. Offeror must demonstrate that its estimating process/business assumptions are clear and concise and should focus on costs the offeror will incur in planning and implementing Components 1, 2, 3 and 4. Air transportation services currently being provided by USAID for its implementing partners through Embassy Air, will either be unavailable or available to a limited number of locations subject to costs, as of October 1, 2013. Offeror should determine the need for and use of air transportation services in its proposed budget and budget narrative through commercial air or charter services. The Offeror shall clearly identify any proprietary information contained in the proposal. Offeror should identify any assumptions made in its proposal.

2. The Offeror must propose Ceiling Indirect Cost Rates for all of its indirect cost categories, unless the Offeror does not have a Negotiated Indirect Cost Rate Agreement. Ceiling Indirect Cost Rates set forth in Sections B.8 and B.9 of the IQC. Offerors must provide in their Cost/Business Proposal all data required for insertion in Sections B.8 and B.9.
(3) The Offeror must propose Ceiling on Fixed Fee for both the Offeror and all proposed Major Subcontractors as set forth in Section B.11 of the IQC. Offerors are reminded to propose one ceiling rate for the entire contract.

(c) **Part 3 - Indirect Cost Information/Business Systems**

(1) Offeror and each proposed major subcontractor must include a complete copy of their most current Negotiated Indirect Cost Rate Agreement (NICRA) or other documentation from their cognizant Government Audit Agency, if any, stating the most recent final indirect cost rates. The proposal must also include the name and address of the Government Audit Agency, and the name and telephone number of the auditor.

(2) Offeror must provide the status of all Offeror and major subcontractor business systems. If Offeror business systems are approved or determined to be adequate by the Government, Offeror must provide a copy of approval letters from the cognizant Government approving authority. At a minimum, Offeror must provide status on the following business systems:
   (i) Accounting system
   (ii) Estimating system
   (iii) Purchasing system

(d) **Part 4 - Representations, Certifications, and Other Statements of Offerors**

(1) Offerors must ensure they are registered with SAM (www.sam.gov) prior to award per FAR part 4.

(2) Offerors are required to complete Section K, “Representations, Certifications, and Other Statements of Offerors,” for the Offeror and all subcontractors where the subcontract is expected to exceed $100,000.

(e) **Part 5 - Policies and Procedures:** If the Offeror does not have prior Federal contracting experience, offeror must submit a copy of its personnel policies, especially regarding salary and wage scales, fringe benefits, merit increases, promotions, leave, differentials, travel and per diem regulations, etc.

(f) **Part 6 - Information Concerning Workday, Workweek, and Paid Absences**

(1) The offeror and each proposed major subcontractor must indicate the number of hours and days in its normal workday and its normal workweek, both domestically and overseas, for employees and consultants. In addition, the offeror and each proposed major subcontractor must- indicate how paid absences (US holidays, local holidays, vacation and sick, other) are costed/recovered in its accounting system.

(2) A standard work-year, including paid absences (holidays, vacations, and sick leave) is 2,080 hours (260 days x 8 hours per day). However, some organizations do not have an 8-hour workday, and some accounting systems normally provide for direct recovery of paid absences by using a work-year of less than 2,080 hours to compute individuals’ unburdened daily rates. The offeror and major subcontractors must describe their workday and workweek policies.
The offeror must fully describe the workday and workweek policies and the method of accounting for paid absences for the offeror and major subcontractors. This information will be incorporated into the contract in Section J.

(g) Part 7 - Subcontracting Plan and Small Business Concerns

If the Offeror is other than a small business, it must submit a Subcontracting Plan (See Attachment J.6). Submitted plans must address subcontracting with small business (SB), veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns. This plan will be the equivalent of a master subcontracting plan for the overall contract.

USAID's subcontracting goals for Fiscal Year 2013 are:

Small Business: 26.5%

Service Disabled Veteran Owned Small Business (SDVOSB): 3.0%

Historically Underutilized Business Zone Small Business (HUBZone): 3.0%

Small Disadvantaged Business (SDB): 5.0%

Woman Owned Small Business (WOSB): 5.0%

Subcontracting Plans that reflect goals that are below the agency goals must provide the rationale for not meeting one or more of the goals. Offerors are encouraged to provide maximum practicable opportunities for U.S. Small Business Subcontractors and to exceed USAID’s subcontracting goals. Subcontracting Plans should address the market research efforts of prime Contractors.

Subcontracting plans need to provide both dollar goals and percentage goals. Subcontracting plans must address each of the subcontracting goals and all the required elements of Federal Acquisition Regulation 19.704. A model subcontracting plan that can be utilized by prime Contractors can be downloaded from: http://www.usaid.gov/business/small_business/subcontracting-program.

(h) Part 8 - Joint Venture Information: If two or more parties have formed a partnership or joint venture (see FAR Subpart 9.6), for the purposes of submitting a proposal under this Solicitation and, if selected, would perform the contract as a single entity, they must submit, as an attachment to the Cost/Business Proposal, the Corporate Charter, By-Laws, or Joint Venture or Partnership Agreement. In addition, the teaming arrangements must be identified, company relationships must be fully disclosed, and respective responsibilities and method of work must be expressly stipulated. The joint venture or partnership agreement must include a full discussion of the relationship between the organizations, including identification of the organization, which will have responsibility for negotiating task orders under the resultant contract, which organization will have accounting responsibility, how work will be allocated, and profit or fee, if any, shared. In addition, all principles
to the joint venture or partnership agreement must agree to joint and several liability for the acts or omissions of the other.

(i) Part 9 - Evidence of Responsibility: The Prime Contractor and subcontractor(s) providing at least 20% of the labor shall submit sufficient evidence of responsibility for the Contracting Officer to make an affirmative determination of responsibility pursuant to the requirements of FAR Subpart 9.104-1. If the offeror fails to submit sufficient evidence for the Contracting Officer to make an affirmative determination of responsibility, then the Contracting Officer may make a determination of non-responsibility and be precluded from awarding a contract to that offeror. However, in the case of a small business Offeror, the Contracting Officer will comply with FAR 19.6.

Accordingly, offerors must seriously address each element of responsibility. To be determined responsible, a prospective contractor must:

1. Have adequate financial resources to perform the contract, or the ability to obtain them (see FAR 9.104-3(a));
2. Be able to comply with the required or proposed delivery or performance schedule, taking into consideration all existing commercial and governmental commitments;
3. Have a satisfactory performance record (See FAR 9.104-3(b) and Subpart 42.15). A prospective contractor shall not be determined responsible or non-responsible solely on the basis of a lack of relevant performance history, except as provided in FAR 9.104-2;
4. Have a satisfactory record of integrity and business ethics;
5. Have the necessary organization, experience, accounting and operational controls, and technical skills, or the ability to obtain them (including, as appropriate, such elements as production control procedures, property control systems, quality assurance measures, and safety programs applicable to materials to be produced or services to be performed by the prospective contractor and subcontractors). (See FAR 9.104-3(a));
6. Have the necessary production, construction, and technical equipment and facilities, or the ability to obtain them (See FAR 9.104-3(a)); and
7. Be otherwise qualified and eligible to receive an award under applicable laws and regulations (e.g., Equal Opportunity, Clean Air and Water, Small Business Subcontracting, etc.).

(j) Part 10 - Information to Support Consent to Major Subcontractors: The Offeror must address each of the elements in FAR 44.202-2 in order for proposed major subcontractors to be considered by the contracting officer for consent of subcontractors to be granted with the initial award. If the offeror chooses not to request consent to subcontract at the time of proposal submission, it still must identify all subcontractors and lower tier subcontractors, (including Afghan organizations to promote the Afghan First Policy), proposed to perform work under Components 1, 2, 3 and 4. See Section H.28 (d) (i), (ii) and (iii) for the information needed pertaining to this requirement to identify all subcontractors and lower-tier subcontractors.

(k) Part 11 - Letters of Commitment (Subcontractors): The Cost/Business Proposal must include a letter, on subcontractor letterhead, and signed by an authorized representative of each subcontractor, which specifically indicates the subcontractor’s agreement to be included in the Offeror’s proposed teaming arrangement.
L.10 OTHER REQUIREMENTS

(a) **Government-Owned Subcontractor:** Offerors must identify if proposed subcontractors are government-owned as defined in 22 C.F.R. Part 228.

(b) The Offeror must follow the instructions contained in this request for proposal and supply all information and signatures/certifications, as required. Failure to furnish all information requested may disqualify a proposal.

(c) Offerors must set forth full, accurate and complete information as required by this request for cost proposal. The penalty for making false statements to the Government is prescribed in 18 U.S.C. 1001.

(d) USAID reserves the right to perform a pre-award survey which may include, but is not limited to: (1) interviews with individuals to establish their ability to perform contract duties under the project conditions; (2) a review of the Offeror’s financial condition, business and personnel procedures, etc.; and (3) site visits to the Offeror’s institution.

(e) Contractors are also advised to read the Local Afghan Labor Law before making any critical decisions regarding staffing of expatriate personnel. The Contractor shall promote equitable hiring practices and not discriminate on the basis of sex, race, origin or other factors related to a person’s technical ability to perform work.

L.11 LATE SUBMISSIONS

The Government will process late submissions of offers in accordance with FAR 15.208 and FAR 52.215-1. If an offer is received late and is not eligible for consideration in accordance with FAR 15.208 and FAR 52.215-1, then the Government will reject that offer without evaluation.

[END OF SECTION L]
SECTION M - EVALUATION FACTORS FOR AWARD

M.1 GENERAL INFORMATION

(a) The Government may award a contract without discussions with offerors in accordance with FAR 52.215-1.

(b) The Government intends to evaluate offerors in accordance with Section M of this RFP and make contract award to the responsible offeror(s) whose proposal(s) represent(s) the best value to the U.S. Government.

(c) The submitted technical information will be scored by a Technical Evaluation panel using the technical criteria shown below. The evaluation panel may include industry experts who are not employees of the Federal Government. When evaluating the competing Offerors, the Government will consider the written qualifications/capability information provided by the Offerors, and any other information obtained by the Government through its own research.

(d) If performance information contains negative information for which the offeror has not previously been given an opportunity to comment, USAID will provide the offeror an opportunity to comment prior to its consideration in the evaluation, and any offeror comment will be considered with the negative performance information.

(e) In cases where an offeror lacks relevant past performance history or information on past performance is not available the offeror will receive a neutral rating.

(f) For overall evaluation purposes, technical factors are considered significantly more important than cost/price factors.

M.2 EVALUATION CRITERIA

The evaluation criteria listed below are presented by major category so that offerors will know which areas require emphasis. Results of the technical rating and ranking, if applicable, of Task Order 1 and 2, (reference Attachments J.16 and J.17, respectively) is more important than the technical rating for the IQC, and the rating for the IQC is more important than cost/price. Offerors should note that these criteria serve as the standard against which the proposals will be evaluated. Evaluation criteria identify the significant factors which offerors must address in their proposals.

**Unrestricted Category of Offerors (U.S. businesses and U.S. women-owned small businesses)**

M.2 (a) Technical Evaluation Criteria. The following evaluation factors are listed below in descending order of importance:

1. Results of the technical rating and ranking, if applicable, of Task Order 2 (reference Attachment J.17)

2. Past Performance (associated with PROMOTE Components 1, 2, 3 and 4)

   Performance information will be used for both the responsibility determination and best value decision. USAID may use performance information obtained from other than the sources identified by the offeror/subcontractor. USAID will utilize existing
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Databases of contractor performance information and solicit additional information from the references provided in Section L. 8 (d) (1) (a) (ii) of this IQC RFP and from other sources if and when the Contracting Officer finds the existing databases to be insufficient for evaluating an offeror’s performance.

Adverse past performance information to which the offeror previously has not had an opportunity to respond, will be addressed in accordance with the policies and procedures set forth in FAR 15.3.

USAID will initially determine the relevance of similar performance information as a predictor of probable performance under the subject requirement. USAID may give more weight to performance information that is considered more relevant and/or more current.

The extent to which the Offeror demonstrates the successful implementation of programs similar in complexity and objectives, especially large scale empowerment programs for educated women in accordance with the elements below:

(i) Quality of product or service, including consistency in meeting goals and targets;
(ii) Cost control, including forecasting costs as well as accuracy in financial reporting;
(iii) Schedule, including the timeliness against the completion of the contract, task orders, milestones, delivery schedules, and administrative requirements (e.g., efforts that contribute to or affect the schedule variance);
(iv) Business relations, addressing the history of professional behavior and overall business-like concern for the interests of the customer, including coordination among subcontractors, (including Afghan organizations to promote the Afghan First Policy), including the contractor’s history of reasonable and cooperative behavior (to include timely identification of issues in controversy), customer satisfaction, timely award and management of subcontracts, cooperative attitude in remedying problems, and timely completion of all administrative requirements;
(v) Management of key personnel, including appropriateness of personnel for the job and prompt and satisfactory changes in personnel when problems with clients where identified; and
(vi) For prime offerors who are not small business concerns, their utilization of Small Business concerns as subcontractors, including efforts in achieving small business participation goals.

The above elements will be requested from the reference checks provided and used to evaluate this factor (reference Annex 2), and any other reference checks USAID makes, in accordance with Section L.

In cases where an offeror lacks relevant past performance history or information on past performance is not available the offeror will receive a neutral rating.
An exception to this “neutral” rating provision is when a non-small businesses prime has no history of subcontracting with small business concerns.

Prior to assigning a “neutral” past performance rating, the contracting officer may take into account a broad range of information related to an offeror’s performance.

3. Development of Other Relationships: The extent to which the offeror describes its approach related to establishing Other Relationships and Coordination with Other Entities outlined in Section C.8.6 and C.10.4 of the IQC and Task Order 2, respectively.

M.2 (b) Business Evaluation Criteria

The Business Evaluation will evaluate the proposed price and other business aspects of the business proposal. The price and cost evaluation will assess the reasonableness of the proposed prices and cost, including all options, in accordance with one or more price and cost analysis techniques as identified in FAR 15.404. Any proposal that is unreasonable or materially unbalanced as to price for base or option line items may be rejected. An unbalanced proposal is one that incorporates prices that are significantly understated or overstated as indicated by price and cost analysis techniques.

The offers will be evaluated by summing the total price of all five years of the period of performance as well as the option to extend services entertained by FAR 52.217-8.

Prior to conducting the price analysis, each price proposed will be examined for arithmetic accuracy and consistency of the information presented in the pricing schedule.

The Business Evaluation will insure that the proposals comply with the RFP instructions. The cost proposal must: (i) be realistic and consistent with the technical proposal; (ii) clearly display overall cost control (avoidance of excessive salaries, excessive home office visits, and other costs in excess of reasonable requirements); and (iii) clearly justify the amount of proposed fee.

A cost realism analysis will be conducted. Cost realism is an assessment of accuracy with which proposed costs represent the most probable cost of performance, within the Offeror's technical and management capacity. The cost realism evaluation will:

(a) verify the Offeror's understanding of the requirements;

(b) assess the degree to which the cost/price proposal accurately reflects the approaches and/or risk assessments made in the Technical Proposal as well as the risk that the Offeror must provide the supplies or services for the offered prices/cost; and

(c) assess the degree to which the cost included in the cost/price proposal accurately represents the work effort included in the Technical Proposal.

In evaluating the Offeror's Cost Proposal, the Government will estimate the overall cost to the Government, including fee, which in the Government's judgment will result from the Offeror's
performance of the contract. In making this determination, if the proposed cost is considered to be unrealistic, the Offeror's proposed cost, including proposed fee, will be adjusted upward or downward to reflect more realistic costs. Therefore, the evaluated cost, including fee, will be used in making a selection decision. Unrealistic cost proposals may result in a re-evaluation and concurrent rescoring of Technical Proposals. Such re-evaluation based on cost or realistic cost analysis could negatively impact the technical rating and overall rating of the proposal.

1. Cost/Price (associated with PROMOTE Components 1, 2, 3 and 4)

   **Restricted Category Offerors (Afghan firms only)**

**M.2 (c) Technical Evaluation Criteria.** The following evaluation factors are listed below in descending order of importance:

1. Results of the technical rating and ranking, if applicable, of Task Order 1 (reference Attachment J.16)

2. Past Performance (associated with PROMOTE Components 1, 2, 3 and 4)

   Performance information will be used for both the responsibility determination and best value decision. USAID may use performance information obtained from other than the sources identified by the offeror/subcontractor. USAID will utilize existing databases of contractor performance information and solicit additional information from the references provided in Section L. 8 (d) (1) (a) (ii) of this IQC RFP and from other sources if and when the Contracting Officer finds the existing databases to be insufficient for evaluating an offeror’s performance.

   Adverse past performance information to which the offeror previously has not had an opportunity to respond, will be addressed in accordance with the policies and procedures set forth in FAR 15.3.

   USAID will initially determine the relevance of similar performance information as a predictor of probable performance under the subject requirement. USAID may give more weight to performance information that is considered more relevant and/or more current.

   The extent to which the offeror demonstrates the successful implementation of programs similar in complexity and objectives, especially large scale empowerment programs for educated women in accordance with the elements below:

   (i) Quality of product or service, including consistency in meeting goals and targets;
   (ii) Cost control, including forecasting costs as well as accuracy in financial reporting;
M.2 (d) Business Evaluation Criteria

The Business Evaluation will evaluate the proposed price and other business aspects of the business proposal. The price and cost evaluation will assess the reasonableness of the proposed prices and cost, including all options, in accordance with one or more price and cost analysis techniques as identified in FAR 15.404. Any proposal that is unreasonable or materially unbalanced as to price for base or option line items may be rejected. An unbalanced proposal is one that incorporates prices that are significantly understated or overstated as indicated by price and cost analysis techniques.

The offers will be evaluated by summing the total price of all five years of the period of performance as well as the option to extend services entertained by FAR 52.217-8.

Prior to conducting the price analysis, each price proposed will be examined for arithmetic accuracy and consistency of the information presented in the pricing schedule.

The Business Evaluation will insure that the proposals comply with the RFP instructions.

The cost proposal must: (i) be realistic and consistent with the technical proposal; (ii) clearly display overall cost control (avoidance of excessive salaries, excessive home office visits, and other costs in excess of reasonable requirements); and (iii) clearly justify the amount of proposed fee.
A cost realism analysis will be conducted. Cost realism is an assessment of accuracy with which proposed costs represent the most probable cost of performance, within the Offeror's technical and management capacity. The cost realism evaluation will:

(a) verify the Offeror's understanding of the requirements;

(b) assess the degree to which the cost/price proposal accurately reflects the approaches and/or risk assessments made in the Technical Proposal as well as the risk that the Offeror must provide the supplies or services for the offered prices/cost; and

(c) assess the degree to which the cost included in the cost/price proposal accurately represents the work effort included in the Technical Proposal.

In evaluating the Offeror's Cost Proposal, the Government will estimate the overall cost to the Government, including fee, which in the Government's judgment will result from the Offeror's performance of the contract. In making this determination, if the proposed cost is considered to be unrealistic, the Offeror's proposed cost, including proposed fee, will be adjusted upward or downward to reflect more realistic costs. Therefore, the evaluated cost, including fee, will be used in making a selection decision. Unrealistic cost proposals may result in a re-evaluation and concurrent rescoring of Technical Proposals. Such re-evaluation based on cost or realistic cost analysis could negatively impact the technical rating and overall rating of the proposal.

1. Cost/Price (associated with PROMOTE Components 1, 2, 3 and 4)

M.2 (e) Cost/Price

The cost proposal will be separately evaluated and cost/price data must not be included in the technical proposal. The overall standard for evaluating proposed IQC cost/price is whether the cost/price proposal presents the best value for the work. The IQC RFP cost/price proposal will be evaluated on: (i) cost/price analysis results; (ii) completeness, fairness and reasonableness, (iii) whether it is realistic and consistent with the technical proposal; (iv) offeror's compliance with and demonstrated understanding of the instructions and cost breakdown format described at FAR Part 15.408, and (v) overall cost control (avoidance of high mobilization costs, unnecessary contingency costs, and other prices in excess of reasonable requirements).

M.3 CONTRACTING WITH SMALL BUSINESS CONCERNS

USAID encourages maximum participation of small businesses, veteran-owned small businesses, women-owned small businesses, small disadvantaged businesses, and HUBZone small businesses. Accordingly, every reasonable effort will be made to identify and make use of such organizations. If, after evaluating all offers, USAID concludes that two or more offers are in effect equally eligible to be selected for the award, then the offer that provides the greater, most varied, and most realistic use of all the categories of small business concerns will be determined to be the best value offer and will be selected for award.

FAR PART 19 (SMALL BUSINESS PROGRAMS) states that Subcontracting Plans are not required for contracts that will be performed entirely outside of the United States. However, where offerors propose to use U.S. subcontractors a subcontracting plan is required. USAID supports the
goals of attaining Small and Small Disadvantaged Business Subcontracting plan levels that include goals of 26.5% for Small Business with at least 3% in all other categories of Small Businesses. USAID also promotes its own Afghan First Policy. This policy initiative supports the usage of Afghan-owned firms/ NGOs as subcontractors. Afghan-owned firms/ NGOs as subcontractors are not required to be listed in any U.S. Subcontracting Plan (FAR 19). Offerors will need to determine the subcontracting strategy which best fulfills the goals of the PROMOTE and describe them in their proposals to the RFP and the appropriate task orders.

Small Disadvantaged Business (SDB) Participation Program Targets: USAID will evaluate the extent to which offeror will include small business concerns participation in these contracts. USAID will evaluate all proposals in accordance with the following criteria for SDB participation on:

1. The extent to which SDB concerns are specifically identified;
2. The extent of commitment to use SDB concerns (for example, enforceable commitments are to be weighted more heavily than non-enforceable ones);
3. The complexity and variety of the work SDB concerns are to perform;
4. The realism of the proposal;
5. Compliance with the Offeror’s Small Business subcontracting plan or other similar small business incentive programs set out in contract(s), and the record of actual and proposed use of small business concerns as subcontractors in USG contracts;
6. Past performance of offerors in complying with subcontracting plan goals for SDB concerns and monetary targets for SDB participation as evidenced by the SF - 294s; and
7. The extent of participation of SDB concerns in terms of the value of the total acquisition.

Offerors who are small business concerns or Offerors without a record of relevant past performance or for whom information is not available will not be evaluated favorably or unfavorably for this criterion.

M.4 DETERMINATION OF COMPETITIVE RANGE

The competitive range of Offerors with whom negotiations will be conducted (if necessary) will be determined by the Contracting Officer pursuant to FAR 15.306(c). A competitive range determination (if necessary) may take place at any point in the evaluation process.

Offerors are advised that, in accordance with FAR 52.215-1, if the Contracting Officer determines that the number of proposals that would otherwise be in the competitive range exceeds the number at which an efficient competition can be conducted, the Contracting Officer may limit the number of proposals in the competitive range to the greatest number that will permit an efficient competition among the most highly rated proposals.

M.5 SOURCE SELECTION

The overall evaluation methodology set forth above will be used by the Source Selection Authority as a guide in determining which proposal(s) offer the best value to the U.S. Government. In accordance with FAR 52.215-1, and as set forth in Section L of this solicitation, award will be made by the Source Selection Authority to the responsible offeror(s) whose proposal(s) represents the best value to the U.S. Government after evaluation in accordance with all factors and sub-factors in this solicitation.
The best value determination will be made using a tradeoff analysis set forth in FAR 15.101-1. If the Source Selection Authority determines that competing technical proposals are essentially equal, cost/price factors may become the determining factor in source selection. Conversely, if the Source Selection Authority determines that competing cost/price proposals are essentially equal, technical factors may become the determining factor in source selection. Further, the Source Selection Authority may award to a higher priced Offeror if a determination is made that the higher technical evaluation of that Offeror merits the additional cost/price.

a. IQC award basis for unrestricted category of offerors (includes U.S. women-owned small businesses) – Two possible IQC awards for unrestricted offerors and one possible IQC award for U.S. women-owned small business.

The Source Selection Authority will use the following factors in descending order of importance in the trade-off analysis and best value determination as the basis for award for the unrestricted category of offerors and the U.S. women-owned small business:

(1) Results of the technical rating and ranking, if applicable, of Task Order 2 (reference Attachment J.17)
(2) Past Performance (associated with PROMOTE Components 1, 2, 3 and 4)
(3) Development of Other Relationships
(4) Cost/Price (associated with PROMOTE Components 1, 2, 3 and 4)

b. IQC award basis for restricted category of offerors (Afghan firms only) – One possible IQC award for Afghan firm.

The Source Selection Authority will use the following factors in descending order of importance in the trade-off analysis and best value determination as the basis for award for the restricted category of Afghan offerors:

(1) Results of the technical rating and ranking, if applicable, of Task Order 1 (reference Attachment J.16)
(2) Past Performance (associated with PROMOTE Components 1, 2, 3 and 4)
(3) Cost/Price (associated with PROMOTE Components 1, 2, 3 and 4)

[END OF SECTION M]
ATTACHMENT J.15
COMMENTS/RESPONSES TO DRAFT RFP

**Question 1:** Section on USAID Funded Communications products (Attachment J-4)
Is this the right version? It seems rather old (no mention of digital technology and the
branding/marking guidelines, lots of comments about obsolete technology like NTSC, Betamax,
typewriters, and photocopies) and references AA/LPA (which is now just LPA). There is no
reference to ADS 320. There is a reference on page 128 to 1995 funded agreements.

**Answer:** The attached Guidance for USAID-funded Communications Products is the most current
version available.

**Question 2:**
For TO2, will all subcontractors on TO2 also be barred from bidding as prime or subs on TO3 and
beyond? What if the subs on TO2 were allowed to bid and execute on TO3 and beyond but were
barred from being included in a bid on M&E task orders that involved activities their firms were
executing?

**Answer:** The requirement for M&E services is no longer included within the IQC RFP scope of
work.

**Question 3:**
For task orders that involve CPPF, are we required to have an existing NICRA? How will USAID
determine our NICRA?

**Answer:** Yes, a NICRA is required for acceptance of indirect cost rates. If deemed necessary,
USAID has the ability and the authority to conduct a pre-award survey and/or pre-award audit to
establish indirect rates and NICRAs for apparently successful offeror(s) who do not have an existing
NICRA, See Section L.6 (d).

**Question 4:**
Are we required to have audited financial statements for any part of this process, whether on file or
for evaluation of NICRA? If so, will they be required at proposal stage?

**Answer:** Yes, they are required, but not at the proposal stage.

**Question 5:**
Are the fees we are to propose in Section L of the RFP considered a ceiling to be negotiated or the
actual proposed percentage of fixed fee for task orders? On page 12 USAID states “In no event,
however, may the amount of fixed fee exceed _____ percent of the task order's estimated cost;
excluding fee. “ However, the numerical percentage value that cannot be exceeded is not indicated,
unless it is equal to the Offerors proposed percentage in Section L?

**Answer:** “Offeror shall propose the fee required by Section L of the RFP”. See L.9 (b) (3).
Question 6:
Will pricing be required for the PROMOTE IQC either at the proposal stage? If so, how will this be handled?

Answer: Yes, see Section L.9.

Question 7:
Can you confirm there will be firm fixed price TOs as well as CPPF TOs in this overall program?

Answer: Yes, both are anticipated.

Question 8:
As we are an Afghan woman owned firm, if our firm bids on Task Order 01, are we allowed to also be listed as a subcontractor on other proposals submitted other companies that are bidding as prime contractors? They may want to subcontract work to us for other Task Orders OR for Components 1-3 of the PROMOTE IQC. Conversely, if a firm appears as a subcontractor on our bid, are they also allowed to bid separately as a prime on other task orders?

Answer: Yes. Participation in TO1 as a sub or prime does not preclude participation in other TOs.

Question 9:
Can you confirm that USAID does not require resumes or Contractor Employee Biographical Data Sheets for key employees for Components 1-3 of the PROMOTE IQC and only for the key employees for the Task Order on which we are bidding?

Answer: Contractor Employee Biographical Data Sheets are required for all long term, short term expatriate personnel and all long term cooperating country personnel being proposed. Key personnel are not required for the IQC RFP. A Statement of Qualifications is required in place of resumes.

Question 10:
For Task Order 01, must all positions be filled only by Afghan nationals or can any of them be filled by expatriate staff if necessary?

Answer: The hiring of Afghan nationals is strongly encouraged; however, positions filled are to be at the discretion of the offeror.

Question 11:
Are we required to sustain any specific personnel outside of those needed during the course of a TO? Meaning, are certain personnel expected to be retained during the length of the overall contract, even if we do not have an active TO? If so, how does USAID envision these costs should be allocated in our proposal?

Answer: USAID has no such requirement. Retainment of personnel is at the discretion of the offeror.
Question 12:
When do you anticipate releasing the actual RFP and can you allow more than one month to respond?
Answer: A reasonable amount of time will be allowed in the submission of proposals.

Question 13:
Do you have an anticipate date range for a possible pre-bid conference?
Answer: Should USAID decide to hold a pre-proposal conference an amendment to the solicitation will be issued announcing the location, date and time.

Question 14:
USAID has included three references for minimal Small Business Subcontracting Goals:
- On page 53 – Section F.6 Reports and Deliverables…(A) Notification of New Task Order Report Content, item (10) Small and Disadvantaged Business participation. (Small Business targets for this contract are 10% of the subcontracted amount of each task order.) Pertains to task orders
- Page 298, Section L.9 Instructions for the Preparation of the Cost/Business Proposal (h) Part 8 - Subcontracting Plan and Small Business Concerns states: “This plan must contain small business subcontracting goals of at least 1% of total planned subcontracting…” See revised language of Section L.9
- In the same section further down on page 299, it states: “The Small Business Subcontracting Plan must make best efforts to achieve at least 25 percent (25%) of the overall value of the total planned subcontracting dollars under the contract…” Pertains to the overall value of the total planned subcontracting dollars under the IQC contract to U.S. small businesses. See revised Section L.9

Can you please confirm that the minimum total goal for all categories of small businesses is 25%?
Answer: See revised Section L.9

Question 15:
Further to the question immediately above, in the second reference on page 298, it goes on to state that the subcontracting goals must include “nonzero goals (greater than 1%) for each of the following: veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business.” Since these represent five different categories of businesses, offerors would be required to identify up to five different US Small Businesses for performance on all task orders. This would have the effect of diminishing opportunities for subcontracting with local organizations, which would seem to be contrary to the goal of increasing local capacity, as well as being less cost efficient and more administratively cumbersome. Would USAID therefore consider changing the requirement to one overall minimum goal for any/all categories of Small Businesses combined?

Answer: Nonzero goals (greater than 1%) for each of the following: veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, or women-owned small business.
Question 16:
Also related to the Small Business Subcontracting goals further down on page 299 it states that Offerors must demonstrate “… Increasing Utilization of Service-Disabled Veteran Owned Small Businesses” and “Offerors are also encouraged to identify SDVOBs qualified to perform against appropriate items in this procurement plan utilizing the resources available in the Center for Veterans Enterprise resource database at www.VetBiz.gov.”

Given the importance of utilizing Women-owned Small Businesses (as stated in the RFP) and maximizing Small Disadvantaged Businesses (as demonstrated by the Small Disadvantaged Business Participation Target), especially when balanced with the desire to expand subcontracting opportunities for local organizations, increasing another category of US Small Businesses would seem possibly counterproductive.

Would USAID therefore consider deleting the requirement related to increasing the participation specifically of Service-disabled Veteran Owned Small Businesses?

Answer: No

Question 17:
The structure of the RFP, with the RFTOPs included in the middle, seems to produce some confusion. It could be easier to follow if the RFTOPs were included attached at the end of the basic IQC RFP. This would allow Offerors to review the entire IQC RFP from start to finish followed by each RFTOP in turn.

Answer: Agree

Question 18:
Related to the comment immediately above, there seems to be some confusion in the instructions in Section L of the basic IQC related to requirements for submission of items for the Task Orders vs. the basic IQC. It could be helpful to Offerors if USAID were to specify separately the requirements/organization of items related to the basic IQC vs. the Task Order proposals (eg. some of the allowed annexes to the Technical Proposal for the basic IQC are only relevant to the Task Order proposals, yet other items required by the Task Order RFTOPs are not included in the list of allowed annexes). Specific questions/references related to this issue are included in the questions immediately below.

Answer: A Section L has been included in each of the RFTOPs.

Question 19:
Can USAID please include in the list of authorized annexes to the Technical Proposal, found on page 294, the following items which are required for Task Order 03 (and therefore would not count toward the Technical Proposal 25 page limit):
  - Commitment letters for Key Personnel (reference page 259)

Answer: Already excluded, see Section L.8 (c)
• Performance Management Plan (PMP) (reference page 262)

Answer: Yes, it is excluded

• Staffing Plan/Organizational Structure (reference pages 259-260)

Answer: Already excluded, see Section L.8 (c)

• Branding Implementation Plan (BIP) and Marking Plan (MP) (references to “Marking Plan” on pages 256 and 263.

Answer: Yes it is excluded

Question 20:
For clarity, can you please change the references on pages 256 and 263 from “Marking Plan” to “Branding Implementation Plan (BIP) and Marking Plan (MP)”?

Answer: Revision made

Question 21:
The Security Plan for the Task Orders is included as an item in Sections L “Contents of Technical Proposal” for each of the RFTOPs (reference page 180, page 213, and page 260). However, the Security Plan is not listed as one of the authorized annexes to the Technical Proposal in Section L of the basic IQC (reference page 294), but is listed as Part 13 of the Cost Proposal (reference page 300). In order to avoid confusion, could USAID please either remove the reference to the Security Plan as included in the contents of the RFTOP Technical Proposals, or delete reference to it in the Cost Proposal and add it as an allowed annex to the Technical Proposal?

Answer: The reference to the Security Plan will be moved to the Cost/Business Proposal section.

Question 22:
There is some confusion regarding the difference between Annex 2 Past Performance reference Summary table, and Annex 3 Contractor and Major Sub-contractor Work Requirements Summary Table. These documents do not seem to differ from one another, and Annex 3 is referenced in both Section L – Instructions, Conditions, and Notices to Offerors, Corporate and Institutional Capability section on page 255, and Section M – Evaluation Factors For Award, M.2(c) Management Approach on page 264.

Answer: Annex 2 pertains to the quality and relevancy of an Offerors past performance work. Annex 3 is deleted.

Question 23:
Can USAID please specify that the following do not count toward the 25 page limit on the Technical Proposal referenced on page 294 in Section L.8(c) Format of Technical Proposal?

- Acronym List
- Proposal Cover Letter
- Executive Summary
Answer: The items listed above do not count toward the page limit.

**Question 24:**
On page 294 of the RFP, the list of authorized annexes to the Technical Proposal includes the following:

- Small Disadvantaged Business (SDB) Participation Program Subcontracting Plan and Targets (p. 294) (Attachment J.6)

We have the following related comments:

a) The Small Disadvantaged Business Participation Target is expressed as a percentage of total contract value (per FAR 19.12) and is different from the Small Business Subcontracting Plan which expresses goals in both dollars and as percentages of subcontracting (per FAR 19.7)

b) The Small Business Subcontracting Plan (Attachment J.6) includes pricing information which is precluded from inclusion in the Technical Proposal (including total proposed dollar values for the contract, for subcontracting and for various categories of small business subcontracting).

c) We therefore respectfully request that USAID remove reference to the Small Business Subcontracting Plan as an annex to the Technical Proposal, leaving only reference to the Small Disadvantaged Business Participation Target.

Answer: The SB Subcontracting Plan will not be evaluated by the Technical Evaluation Committee, but will be reviewed for acceptance by the USAID Office of Small Disadvantaged Business Utilization.

**Question 25:**
On page 244, Task Order 03 Section C.11 (g) Grants Under Contracts states: “WLD is expected to issue small grants. See Grants Management requirements in Section H.17, “Grants Under Contract.” In order to ensure an apples-to-apples comparison among Offerors, can USAID please specify the amount that should be budgeted for small grants?

Answer: USAID estimates up to $3.5 million should be budgeted for matriculation assistance in the form of scholarships and stipends, and other support based on specific criteria to be developed from what is now referred to as Task Order 2.

**Question 26:**
For Task Order 03, the Scope of Work is fairly broad and expected level of effort is not specified by USAID. This can lead to proposals that vary significantly in terms of magnitude, including individual proposals that are highly cost effective on a line item basis, but more costly at the bottom line due to significantly greater delivery of services, making it difficult to compare Offers. Would USAID therefore consider providing a cost range or US Government estimate in order to orient Offerors as to the expected size of the program?

Answer: The Independent Government cost estimate for work being considered under what is now referred to as Task Order 2 is in the range of $40 million to $42 million.
Question 27:
On page 257, under Section L – Instructions, Conditions, And Notices To Offerors, Contents of the Technical Proposal for Task Order Three (Women’s Leadership Development) Unrestricted Category Offerors (U.S. and non-U.S Businesses), (4) Past Performance, it states “Provide for each of the contracts and assistance mechanisms listed above a list of contact names (three [3] names at a minimum), job titles, mailing addresses, phone numbers, e-mail addresses, and a description of the performance to include: …”
Would USAID consider accepting two names for each contract (i.e. Contracting Officer and Contracting Officer Representative)?

Answer: Three names are required

Question 28:
Can USAID please specify that the five (5) past performance references provided for the overall PROMOTE IQC are different and separate from the five (5) past performance references provided for TO3?

Answer: Yes, that is correct. Due to the deletion of the M&E service requirement from the IQC RFP scope of work, Task Order 3 is now referred to as Task Order 2.

Question 29:
Further to the question immediately above, can you please further confirm that 5 PPRs must be provided for the offeror and each major subcontractor, for each the overall IQC and TO 3?

Answer: Yes, that is correct. Due to the deletion of the M&E service requirement from the IQC RFP scope of work, Task Order 3 is now referred to as Task Order 2.

Question 30:
On page 294 of the overall IQC RFP, under Section L - Instructions, Conditions, And Notices To Offerors, L.8 Instructions For The Preparation Of The Technical Proposal, L.8(c) Format of Technical Proposal, the fourth bullet states, “Appendix attachments which contain biographical information (i.e., resumes and other documentation provided by the offeror) for proposed candidates. Resumes for key personnel and other staff shall not exceed 3 pages for each person.” However, instructions for the inclusion of CVs for Key Personnel for TO 3 are not mentioned in Attachment J.14, Task Order Three, Women’s Leadership Development. We have the following related questions:

a) Can USAID please specify in the TO 3 Technical Proposal instructions that CVs for Key Personnel should be provided, in addition to the Annex 1 Key Personnel Summary Table referenced on page 257?

Answer: A statement of qualifications is required in place of resumes, or CVs. Due to the deletion of the M&E service requirement from the IQC RFP scope of work, Task Order 3 is now referred to as Task Order 2

b) Can you please further specify that these CVs should be included as an annex/appendix to the technical proposal?
Answer: Yes

**Question 31:**
On page 292 under Section L – Instructions, Conditions, And Notices To Offerors, part L.7 Delivery Instructions, part (d) Number of hard copies, it states “No hard copies of proposals are being accepted for this solicitation. Offerors are to include one (1) copy in Compact Disc (CD) format in the original version of the Technical Proposal and Cost/Business Proposal.” Further, in the last bullet of part (e) Electronic Submission, it states “Offerors shall follow up electronic proposal submittals with delivery to USAID with the number of originals in the Compact Disc (CD) format specified in Section L.7 (d) of the RFP. Offerors shall dispatch the said copies by Express Mail or express courier by close of business on the Closing Date. Offeror is responsible for delivery of said copies and shall provide USAID with the Express Mail or express courier tracking number.” We have the following related questions:

  a) Given the unreliability of commercial delivery, would USAID consider dropping this requirement and allowing submission only via email?

  Answer: Yes, see Section L.7 (e) Delivery Instructions. Email attachment is the only method of transmission. There is no requirement for CD’s or hard copies.

  b) If not, could USAID please specify that hard copies only need be mailed by the due date, but can be received by USAID later?

  Answer: See a) above.

**Question 32:**
For Task Order 03 on pages 258-259, for long-term personnel, would USAID consider allowing additional years of work experience to count in lieu of a Masters degree for proposed Chief of Party, Training Specialists, and Curriculum Development Specialist candidates, and changing the requirements accordingly?

  Answer: The requirement in the RFP has been revised. Please see Section F.2 Key Personnel for what is now referred to as Task Order 2.

**Question 33:**
For Task Order 03 on page 259, would USAID consider revising the requirement on the Deputy Chief of Party position from “six years of progressively responsible experience managing staff in a conflict affected environment” to “demonstrated ability to manage staff in a conflict affected environment”? It would seem that the position could be very competently managed by an individual with the overall number of years’ experience but with fewer years specifically in conflict affected areas. This would allow USAID to benefit from a wider range of qualified candidates, which typically results in more cost-efficient staffing.

  Answer: The RFP has been revised to include “demonstrated ability to manage staff in a conflict affected environment”. Please see Section F.2 Key Personnel for what is now referred to as Task Order 2.
Question 34:
On page 36, under Section C – Statement Of Work, C.9 Special Requirements, part C.9.2 Increasing Afghan Participation it states mid paragraph, “In addition, for multi-year task orders, an Afghan employee must be trained to assume the Task Order Manager role in the year specified in the TO.” And again, this is mentioned on page 241, under Task Order Three Women’s Leadership Development, Section C – Description/Specifications/Statement Of Work, C.11 Special Requirements. However, there is no other discussion of a Task Order Manager in the rest of the solicitation. Can USAID please either delete the reference to the Task Order Manager or clarify the role/title of the TO Manager?

Answer: Requirement for Task Order Manager is deleted.

Question 35:
It would be helpful if USAID could clarify the priority program geographic areas, particularly whether Lashkar Gah or Kandahar in the southern region is the priority?. Priorities are noted in the draft IQC RFP as:

- "Initially, PROMOTE will operate in five regional hubs—Kabul, Mazar, Herat, Jalalabad and Lashkar Gah. (footnote 15: Kandahar may be included later.)" (reference page 22)
- "The Contractor shall potentially conduct surveys and/or focus groups in Kabul, Mazar, Herat, Jalalabad, Kandahar, Lashkar Gah and at least four other disparate municipalities across Afghanistan to determine the attitudes and cultural practices related to the PROMOTE target group(s) in Afghanistan." (reference pages 159, 166)
- "... more conservative areas like Jalalabad and Kandahar..." (reference page 230)
- "The Contractor shall be responsible for developing a training plan that will cover the regional geographic areas of PROMOTE in urban centers, including Jalalabad, Kandahar, Mazar-i-Sharif, Herat, and other municipalities as agreed upon with the USAID TOCOR."
  (reference page 234)

Answer: Contractors are required and must have the ability to work nationwide, in major urban population centers across the country, including the South and Kandahar specifically. The Basic RFP and Task Orders have been revised accordingly.

Question 36:
Could USAID please clarify the broad sectors of the program, particularly whether women’s participation in the "political" or the "government"/"public" sphere is a priority? Priorities are noted in the draft IQC RFP as:

- "... social, political and economic ... "(reference pages 19, 20, 21, 25, 26 and 221)
- "... public (or government), private and civil society ..." (reference cover letter page 1 and pages 15, 17, 18, 19, 20, 25, 26, 34, 46, 156, 159, 160, 179, 189, 212, 221, 255, 256, 262, 295 )

Answer: The social, political and economic spheres are all priority areas in which PROMOTE project components will be implemented.
Question 37:
On page 25, footnote 17, in Section C under Component 1 it states that the project is targeting educated women between 18-30. However, if women without complete formal education are identified as able to manage the transition from micro-enterprise to SME would USAID consider their inclusion in PROMOTE activities?

Answer: The RFP has been revised in Section C.7.4., footnote 18.

Question 38:
Could USAID further clarify or provide examples of Office of Economic Growth (OEG) programs that strengthen the business-enabling environment, referenced on page 28 under Section C – Statement Of Work, C.8 Relationship To Mission Strategies And Results Framework And Support To Regional Priorities And Requirements, C.8.3 Relationship with Ongoing Activities, Component 1: Women in the Economy.

Answer: The RFP has been revised to include the Land Reform in Afghanistan (LARA) project and the Trade Accession Facilitation for Afghanistan (TAFA) project. See Section C.8.3, Relationship with Ongoing Activities.

Question 39:
Would it be possible to provide the criteria for the location of the 10 business/employment centers referenced on pages 19 and 23, under Section C – Statement of Work, C.7 PROMOTE Components, C.7.1 Component 1: Women in the Economy (WE)?

Answer: Contractors are required and must have the ability to work nationwide, in major urban population centers across the country. Further clarification will be provided in the Request for Task Order Proposals under design.

Question 40:
Could you please clarify if SME financing, credit, or guarantees will be offered through PROMOTE?

Answer: Improving women’s access to financing and credit or guarantees and placement services will be addressed as one of the expected outputs of Component 1, Women in the Economy, and will be explained further in the Request for Task Order Proposals under design.

Question 41:
On page 24, under Section C – Statement of Work, C.7 PROMOTE Components, C.7.2 Component 2: Women’s Rights Groups and Coalitions (WRGC) the term “secure provinces” is used. Could USAID provide a definition of this and provide a list of such provinces?

Answer: Contractors are required and must have the ability to work nationwide, in major urban population centers across the country, including the South and Kandahar specifically. The term “secure provinces” has been deleted. The RFP has been revised at C.7.2, Component 2: Women’s Rights Groups and Coalitions.
Question 42:
Can USAID please provide to offerors the PROMOTE gender analysis, referenced on page 24 under Section C – Statement of Work, C.7 PROMOTE Components, C.7.2 Component 2: Women’s Rights Groups and Coalitions (WRGC).

Answer: An Executive Summary of the PROMOTE gender analysis referenced in Section C – Statement of Work, is being included in the PROMOTE IQC RFP as Attachment J.13.

Question 43:
On page 25, in Section C – Statement of Work, C.7 PROMOTE Components, C.7.3 Component 3: Women in Government (WIG) it states, “This Component will build on a successful and ongoing USAID pilot project in which approximately 85 percent of interns received an employment offer during or following their internship.” Could you please identify this pilot project and any others that are considered precursors to this component?

Answer: The RFP has been revised. See C.7.3 Component 3: Women in Government.

Question 44:
On page 24, under Section C – Statement of Work, C.7 PROMOTE Components, C.7.3 Component 3: Women in Government (WIG) “sub-national level agencies” is mentioned. Could USAID please clarify if any of these agencies have been identified to participate in PROMOTE? Are there any agreements with such agencies already in place with USAID?

Answer: This will be further clarified in the Component 3 Request for Task Order Proposals, which is under design. The Task Order contractor will be expected to implement agreements with participating government partners.

Question 45:
Section C.6, Geographic Focus, indicates that Kandahar may be included in PROMOTE activities later, but Section C.10.1, Planning and Coordination, Task 1 indicates that Kandahar will be included in Women’s Leadership Development (WLD) activities.

- Can USAID please confirm if Kandahar is meant to be included in the technical approach, workplan, and budget for WLD? If so, can USAID please provide an anticipated year?
- Can USAID please clarify if it anticipates a staggered approach to starting in the five urban centers identified in the draft?
- Section C.6, Geographic Focus, also indicates that “It is expected that PROMOTE will expand into additional provinces toward the end of PROMOTE,” which is also the end of WLD. Can USAID please confirm into which provinces it anticipates expanding, and in what year or at what point in PROMOTE?

Answer: Contractors are required and must have the ability to work nationwide, in major urban population centers across the country, including the South and Kandahar specifically. The RFP has been revised accordingly.
Question 46:
Section C.10.5, Deliverable 28, indicates that participants must be tracked for one year following completion of the program to assist with follow-up, as needed.

- Can USAID please elaborate on the “follow-up” it envisions? Further, if the year of tracking extends beyond the year of performance, should offerors budget for some specific level of support and follow up?

Answer: The Contractor must be prepared to follow-up beyond the final year of implementation. Please see tracking and conduct during and post-training performance monitoring and evaluation of the participants and project requirements for what is now referred to as Task Order 2, See Section C.10.3 Provision of Training and Related Interventions, Deliverable 20, and C.10.4 Coordination with Other Entities, Deliverable 22, 23 and 24.

Question 47:
Section C.10.3, Task 4, Deliverables 11 and 12 indicates that WLD will provide scholarships for formal education and technical vocational education and training. Section C.11.1 Overall Guidance, indicates that women will be supported through stipends.

- Can USAID please confirm that these scholarships/stipends will be provided with PROMOTE/WLD program funds? If so, will USAID please provide a plug figure for budgeting purposes?

Answer: USAID estimates up to $3.5 million should be budgeted for matriculation assistance in the form of scholarships and stipends, and other support based on specific criteria to be developed from what is now referred to as Task Order 2.

Question 48:
Can USAID please confirm that the mobilization plan, the draft workplan and Results Framework, the security plan, and the communications plan may be submitted as annexes to the technical proposal?

Answer: Yes, both the Mobilization Plan and Draft Work Plan can be submitted as annexes to the technical proposal. The Results Framework and Communications Plan can also be submitted as Annexes to the Technical Proposal. The Security Plan should be submitted as an annex to the Cost/Business Proposal.

Question 49:
Section M.2 (a) Technical Approach, indicates that the offeror will be evaluated on the extent to which the proposed technical approach “describes a draft Program Management Plan.”

- Does USAID mean to request that a draft PMP be submitted?
- Can USAID please clarify the level of detail it is expecting in the Data Quality Assessment Plan?
- Can USAID please confirm that the PMP can be submitted as an annex?
Answer: A draft Performance Management Plan is required and may be submitted as an Annex. The offeror is expected to provide an illustrative Data Quality Assessment Plan in the proposal. The successful offeror will provide the level of detail consistent with USAID standards as defined in ADS 203.1.11.3, conducting Data Quality Assessments. See M.2 (a) Technical Approach for Task Order 2.

Question 50:
In addition to education level and age range, can USAID please provide further information on the anticipated selection criteria for participants in the secondary target group?

Answer: Please see Footnotes 17, 18, 27, 33 and 34. See also C.10.5 Intervention Implementation Services, Deliverable 25 for what is now referred to as Task Order 2.

Question 51:
Section M.2 (a) Technical Approach, indicates that Offerors must submit an illustrative WLD Results Framework reflecting the relationship to the appropriate National Priority Plan (NPP), National Action Plan for the Women of Afghanistan NAPWA, and USG indicators.

- Can USAID please confirm against which National Priority Plan and NAPWA indicators it envisions PROMOTE and WLD will report?

Answer: The successful offeror will align the appropriate NAPWA and NPP indicators to a revised work plan. Section M.2(a) Technical Approach for what is now referred to as Task Order 2 has been revised.

Question 52:
Section C.10 Monitoring and Evaluation, indicates that the key measurement for this program is improvement in women’s status as measured by improvement on the UNDP’s Gender Inequality Index from .707 to .535 by the end of the five year ordering period.

- Can USAID please clarify if this is a broad goal of USAID’s, or if this is a goal that PROMOTE contractors will be responsible for achieving? The range of unknown factors and influences that will be occurring in the next 1-5 years as a result of Transition, the end of President Karzai’s second term, and other political developments make the achievement of this index improvement dependent on a number of factors outside the control of both USAID and the offeror. Therefore, we strongly suggest that this increase not be incorporated into the final PROMOTE contract.

Answer: Please see revision as per Section C.10 Monitoring and Evaluation of the Basic RFP.

Question 53:
Can USAID please confirm that the M&E Contractor (Task Order 2) will be responsible for tracking overall impact indicators for the effect that PROMOTE has on the target populations? Given that there will be multiple contracts (Components 1-4) impacting and influencing the same group of beneficiaries, we envision difficulty for USAID in determining the impact of each specific task order individually. For this reason we recommend that impact indicators be tracked at a high level by the
M&E contractor under Task Order 2, so that USAID can determine the impact of PROMOTE programs on the target beneficiaries.

**Answer:** USAID recognizes the difficulty in determining impact among similar beneficiaries and accept that there will be some unavoidable overlap of the same. However, the importance of the PROMOTE program necessitates best efforts in measuring how the impacts from the multiple Task Orders is having on PROMOTE beneficiaries specifically, and women in general. USAID expects forward thinking strategies for measuring these impacts in these proposals. See Section C.10 Monitoring and Evaluation of the Basic RFP. Monitoring and Evaluation functions for the PROMOTE program will now be carried out through a separate M&E contract.

**Question 54:**
Section C.14, Communications and Messaging, indicates that Contractors must develop a comprehensive communications plan and strategy.

- Can USAID please confirm that this strategy is meant to cover activities specified by the Task Orders and not the whole PROMOTE IQC?
- Further, does USAID have any guidance on measuring the impact of this communications plan, when theoretically other concurrent Task Orders will be issuing their own communications plans targeting overlapping beneficiaries?

**Answer:** Each Task Order contractor is expected to develop a communications plan that reflects the Task Order as revised in Section C.8 of Task Order 2 and Section C.14 Communications and Messaging, of the Basic IQC. See revisions for Task Order 1: Baseline Data Collection services, no Communications and Messaging Plan is required.

**Question 55:**
Would USAID consider increasing the page limit prescribed in section L.8(c) Format of the Technical Proposal?

**Answer:** Yes, please note the primary technical evaluation for the Basic IQC surrounds past performance. The page limit is increased to 50 pages, (10) pages for the IQC and (40) pages for the Task Orders.

**Question 56:**
Section C.11.2, Increasing Afghan Participation, indicates that an Afghan professional should be trained to be the Task Order Manager for a multi-year Task Order.

- Can USAID please define “Task Order Manager”? Is this equivalent to Chief of Party?
- Can USAID please clarify by which year the Afghan professional is to become the Task Order Manager?
- Can USAID please clarify if the Afghan Task Order Manager is meant to replace a particular position on the Task Order, or if this will be a new position?

**Answer:** Requirement for the Task Order Manager is deleted.
**Question 57:**
Section C.17, Technical Skills Requirement, indicates that “gender specialist positions” shall be filled by individuals who possess some or all of a series of qualifications.

- Can USAID please clarify how Section C.17 reconciles with the personnel qualifications listed in Section F.1. Key Personnel, in the Task Order?

**Answer:** All gender specialist positions must be filled with individuals who possess some or all of the illustrative qualifications listed in Section C.17, Technical Skills Requirements of the RFP.

**Question 58:**
Section L.9, Instructions for the Preparation of the Cost/Business Proposal, indicates the following:

- “A cost business proposal for Components 1-3 of the PROMOTE IQC must be prepared and submitted as part of the cost business proposal for Task Orders 1 and 3.”
- Section M.2(a)3 indicates that proposal will be evaluated on Costs/price (Associated with PROMOTE Components 1,2, and 3)
- Section L.8 (d) Contents of the Technical Proposal for Components 1, 2, and 3 (Basic IQC), indicates that the technical proposal for the Basic IQC (components 1-3) must only include Past Performance information, not a technical approach.
- Can USAID kindly confirm that no cost information is required for the Basic IQC proposal, given that no technical approach is being requested for the Basic IQC?

**Answer:** No, a cost proposal is required as stated in Section L.9 and Section M.2 (a). No technical approach is being requested, but a Technical Proposal is.

**Question 59:**
Can USAID please provide an estimated ceiling for Task Order 3?

**Answer:** An estimated ceiling amount in the range of $40 million to $42 million is provided for what is now referred to as Task Order 2.

**Question 60:**
Section L.9 (h) Part 8- Subcontracting Plan and Small Business Concerns, prescribes a goal of 25% of total subcontracting dollars to small businesses. The certification of “small businesses” is typically administered to US firms only; however Section L.3 (iii) indicates that “The offeror is required to ensure that virtually all subcontractors and employees will be Afghan.”

- Can USAID please provide clarity on this conflicting guidance

**Answer:** The term “required” is being changed to “strongly encouraged”

- Would USAID consider removing the requirement for a subcontracting plan given that the contract performance will be wholly overseas?
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Answer: No. More generally, where U.S. subcontractors are proposed to be used there is a goal of 26.5% of all US subcontracting dollars going to U.S. small businesses. However, subcontracting with Afghan firms is not factored into or a part of the (U.S.) Subcontracting Plan. Indeed offerors are not restricted from proposing using Afghan subcontractors exclusively, if practical.

Question 61:
Similarly, in section F.6 (a) (1) (ii) (A) (10), Reports and Deliverables, USAID indicates Small Business targets of 10% of the subcontracted amount of each task order.

- Can USAID kindly clarify whether the Small Business targets are 10% for each Task Order, or 25% for the whole IQC?

Answer: Both. The goal of 26.5% pertains to subcontracting with U.S. small business firms only, 26.5% of the overall subcontracting that an offeror undertakes.

Question 62:
Section L.8(d) Contents of the Technical Proposal for Components 1, 2, and 3 (Basic IQC), Past Performance indicates that ―Major‖ subcontractors are defined as “any business relationship to implement task order requirements that is projected to be valued at more than $150,000 and longer than one year.”

- Would USAID consider increasing the threshold for major subcontractors to be higher than $150,000? USAID’s Afghan First policy will have the effect of having many Afghan partners exceed this threshold, which would require significant administrative resources.

Answer: The major subcontractor threshold for the IQC, Task Order 1 and what is now Task Order 2 is a subcontractor whose proposed cost exceeds 20% of the anticipated contract value or performance of a critical activity.

Question 63:
Section L.9 (j) Evidence of Responsibility, indicates that the prime contractor and subcontractor(s) providing at least 20% of the labor shall submit sufficient evidence of responsibility.

- Can USAID please confirm that this requirement is meant to be separate from the “major subcontractor” threshold?

Answer: Yes

Question 64:
Section L.7, Delivery Instructions (a) and (e), are unclear on USAID’s preferred delivery method.

- Can USAID please confirm that proposals will be accepted based on email submission, with CDs to follow by courier?

Answer: See Question #31
Question 65: Would USAID kindly provide guidance on the points available or percentage weight of each evaluation criteria, for both the IQC and the Task Order?

Answer: Evaluation factors are not being evaluated on a point system or percentage weights.

Question 66: Section C.9.7, Grants Under Contract, and Section C.11 (g) Grants Under Contract, indicate that both PROMOTE and WLD are expected to issue small grants, with additional guidance to be provided in Section H.17. However, Section H.17 is entitled Compliance with Section 508 of the Rehabilitation Act of 1973, As Amended, and does not provide guidance on small grants.

- Would USAID kindly provide this language and more guidance on the expected cap and role of grants, as well as a total ceiling on a small grants set-aside under the Task Order 3 contract?

Answer: Reference should be changed to Section H.31. See Question #25.

Question 67: Reference: C.8.6 Other Relationships

Comment: It appears that the awardee for Task Order 3 would have an advantage with respect to developing other relationships, fostering interactions and coordination.

Question: What will the Government implement to ensure that all three unrestricted awardees would be able to perform these types of interfaces?

Recommendation: $50K minimum guarantee (SOW Section B.5) could be used by awardees if provided initially upon IQC award to establish an organization that would promote these relationships.

Answer: USAID thinks this is an innovative and good idea, and therefore requires that all offerors (except Afghan firms) propose in their submission the use of the minimum guaranteed amount of $50,000 for being awarded an IQC contract, describing what they will do with the minimum guaranteed amount to perform these “Other Relationships”. See Sections L.8 (d) (2) and M.2 (a) (3) of the IQC RFP. All task orders (except task order one) are expected to develop relationships, foster interactions and coordination. Sections C.8.6 Other Relationships of the Basic IQC and C.9 Knowledge Management and C.10.4 Coordination with Other Entities, of what is now referred to as Task Order 2 have been revised.

Question 68: Reference: C.9.6 Security

Comment: The issue of security will be a concern for all bidders.
Question: Given the fact that Decree 45 is due to be implemented on 20 March 2013, which will in effect eliminate Private Security Companies (PSCs) and will require all security to be the responsibility of the Afghan Public Protection Force (APPF), what additional information will the Government provide with respect to developing a security plan?

Answer: See additional guidance included as Attachment J.12. Usually security plans are based on a security assessment which identifies; credible threats, existing vulnerabilities and provides a mitigation strategy. It is the offeror’s responsibility to choose what assessment methodology and type of guidelines it will follow in the development of its security plan.

Question 69:
Reference: C.10 MONITORING AND EVALUATION
Question: Given that the Office of Project and Program Development (OPPD) in Kabul will manage PROMOTE, and monitoring functions will be carried out through a separate M&E Task Order; will contractors performing on other OPPD efforts be restricted from bidding PROMOTE due to conflicts of interest?

Answer: No, we do not anticipate. Potential offerors may contact the Contracting Officer directly, however, please note the requirement for M&E services is no longer included within the IQC RFP scope of work.

Question 70:
Reference: F.14 SUBCONTRACTING REPORTING; H.29 SUBCONTRACTING REQUIREMENTS; and ATTACHMENT J.6

Question: Given that the preponderance of the work will be in Afghanistan, and that Small Business objective targets have historically applied to subcontracted work in CONUS or US Territories, will SB targets be established or will they be considered only goals?

Answer: See response to Question #61

Question 71:
Reference: H.11 LANGUAGE REQUIREMENTS
RFP text reads: The Contractor personnel and/or consultants shall have English and foreign language proficiency as needed to perform technical services. USAID reserves the right to test proposed individuals to ensure that they have the language capability required by the task order.

Question: Given that the work will be performed in Afghanistan, would the Government provide more information as to language requirements and/or dialects, conditions for testing, and language capability/proficiency levels required?

Answer: Section H.10 pertains to the Basic IQC, where no key personnel are required. The RFTOPs have language requirements in each respective Section F.
Question 72:
Reference: H.12 NONEXPENDABLE PROPERTY PURCHASES AND INFORMATION TECHNOLOGY RESOURCES: RFP text currently reads as follows: “The Contractor is hereby authorized to purchase the following equipment and/or resources:”

Question: Will the Government provide the list of equipment and/or resources in the final RFP?

Answer: No. Offeror must propose. USAID is not planning to provide any non-expendable property.

Question 73:
As USAID points out in section C.3 of the RFP, Afghan women were denied the opportunity for higher education prior to 2001, meaning that many female Afghan leaders do not possess a master’s degree today. In order to prevent disenfranchising these women from opportunities within the PROMOTE program, would USAID consider replacing the requirement for a master’s degree with a bachelor’s degree and an additional 5 years of experience beyond the current requirements for the chief of party and all other key personnel positions?

Answer: The RFP has been revised. Please see Section F.2 Key Personnel of what is now referred to as Task Order 2.

Question 74:
Section F.8(f) Task Order Labor, typically applies to time and material type cost reimbursement contracts where there is a sub-ceiling for labor and specified work days ordered per authorized labor category, not to cost plus fixed fee contracts as envisioned by this RFP. Would USAID please confirm Section F.8(f)’s applicability to the envisioned contract?

Answer: Section F.8 (f) is deleted.

Question 75:
Would USAID please provide a plug figure for the grants under contract envisioned under Task Order 3?

Answer: USAID estimates up to $3.5 million should be budgeted for small grants as vouchers, to include scholarships, stipends, transportation, etc., for what is now referred to as Task Order 2.

Question 76:
In the pre-solicitation notice issued August 13, 2012 the value for Task Order 3 is estimated at “over $20 million”. Is this estimate still valid? If not, would USAID please provide a government cost estimate or estimated level of effort for Task Order 3?

Answer: An estimated ceiling amount in the range of $40 million to $42 million is provided for what is now referred to as Task Order 2.
**Question 77:**
The current ADS 303 guidelines allow for $150,000 for simplified grants, $500,000 per year over three years/$1.5 million total for fixed obligation grants, and no ceiling for standard type grants to non-US organizations. Section H.33 of the Basic IQC RFP states that there is no ceiling for grants to non-US organizations unless a fixed obligation grant is executed in which case the ceiling is $100,000. Would USAID please confirm that task order contracts containing a grants under contract clause, under the Basic IQC, will have lower ceilings for fixed obligation grants awarded to non-US organizations?

**Answer:** Yes

**Question 78:**
For the Basic IQC evaluation criteria section M.2 (a) of the RFP states that “past performance should cover their Components 1, 2, and 3” but Section L.8(d) of the RFP states “offerors must address their capacity to perform services under all four components”. This evaluation criterion is unclear. Would USAID please clarify the evaluation criteria for the Basic IQC Technical proposal?

**Answer:** Section M.2 (a) has been changed to include Component 1, 2, 3 and 4.

**Question 79:**
Would USAID consider adding IQC management capacity to the evaluation criteria for the Basic IQC and removing this from the evaluation criteria for Task Order 3?

**Answer:** No

**Question 80:**
Would USAID please provide point values for evaluation of both the Basic IQC and Task Order 3?

**Answer:** No, only adjectival ratings will be used.

**Question 81:**
Given the requirements for the technical volume of Task Order 3, there are very few pages remaining to the criteria required for the technical volume of the Basic IQC. Would USAID consider increasing the page allocation for the offerors bidding on both the Basic IQC and TO3?

**Answer:** Yes, see Question #55. Please note the primary technical evaluation criteria for the Basic IQC surrounds past performance. The total page limit is increased to 50 pages, (10) pages for the IQC and (40) pages for the Task Orders.

**Question 82:**
The RFP refers to training specialists on page 258 of the RFP in addition to the three other key personnel positions. Would USAID please clarify whether the number of key personnel to be proposed as part of Task Order 3 is four, or more?

**Answer:** There are five key personnel. See Section F.2 Key Personnel of what is now referred to as Task Order 2.
Question 83:
Would USAID please confirm that Afghan firms are eligible to bid on the Basic IQC and Task Orders 1 and 3 both independently and as part of a larger consortium?

Answer: Yes, confirmed.

Question 84:
Should offerors submit past performance information for the Basic IQC proposal in addition to those submitted for Task Order 3?

Answer: Yes, see Question #28

Question 85:
Page 256 of the RFP requests past performance information for offerors and their major subcontractors. May offerors submit up to five past performance references for each major subcontractor?

Answer: Yes

Question 86:
Section L.8 (d) (i) of the IQC RFP (page 292) and Section L (4) (i) of the Task Order Three RFP (page 255) each request “five (5) of the most recent and relevant contracts or grants for efforts similar to the work specified in Section C of the RFP in the past three (3) years.” Please confirm that USAID is requesting two past performance sections: one with five references for the IQC, and one with five references for Task Order Three.

Answer: Yes, see Question #28 and #84

Question 87:
Section L.8 (d) (i) of the IQC RFP (page 292) asks for “five of the most recent and relevant contracts or grants for efforts similar to the work specified in Section C.” Section L.6 of the IQC RFP (page 287), states that “Offerors are required to demonstrate the capacity to perform services pertaining to all four (4) Women in Transition components…and to demonstrate past performance relevant to similar procurement and work requirements for each of the four PROMOTE components.” In order to demonstrate capacity and performance for each PROMOTE component, will USAID modify the past performance requirements to consider up to five contracts or grants per component, for a total of no more than 20?

Answer: No. Only five for Components 1, 2 and 3, and five for what is now referred to as Task Order 2.

Question 88:
The Draft RFP includes two sets of past performance forms: Attachment J.5 on page 132 and Annex 2. Please clarify which form USAID requires offerors to use.

Answer: Both forms are to be used
Question 89:  
May offerors include the Security Plan as an annex?

Answer: Yes, as an annex to the Cost/Business proposal.

Question 90:  
Will USAID provide offerors an expected range for Task Order Three’s estimated award?

Answer: Yes, see Question #59.

Question 91:  
Section C.9.2 (pages 35-36) and Section C.11.2 (page 239) state that “an Afghan employee must be trained to assume the Task Order Manager role in the year specified in the TO.” Will USAID please confirm that this is a key personnel position and kindly provide associated requirements and scope of work?

Answer: Requirement for Task Order Manager is deleted

Question 92:  
Section L.9 (h) (1) (page 295) of the RFP requires “small business subcontracting goals of at least 1% of total planned subcontracting, including non-zero goals (greater than 1%) for each of the following: veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business.” Please clarify whether USAID is requesting that offerors subcontract one of each of these types of small business, or as many of these types of small businesses as possible.

Answer: Each, and with as many as possible.

Question 93:  
In the Task Order Three RFP, Section L (3) (ii) (page 255), USAID states: "The offeror is required to ensure that virtually all sub-contractors and employees will be Afghan.” Yet the position requirements for key personnel listed under Task Order Three, Section F.1 (page 243) call for specific academic and technical years of experience that may present a challenge when identifying nationals able to meet the draft criteria given the current cultural conditions in Afghanistan. We suggest that in promotion of the USG’s Afghan First Policy, USAID consider broadening the personnel requirements to open up positions to Afghans who may not meet the current criteria for key personnel roles.

Answer: The term “required” is now replaced with “strongly encouraged”.

Question 94:  
Will there be a restriction on the size of the task orders that the Afghan women-owned firm/NGO set-aside awardee can bid on?

Answer: No
**Question 95:**
If there is a restriction on the size of Task Orders that the local Afghan women-owned firm/NGO’s can bid on, can this awardee partner with an unrestricted awardee in order to bid on larger Task Orders?

**Answer:** No restriction; yes, see Question #94.

**Question 96:**
Would USAID consider awarding the M&E as a separate contract?

**Answer:** The requirement for M&E services is no longer included within the IQC RFP scope of work. It will be solicited as a stand-alone contract.

**Question 97:**
Does USAID allow the use of translators for training classes?

**Answer:** The use of translators is allowed on a case-by-case basis with approval of the TOCOR. Please see revision to Section C.10.2 Procurement of Training and Logistics Providers, Deliverable 4 for what is now referred to as Task Order 2.

**Question 98:**
What are the daily hours that contractors are expected to work within?

**Answer:** Normally 8:00 – 4:30, Sunday through Thursday. See Section F.6 of each RFTOP.

**Question 99:**
What are the days of the week that the contractor will be working in?

**Answer:** Sunday through Thursday and Saturday authorized with no premium pay. See Section F.6 of each RFTOP.

**Question 100:**
Does USAID anticipate a large number of classified task orders which will require a facility clearance?

**Answer:** No

**Question 101:**
Can USAID provide an estimate of the percent of task orders which will require this clearance, if any?

**Answer:** None anticipated

**Question 102:**
For classes (leadership or vocational classes, for example) does USAID desire group classes? One-on-one classes? How many students are anticipated to take classes, in total?
Answer: The Contractor must apply a variety of training methodologies, strategies and tactics to reach WLD goals. See Section C.10.3, Tasks 3 and 4 of what is now referred to as Task Order 2, respectively for guidance.

Question 103:
Is there existing curriculum that the contractor can use in teaching the classes?

Answer: See Section C.10.3 Provision of Training and Related Interventions, Task 3 Deliverable 7 and Deliverable 10 of what is now referred to as Task Order 2 for guidance.

Question 104:
Are these requirements new, or are these tasks being performed by a contractor at this time?

Answer: Please refer to Section C.10.1, Planning and Coordination, Task 1, Deliverables 1-3, if this question refers to what is now referred to as Task Order 2.

Question 105:
In reference to Component 2: Women’s Rights Groups Organizations and Coalitions, do these organizations already exist, or do they need to be formed? Will they require setup, facilities, and equipment, or simply assistance?

Answer: Please refer to Section C.7.2, Component 2; Women’s Rights Groups and Coalitions (WRGC) of the RFP (Basic IQC). Further details will be forthcoming pending design of this Component RFTOP.

Question 106:
Does USAID have a pre-defined list of vocational and leadership training topics that the contractor is to teach?

Answer: Course topics, but not limited to, are listed in Section C.10.3, Provision of Training and Related Interventions, Task 3 and Task 4 of what is now referred to as Task Order 2.

Question 107:
Does the USAID have pre-existing databases of information, particularly on Women’s Development projects to be used in the research aspects of this contract?

Answer: The USAID TOCOR can make information available on a case-by-case basis.

Question 108:
Contractors which perform E&M tasks will not perform work on other task areas. Are all contractors required to answer Task Order 2?

Answer: The requirement for M&E services is no longer included within the IQC RFP scope of work.
Question 109:
If responding to Task Order 2, are contractors required to respond to task orders 1 and 3?

Answer: No. See answer to question #108 above.

Question 110:
The RFP states, on page 294, that "The technical proposal for Components 1-3 and Task Orders 1 or 3 is limited to a twenty five (25) page technical proposal (inclusive of Task Order 1 or 3), and ten (10) pages for Task Order 2." Can USAID please clarify this statement? Does this mean that the contractor must respond to Task Orders 1 or 3, in addition to Task Order 2? Is the 25-page limit for Task Orders 1 and 3 together, or separately?

Answer: It means that Offerors wishing to respond to the requirements of Task Order 1 or Task Order 2 must also submit a proposal in response to the instructions of the Basic IQC and TO 1 (Baseline Data Collection) and/or TO 2 (Component 4). The 40 page limit for Task Order 1 and 2 are separate. In responding to the technical and cost proposal requirements the unrestricted offerors and U.S. women-owned small businesses are required to demonstrate the capacity to perform the services pertaining to components 1, 2 and 3 specifically, and component 4 in general. Capacity to perform component 4 will be in more detail as requested in task order 2. The Afghan firm restricted offerors are required to demonstrate the capacity to perform the services pertaining to components 1, 2, 3 and 4, and task order 1.

Question 111:
Will USAID provide hosting for websites created under this contract (such as knowledge management sites required for Task Orders)

Answer: The offeror is expected to propose a Knowledge Management strategy, which includes a Communications and Messaging Plan that is cost effective and efficient.

Question 112:
Does USAID anticipate that a single website will be created to centralize knowledge management across task orders and across contractors? Or will each contractor be responsible for creating new websites as requested?

Answer: The offeror is expected to propose a Knowledge Management strategy, which includes a Communications and Messaging Plan that is cost effective and efficient.

Question 113:
Task Order 2 encompasses a wide variety of deliverables, stemming from evaluations to knowledge management across contractors and activities, and could be beyond the capacity of a single small business. Does USAID envision one firm completing the deliverables described under Task Order 2 or a consortium?

Answer: Either one firm or a consortium
Question 114:
If USAID is open to a consortium implementing Task Order 2, are firms participating as a subcontractor on a team for TO3 (e.g. local firms or technology/specialized firms engaged on teams for Task Order 3) eligible to participate as a subcontractor on a team for TO2 if they excuse themselves from evaluating activities for which they are responsible?

Answer: Yes, it is possible, but this is a specific determination that USAID/Afghanistan/OAA will have to make.

Question 115:
Is USAID open to a women-owned small business bidding on Task Order 3?

Answer: What is now referred to as Task order 2 is an unrestricted category service requirement. There is nothing forbidding a U.S. women-owned business from bidding on Task Order 2.

Question 116:
Please clarify the coordination expectations between the Task Order 1 and Task Order 2 implementers. Under the configuration proposed in the draft RFP, it is not clear how USAID envisions ensuring consistent data quality and objectivity. Does USAID envision the TO2 implementer providing significant oversight and input to the TO1 implementer’s activities, data collection, and, especially, the knowledge platform? If so, how much and in what ways?

Answer: The findings from Task Order 1: Baseline will be incorporated into Task Order activities. Please refer to C.10.1 Planning and Coordination, Task 1 of what is now referred to as Task Order 2.

Question 117:
Please clarify the coordination expectations between the Task Order 1 and Task Order 3 implementers. Specifically, please clarify how USAID envisions the findings from the baseline survey will be incorporated into Task Order 3 activities.

Answer: The findings from Task Order 1, Baseline, will be incorporated into Task Order activities. Please refer to C.10.1 Planning and Coordination, Task 1 of what is now referred to as Task Order 2.

Question 118:
Please confirm that that page limit for technical proposals responding to Task Order 1 or 3 is 25 pages and includes the response for Components 1-3.

Answer: Please note the primary technical evaluation criteria for the Basic IQC surrounds past performance. The total page limit is increased to 50 pages, (10) pages for the IQC and (40) pages for the Task Orders.

Question 119:
Please clarify whether technical proposals responding to Task Order 2 is 10 pages and offerors do not include a response for Components 1-3.
Answer: The requirement and Task Order for M&E services is no longer included in the PROMOTE IQC RFP.

Question 120:
We suggest that a brief cover letter and an acronym list be allowed as part of the technical proposal but not counted towards the 25 page limit.

Answer: An acronym list and cover letter are allowed as annexes to the Technical Proposal.

Question 121:
Section L.8(c) (p. 294) of the RFP states, “Resumes for key personnel and other staff shall not exceed three pages for each person.” Instruction for Key Personnel under TO3 Section L.5(i) (p. 258) states that Offerors must submit the Annex 1 form describing the qualifications and experience of Key Personnel. We would request that USAID specify whether Offerors should submit either the Annex 1 form, three-page resumes for each Key Personnel, or both.

Answer: Offerors should submit a statement of qualifications, and Annex 1, not resumes.

Question 122:
We suggest that the required Professional References and Letters of Commitment for TO3 Key Personnel be included Technical Proposal annex.

Answer: Agree

Question 123:
We suggest that the required Professional References be included either within the Annex 1 form or the three-page Key Personnel resumes.

Answer: Submit with statement of qualifications.

Question 124:
Section L(3)(iv) (p. 256) and Section M.2(c) (p. 263) mention a requirement for a Marking Plan, but it is unclear where USAID would prefer Offerors include this document. We suggest that USAID confirm they would prefer the Marking Plan to be included as an annex to the Technical Proposal.

Answer: The Marking Plan should be included as an Annex to the IQC Technical Proposal only.

Question 125:
Section C.10.5 (p. 240) of the RFP under TO3 Task 6 indicates, “The Contractor will be the principal TraiNet administrator for USG/Afghanistan.” We request that USAID further clarify the role of the Contractor as the principal TraiNet administrator for USG/Afghanistan and how they will work with existing USAID training projects.

Answer: The Contractor will enter participant training data and information as per ADS 253. See revision at Section C.10.5, Intervention Implementation Services, Task 6 for what is now referred to as Task Order 2.
Question 126:
Section C.10.3 (p. 238) of the RFP under TO3 Task 4, Deliverables 11 and 12 include scholarship activities for the two target audiences of the program. We request that USAID provide an estimated target number of participants that should receive scholarships, or a plug figure for the amount of program funds that should be dedicated for scholarships for evaluation purposes.

Answer: USAID estimates up to $3.5 million should be budgeted for matriculation assistance in the form of scholarships and stipends, and other support based on specific criteria to be developed from what is now referred to as Task Order 2.

Question 127:
Section F.8(f) (p. 61) on TO labor refers to adjusting the “number of days,” which would only be applicable to a CPFF Term contract. If USAID is issuing “Completion” Task Orders, we suggest that this language be removed.

Answer: Section F.8 (f) is deleted

Question 128:
Attachment J.11 DD 254 (p. 153) and elsewhere mention DD 254 DOD Contract Security Classification Specifications Form. We would request that USAID provide the completed DD254 Security Clearance requirements so that Contractors can comment during the Draft RFP period.

Answer: See Part III List of Documents, Exhibits and Other Attachments, Section J List of Attachments, Attachment J.11, to click on the link provided.

Question 129:
Section L.9(h) (p. 299) states, “The Small Business Subcontracting Plan must make best efforts to achieve 25% of the overall value of the total planned subcontracting dollars under this contract.” Section F.6 (a.1.A.) (p. 53) sets a 10% small business target of total subcontracted dollars for each TO. We recommend that USAID clarify that the “total subcontracted dollars” are US-based dollars.

Answer: Yes, U.S. based dollars.

Question 130:
Section L(5)(i) (p. 257) states, “Offerors must propose individuals to serve in the key personnel positions as stated in the Statement of Work. Offeror shall demonstrate that personnel proposed for key positions meet the minimum requirements noted in the Statement of Work and have successfully managed complex projects in work environments similar to Afghanistan. It is expected that these positions will be funded through indirect costs, except as they are assigned to and paid directly under specific Task Orders.” Typically, key personnel positions on IQCs funded through indirect costs are HQ-based IQC manager positions, which are not requested as part of this IQC RFP. We suggest that this be clarified and that USAID confirms there are no requested key positions which will be funded through indirect costs.

Answer: All Key Personnel for T.O.’s 1 and 2 should be paid directly under each specific Task Order.
Request for Proposal

Question 131:

Section C.9.2 (p. 36) and Section C.11.2 (p. 241) state, “for multi-year task orders, an Afghan employee must be trained to assume the Task Order Manager role in the year specified in the TO.” We suggest USAID further explain the role of the Task Order Manager, and/or confirm whether the Task Order Manager is in fact the Chief of Party.

Answer: Requirement for Task Order Manager is deleted

Question 132:

Section L.5 (i) (p. 257) of the RFP under instructions for the Technical Proposal for TO3 states that the requirements for four of the five key personnel positions include a Master’s degree in a related field. In order to allow Offerors to propose qualified Afghan candidates for these positions who have the necessary skills but not the formal academic background, we suggest that USAID consider amending these requirements to allow for the substitution of years’ experience for advanced degrees.

Answer: The RFP has been revised. Please see revisions to Section F.2 Key Personnel of what is now referred to as Task Order 2.

Question 133:

Section L(5)(i) (p. 258) of the RFP under instructions for the Technical Proposal for TO3 states that four of the five key personnel must have at least three years of work experience with women’s programs in developing countries. In order to allow Offerors to propose qualified Afghan candidates for these positions who have the necessary skills but not the specific experience with women’s programs (as there have been few women’s programs in Afghanistan), we suggest that USAID consider amending or reducing this requirement.

Answer: The RFP has been revised, See Section F.2 Key Personnel of what is now referred as Task Order 2.

Question 134:

Section M.2 (a)(3) (p. 303) states that, “costs/price associated with PROMOTE Components 1, 2, 3 and 4” will be one of the three key evaluation criteria for award of the IQC. As Offerors will be only providing costs related to a single component through the appropriate TO proposal, we suggest that USAID consider amending these criteria to base this evaluation solely on prices for the respective TO and not across all four PROMOTE components.

Answer: No; costs will also need to be proposed and will be evaluated for the service requirements related to Components 1, 2 and 3.

Question 135:

Section L.8(d) (p. 294) of the RFP under Contents for the Basic IQC Technical Proposal (Components 1, 2 and 3) says the Technical Proposal “must address the Offerors capacity to perform the services pertaining to all four(4) PROMOTE components, outlined in Section C-Statement of Work of the RFP, and demonstrate past performance relevant to similar procurement and work requirements for each of the four PROMOTE Components.” We suggest USAID clarify whether it
wants Component 4 past performance narrative both in the Basic IQC proposal and in the TO3 proposal, or only in the TO3 proposal.

**Answer:** It means that Offerors wishing to respond to the requirements of Task Order 1 or Task Order 2 must also submit a proposal in response to the instructions of the Basic IQC and TO 1 (Baseline Data Collection) and/or TO 2 (Component 4). The 40 page limit for Task Order 1 and 2 are separate. In responding to the technical and cost proposal requirements the unrestricted offerors and U.S. women-owned small businesses are required to demonstrate the capacity to perform the services pertaining to components 1, 2 and 3 specifically, and component 4 in general. Capacity to perform component 4 will be in more detail as requested in task order 2. The Afghan firm restricted offerors are required to demonstrate the capacity to perform the services pertaining to components 1, 2, 3, and task order 1.

**Question 136:**
Section M.2(a) (4) (p. 262) states that Offerors should, “Describe a draft Program Management Plan (PMP)” that includes several components. We suggest that the draft PMP be submitted as a Technical Proposal annex.

**Answer:** Yes, the draft Performance Management Plan may be included as an annex to the Technical Proposal.

**Question 137:**
Section L(5)(i) (p. 259) requires that Offerors propose a Deputy Chief of Party (DCOP) for Finance, Administration, and Compliance as one of the key personnel. In our experience in Afghanistan, the compliance function should be separated from the finance and administrative functions to provide a check on project operations. We suggest amending this requirement to have the DCOP focus on Finance and Administration, and allow a separate position for a Senior Compliance Specialist.

**Answer:** The RFP has been revised, See Section F.2 Key Personnel of what is now referred as Task Order 2.

**Question 138:**
Section M.2 (e) (2). (p. 265) states that Offerors will be evaluated on the anticipated effectiveness and composition the proposed staffing plan, including how well Offerors justify the match between each non-key long-term and short-term candidate and the skills needed to manage the project. To allow for an evaluation of the capabilities and experience of these non-key personnel, we suggest that USAID require Offerors to demonstrate the skills of proposed non-key personnel, either in an addendum to the Key Personnel Summary Table annex or as a separate Non-Key Personnel Summary table annex.

**Answer:** Offerors may propose as a separate non-Key Personnel Summary table annex.

**Question 139:**
Section H.27 (p. 83) mentions contractor use of Synchronized Pre-Deployment and Operational Tracker (SPOT). Please confirm that SPOT is still being utilized in Afghanistan.

**Answer:** SPOT is still being used in Afghanistan.
Question 140:
Section C.10.3 (p. 236) states, “It is expected that the Contractor will use highly trained Afghan, expat or third country national cascade approaches when subsequent tier implementers have developed skills that are similarly qualified and effective.” We suggest that USAID confirm its intention that these approaches should only be used “when” subsequent tier implementers have developed skills that are similarly qualified and effective and not “until” subsequent tier implementers have developed skills that are similarly qualified and effective.

Answer: The Contractor is expected to develop Afghan capacity to the extent possible, consistent with the USG Afghan First Policy, while maintaining quality and effective training.

Question 141:
Cover Letter, last paragraph, “Responses to questions received after the date may or may not be provided at the Contractor’s discretion.

Does USAID anticipate responding to questions during the pre-RFP stage? In other words, will USAID provide answers to questions prior to the issuance of the actual RFP?

Answer: No, responses to questions will be incorporated in the release of the RFP, or answered in an attached document.

Question 142:
C.4; C.7.2; C11.2, 50 women’s rights groups are mentioned under Component 2. Please clarify whether partners may be based regionally and cover surrounding provinces, or do the partners need to be indigenous to the province it represents? Also, kindly clarify whether all 50 partners need to be identified in the proposal?

Answer: Contractors are required and must have the ability to work nationwide, in major urban population centers across the country, including the South and Kandahar specifically. This will be clarified in the Component 2 RFTOP which is currently under design.

Question 143:
C.6 Geographic Focus, second to last paragraph of this section states “It is expected that PROMOTE will expand into additional provinces toward the end of PROMOTE.”

Please clarify if it is USAID wants the Offeror only to work in the five regional hub cities (Kabul, Mazar, Herat, Jalalabad, and Lashkar Gar) until “toward the end of PROMOTE”, and at that time, expand into additional provinces.

Answer: Contractors are required and must have the ability to work nationwide, in major urban population centers across the country, including the South and Kandahar specifically. The RFP has been revised accordingly.
**Question 144:**
C.7.1 Component 1: Women in the Economy, last paragraph states that “Successful graduates of the program will be eligible for SME financing, credit or guarantees, while those seeking employment will be provided with a placement service that includes internships with six months…”
Please confirm if the following services are PROMOTE-provided or provided under another contract/method:

- SME financing
- Credit or guarantees
- Placement service that includes internships with six months of salary coverage

**Answer:** Improving women’s access to financing and credit or guarantees and placement services will be addressed as one of the expected outputs of Component 1, Women in the Economy, and will be explained further in the RFTOP currently under design.

**Question 145:**
C.7.2 Component 2: Women’s Rights Groups and Coalitions, second paragraph references a “PROMOTE gender analysis”

Please provide a copy of the PROMOTE gender analysis.

**Answer:** See Question #42

**Question 146:**
C.7.2 Component 2: Women’s Rights Groups and Coalitions, second paragraph references a “PROMOTE gender analysis”

Please provide a copy of the PROMOTE gender analysis.

**Answer:** See Question #42

**Question 147:**
C.7.3 Component 3: Women in Government, second paragraph states “When the pilot project closes, PROMOTE will take the project to scale…”

Is all of Component 3 the “pilot project” or is there a subset of Component 3 that serves as the pilot?

**Answer:** The RFP has been revised to exclude “pilot project” at Section C.7.3, Component 3: Women in Government.

**Question 148:**
C.9.2 Increase Afghan Participation, first paragraph states “In addition, for multi-year task orders, an Afghan employee must be trained to assume the Task Order Manager role in the year specified in the TO.”
Please clarify USAID’s understanding of the Task Order Manager role. Offerors typically understand this role to be a US-based program management position responsible for supporting a specific task order.

**Answer:** Requirement for T.O. Manager is deleted.

**Question 149:**
C.9.5, H.36, The RFP indicates that the contractor must adhere to the IEE conditions prior to the initiation of task orders and with prior approval of USAID.

Kindly specify whether these conditions need to be met as part of the proposal, or during a subsequent stage of the award process.

**Answer:** There are no IEE conditions.

**Question 150:**
C.11.1 Overall Guidance, First paragraph states “All PROMOTE Components will ensure that women will be in female-friendly environments, with measures taken to overcome barriers to women’s participation, such as day care centers, transportation, and stipends.”

Please clarify if the “measures” discussed here – the provision of day care centers, transportation, and stipends – will be explicit activities USAID expects the offer to undertake in the PROMOTE IQC.

**Answer:** The RFP has been revised to state: “child care solutions”.

**Question 151:**
D.2, J.14; L.1, “The contractor shall develop a broad Branding Implementation Plan (BIP) and Marking Plan (MP) to the IQC to describe how program deliverables will be branded. The BIP shall implement...”

Please clarify whether these can be submitted as an annex.

**Answer:** Yes, as an annex to the Technical Proposal.

Please clarify whether these should reference all four components, or just component four for the RFTOP.

**Answer:** All four components

Please clarify what is meant by (possible typo) “The BIP shall implement…”

**Answer:** Branding Implementation Plan

**Question 152:**
F.11 Key Personnel, sub-section (d) states that there are no IQC contract Key Personnel.
Please clarify that USAID will not require Offerors to identify an IQC Manager and/or a Senior Technical Advisor as Key Personnel on the IQC contract.

**Answer:** That is correct

**Question 153:**
J.14; M.2(c), M.2(a)1, Past Performance of 5 relevant contracts or grants is requested for both the BASIC IQC and RFTOP#3.

Please clarify whether an Offeror will be required to submit 5 contracts/grants for the Basic IQC (demonstrating capacity in Components 1 -3 only) and another 5 contracts/grants for the Task Order 3 (demonstrating capacity in Component 4 only).

**Answer:** Yes, that is correct

Along the same lines, please clarify more generally whether there is a separate section of annexes for Task Order 3, or if there is a combined section of annexes for the Basic IQC and Task Order 3 together.

**Answer:** Annexes are separate for the Basic IQC and for all task orders.

**Question 154:**
4. Other RFTOP Information, States the following: “Although the RFTOP’s for Components 1, 2 and 3 are not included in this IQC RFP, Offerors are to demonstrate past performance relevant to similar procurement and work requirements for each of the four PROMOTE Components, and demonstrate their capacity to perform on all four of the PROMOTE Components.

Please confirm that the underlined phrase should state “…in this IQC RFTOP.”

**Answer:** No; IQC RFP

Also, please confirm that USAID requires Offerors for the unrestricted awards to demonstrate past performance and capacity to perform all four PROMOTE Components in both the basic IQC and Task Order 3 responses. Or, should the offeror demonstrate these qualifications in one place – and if so, which place, the basic IQC or Task Order 3?

**Answer:** In responding to the technical and cost proposal requirements the unrestricted offerors and U.S. women-owned small businesses are required to demonstrate the capacity to perform the services pertaining to components 1, 2 and 3 specifically, and component 4 in general. Capacity to perform component 4 will be in more detail as requested in task order 2. The Afghan firm restricted offerors are required to demonstrate the capacity to perform the services pertaining to components 1, 2, 3 and 4, and task order 1.

**Question 155:**
C.11.1 Capacity Building, (3) Management Approach, Page 239 states that “The Contractor shall channel a portion of the program implementation to Afghanistan implementers to carry out these
activities. In keeping with the principles of designing a program for Afghanistan, and where the Contractor determines that program content and efficiency of implementation will be beneficial, the Contractor is required to subcontract with Afghan firms and other Afghanistan entities in the implementation of Task Orders.”

Page 255, second paragraph states “The offeror is required to ensure that virtually all sub-contractors and employee will be Afghan.”

Please clarify USAID’s position on the implementation of Afghan First Policy for the PROMOTE IQC. Specifically: Will USAID require that virtually all Offeror subcontractors and employees be Afghan? Or will USAID allow Offerors the discretion, based on program content, efficiency, and capacity of these Afghans and Afghan firms, when making subcontracting decisions?

**Answer:** Subcontracting decisions are at the discretion of the Offeror. USAID strongly encourages that offeror ensures that virtually all subcontractors and employees will be Afghan. See Question #60 and #93.

**Question 156:**
F.3. M.2.a. “The draft AWP covering the first year of the project will be provided in the context of the RFTOP proposal process…”
“*The Offeror is to submit an.. illustrative five year work plan, as attachment*”

Please clarify whether two work plans are needed, and if so, please clarify if it is a one-year work plan for the RFTOP and a five-year plan for the BASIC IQC.

**Answer:** All work plans should be for the entire 5 year period. The first year should be detailed, and the subsequent four years can be summarized, for Task Order 2 only.

If not, please clarify whether the work plan should be for one or five years.

**Answer:** All work plans should be for the entire 5 year period. The first year should be detailed, and the subsequent four years can be summarized, for Task Order 2 only.

Please confirm that this can be attached as an annex.

**Answer:** Yes, as an annex to the Technical Proposal.

**Question 157:**
(5) Personnel (i) Key Personnel, States that “It is expected that these positions will be funded through indirect costs, except as they are assigned to and paid directly under specific Task Orders.”

This appears to be language that speaks to basic IQC personnel rather than Task Order 3 Key Personnel. Please clarify if USAID will require Offerors to identify Key Personnel for the basic IQC.

**Answer:** No, only for Task Orders.
**Question 158:**
(ii) Staffing Plan / Organizational Structure, States “Offeror must present a clear, complete and effective proposed organizational structure (with organizational chart) for IQC/Task Order management.

Please clarify if this requirement is specifically for Task Order 3. If not, please clarify how an organizational structure could be presented under the basic IQC, particularly without any Key Personnel required.

**Answer:** Specifically, for what is referred to now as Task Order 2, Women’s Leadership Development RFTOP, and for Task Order 1. No key personnel are required for IQC management.

**Question 159:**
J.14; L.1, L.9. (m), Security Plan appears to be part of RFTOP#3 Technical. Security plan appears to be part of the BASIC IQC Cost application

Please confirm whether both the BASIC IQC and the RFTOP require security plans.

**Answer:** Only for the two RFTOP’s, not for the IQC.

Please specify whether these should be in annex to the cost application or the technical.

**Answer:** As an annex to the Cost Application

Please specify whether one or both are needed at the time of the proposal, or if they are provided later.

**Answer:** The Security Plan is required at the time of the proposal submission.

**Question 160:**
Evaluation Criteria, Task Order 3 evaluation criteria.

Please clarify if USAID intends to use different evaluation ratings for each evaluation criteria rather than a uniform set of evaluation criteria.

**Answer:** Evaluation criteria will be uniform, as indicated in the draft RFP.

**Question 161:**
Will the RFP specify the number of points assigned to each evaluation criteria?

**Answer:** No points will be assigned
Question 162:  
J14.M.2(a), C.3; In section C.3, “Background and Development Challenge,” The key development challenge restricting women’s rights in Afghanistan and depriving the country of their contributions to development is identified.

On page 259, the Offeror is asked to propose “…actions and approaches to creating enabling conditions, differentiated by region based on the identified development challenge for these targeted group.”

Kindly clarify whether the “development challenge” on page 259 is a reference to the challenge identified on page 18, or to a narrower development challenge, specific to these targeted groups that is not currently found in the RFP.

Answer: Please refer to the development challenge stated at Section C.3 Background and Development Challenge in the IQC RFP.

Question 163:  
M.2 (c) Management Approach, States “The extent to which the Offeror’s management plan demonstrates its capacity and know how to simultaneously manage and implement varying numbers of diverse and urgent task orders in the social, political, and security environment of Afghanistan.

Please clarify if this evaluation criterion is intended for evaluating an Offeror’s Task Order 3 response or if it is more appropriately applicable to the basis IQC evaluation criteria. If this is for Task Order 3, does USAID envision that task orders will be issued under Task Order 3? Please clarify.

Answer: The evaluation criterion stated above, Management Approach, is addressed in both RFTOPS (Task Orders). The term “task orders” has been revised to “task activities”.

Question 164:  
Key Personnel Ratings, There are two ratings – Acceptable and Unacceptable.

Will USAID consider additional rating scales for evaluation personnel to draw more defined distinctions between candidates rather than just clearly or not clearly meeting minimum requirements?

Answer: The Key Personnel rating has been revised.

Question 165:  
M.2(f) Security Plan.

Will Task Order 3 require the submission of the security plan or will this plan be required after award?

Answer: The Security Plan is required at the time of proposal submission.
Question 166:
L.8(c) Format of the technical proposal, L.9 Instructions for the Preparation of the Cost/Business Proposal, M.2(a) Unrestricted Category Offerors. There are multiple references to the Offeror needing to address Components 1-3

Is it USAID’s intention to have the Basic IQC response only address Components 1-3 whereas Task Order 3 will only address Component 4?

Answer: Task Order 3 is now referred to as Task Order 2. In responding to the technical and cost proposal requirements the unrestricted offerors and U.S. women-owned small businesses are required to demonstrate the capacity to perform the services pertaining to components 1, 2 and 3 specifically, and component 4 in general. Capacity to perform component 4 will be in more detail as requested in task order 2. The Afghan firm restricted offerors are required to demonstrate the capacity to perform the services pertaining to components 1, 2, 3 and 4, and task order 1. If no, please clarify that USAID would also like to have Offerors demonstrate their capacity, experience, and past performance for Component 4 in the Basic IQC response as well.

Question 167:
L.8. (d), Definition of a major subcontractor: (“Major” is any business relationship to implement task order requirements that is projected to be valued at more than $150,000 and longer than one year).

Please clarify that a partner is only defined as “major” where both of these conditions – the dollar value and the duration of the work.

Answer: Please see revision to the definition at Section L.8 (d) (1) a.

Please clarify if the $150,000 level is for a given year, or is also considered major if spread over multiple years.

Answer: For a given year, not over multiple years

Also, please confirm that the Major subcontractor work requirements summary table can be submitted as an annex.

Answer: This annex has been deleted.

Question 168:

Please confirm that this can be submitted as an annex.

Answer: The Mobilization Plan can be submitted as an Annex to the Technical Proposal.
**Question 169:**
Annex E, L.9.(c.) CVs.
Please confirm that the Key Personnel Summary Table and Letters of Commitment can be included as an annex.

**Answer:** Yes

Please confirm whether CVs are to be attached to the Cost application or the technical application (p.293).

**Answer:** CV’s are no longer required, only Statements of Qualifications.

**Question 170:**
Is it possible to have an understanding of the possible Indirect Cost Rates and their possible types that can be used while developing a financial proposal?

**Answer:** See Section B.8

**Question 171:**
Can you please explain with reference to footnote 11, page 19, as to this 30% is taken as a percentage of what population or total figure?

**Answer:** Please refer to footnote 11 for an explanation referencing 30 percent female participation in decision making and leadership roles in mainstream social, political and economic spheres.

**Question 172:**
If we would want to apply for two of the categories e.g. open for all category and the Afghan Organization category, can we do that by submitting two copies of the proposal? Please let us know if it is possible for us and if yes, what procedure should be followed.

**Answer:** Two identical copies of a proposal is not acceptable. The Afghan Organization category must address the Basic IQC requirements and Task Order 1. The unrestricted category must address the Basic IQC requirements and Task Order 2.

**Question 173:**
Could you provide me with a monetary breakdown of the five awards anticipated for the above requirement? Is there an established dollar amount for each of the three award categories?

**Answer:** Unrestricted awardees – estimated at $415 million; Afghan firm – estimated at $800,000.

**Comment:**
I’m concerned about this set aside for an Afghan woman owned firm, and would like it addressed.

**Answer:** Reference to Afghan women-owned firm is deleted and changed to Afghan firm.
Request for Proposal (RFP) SOL-306-13-000033
PROMOTE Indefinite-Quantity Contract

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| 10. ITEMS TO BE PURCHASED (BRIEF DESCRIPTION) |
| SUPPLIES | SERVICES |

| 11. IF OFFER IS ACCEPTED BY THE GOVERNMENT WITHIN _CALENDAR DAYS_ (60 CALENDAR DAYS UNLESS OFFEROR INSERTS A DIFFERENT PERIOD) FROM THE DATE SET FORTH IN BLOCK 9 ABOVE, THE CONTRACTOR AGREES TO HOLD ITS OFFERED PRICES FIRM FOR THE ITEMS SOLICITED HEREIN AND TO ACCEPT ANY RESULTING CONTRACT SUBJECT TO THE TERMS AND CONDITIONS STATED HEREIN. |

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| 13. CONTRACTOR/ OFFEROR |
| TELEPHONE NO. |
| DUNS NO. |

| 14. PAYMENT WILL BE MADE BY | CODE |
| SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK: |

| 15. PROMPT PAYMENT DISCOUNT |

| 16. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION |
| 10 U.S.C. 2304 |
| 41 U.S.C. 253 |

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| 23. ACCOUNTING AND APPROPRIATION DATA |

| 24. TOTAL AWARD AMOUNT | (FOR GOVERNMENT USE ONLY) |

| 25. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN _1_ COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY CONTINUATION SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN. |

| 26. AWARD OF CONTRACT: YOUR OFFER ON SOLICITATION NUMBER SHOWN IN BLOCK 4 INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS: |

| 27. SIGNATURE OF OFFEROR/CONTRACTOR |
| NAME AND TITLE OF SIGNER (TYPE OR PRINT) |
| DATE SIGNED |

| 28. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER) |

Authorized for Local
PREVIOUS EDITION NOT USEABLE

STANDARD FORM 1447 (REV 2/2012)
Prescribed by GSA – FAR (48CFR) 53.214(d)
Request for Proposals (RFP) SOL-306-13-000033
PROMOTE Indefinite-Quantity Contract

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FROM: AFFIX STAMP HERE

TO: AFGHANISTAN
USAID/Afghanistan
Office of Acquisition and Assistance

SOLICITATION NO. SOL-306-13-000033
DATE AND LOCAL TIME __________________________

STANDARD FORM 1447 (REV.2/2012) BACK
ATTACHMENT J.16
REQUEST FOR TASK ORDER PROPOSALS (RFTOP)
BASELINE DATA COLLECTION SERVICES
TASK ORDER ONE

SECTION B - SCHEDULE OF SERVICES

1. ACQUISITION GENERAL INFORMATION

The United States Agency for International Development (USAID), Afghanistan, Office of Acquisition and Assistance (OAA) is issuing the subject RFTOP to support the PROMOTE Program as further described under the Description/Specifications/Statement of Work, Section C.

The Government anticipates issuing one (1) award, as a result of this RFTOP; however, USAID reserves the right to make multiple awards or no award from this RFTOP.

This is a Cost-Plus Fixed Fee Completion Type Task Order. For the consideration set forth in the contract, the Contractor shall provide the deliverables or outputs described under the Description/Specifications/Statement of Work and Deliveries/Performance sections, and comply with all contract requirements.

2. BUDGET

a. The total estimated cost of this acquisition is estimated not to exceed $________.

The fixed fee is $__________.

The total estimated cost plus fixed fee is ____________.

b. Within the estimated cost plus fixed fee, if any, specified in paragraph (a) above, the amount currently obligated and available for reimbursement of allowable costs incurred by the Contractor (and payment of fee, if any) for performance hereunder is $___(To be determined at the time of award)_____. The Contractor shall not exceed the aforesaid obligated amount unless authorized by the Contracting Officer pursuant to the clause of this contract entitled "Limitation of Funds" (FAR 52.232-22). See Section I of the basic IQC.

3. PAYMENT

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

The paying office is:
Office of Financial Management
4. OTHER RFTOP INFORMATION

This RFTOP is set-aside for proposal and award to an Afghan firm/NGO. In addition, offerors are required to demonstrate the capacity to perform the services pertaining to Components 1, 2, 3 and 4 of the PROMOTE program, outlined in Section C- Statement of Work of the RFP, and to demonstrate past performance relevant to similar procurement and work requirements for each of the four PROMOTE Components. Offerors will be evaluated based on the evaluation criteria outlined in Section M.2 of the IQC RFP, as well as the evaluation criteria as outlined for this RFTOP. The top-ranked, if applicable, offeror will be selected as the Afghan firm/NGO IQC holder and awarded the task order for the Baseline Data Collection services.

The final statement of work for the task order that will result from this RFTOP will be incorporated at the time of award and may incorporate a portion of the proposal by the successful offeror.

5. FUNDS AVAILABILITY

Please note that the award of the task order contemplated herein cannot be made until funds have been fully appropriated, allocated and committed. While it is anticipated that these procedures will be successfully completed, the PROMOTE IQC holders are hereby notified of these requirements and conditions for award and subsequent obligations of incremental funding.
SECTION C – DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK

I. Objectives

The main objectives of the work are to:

1. Develop a foundation of knowledge for the implementation of the PROMOTE IQC;
2. Provide baseline information for all PROMOTE components and task orders and determine what measures of progress need be tracked throughout the life of the program; and
3. Identify and provide baseline information that can be tracked over the course of PROMOTE for fundamental indicators that sufficiently demonstrate the environment for the PROMOTE target group(s)\(^\text{19}\) in Afghanistan.

II. Technical Requirements and Tasks

A. General

Assessing the status of women is a necessary goal for any intervention that seeks to improve the overall condition of women in Afghanistan. The PROMOTE program is a vigorous, long-term investment in women’s productivity that is designed to enable a critical mass of educated, largely urban women to enter mainstream sectors in Afghanistan, which will change the decision making paradigm at the middle and upper levels of government, civil society and the economy. Over the course of PROMOTE—ten years—the program is designed to improve the overall standing of women in Afghanistan through a comprehensive set of interventions in the public, private, and civil society sectors of the country. PROMOTE will focus on the four specific areas of Women in the Economy, Women’s Rights Groups and Coalitions, Women in Government and Women’s Leadership Development. The purpose of the PROMOTE Baseline Task Order is to collect and compile detailed baseline information that will enable monitors to properly track the progress and accurately measure the outcomes and impacts of the PROMOTE program. In addition, the baseline must include information on the external environment in which PROMOTE is implemented, i.e., the number of available mid-level positions in government, the number of private sector companies and firms with vacancies, the viability of businesses that women entrepreneurs have proposed\(^\text{20}\), etc. The program

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19 The primary target group for all PROMOTE Components includes Afghan women between the ages of 18 and 30 who possess at least a high school diploma, though many will also have undertaken some college, university or Technical and Vocational Education and Training (TVET) study or possess a university degree. The secondary target group for only Component 4 includes literate women between the ages of 14-24 who have at least completed primary school and perhaps some secondary schooling or TVET but who have not completed secondary schooling. Both target groups will reside in major urban population centers.

20 These include: driving schools for women; taxi/transport services for women to facilitate mobility in urban areas; culinary academies (enabling women to establish catering companies to service the extensive wedding market or to establish bakeries or restaurants); gardening/landscaping training (leading to the establishment of landscaping companies, flower shops, greenhouses servicing florists, etc.); secretarial schools; ICT (broad range of information/communications technology); gymnasiums and professional exercise training; professional beauty salons/schools; law firms/accounting companies/dental offices, etc. start-ups; gemstones (cutting and polishing); entertainment industry (music/bands for weddings and parties, party planning); tourism (guides, hotel management); services (food, laundry, cleaning services at hotels, office buildings, etc.); travel and airline employment; translation services; journalism/media; psychology/mental health services; veterinary clinics/agriculture services; English language schools; equipment repair (computers, mobile phones, other electronics); public baths (hammam) for women; turn-key wedding providers, e.g., women’s hall, catering, flowers, entertainment, wedding dresses, etc.; jobs in extractive industries.
must also include information on data sources and the methodologies of data collection. The collection of baseline data should start at the beginning of project implementation, and the plan should include the methodology for that collection.

USAID has conducted over 33 gender analyses as well as reviews and assessments conducted by donors and other organizations to assess the overall status of women in Afghanistan. However, their status varies widely from rural to urban, region to region, level of education, marital status and other variables. To identify the baseline and indicators for PROMOTE, the Contractor shall focus first on the primary target group and secondarily on the secondary target group, disaggregated by selected municipalities in selected regions.

The Contractor must utilize existing data collected by various sources in Afghanistan while supplementing that information through their own approaches to assessing PROMOTE’s target groups in the key PROMOTE sectors—economic participation and status, civil society participation, government participation and leadership in all sectors. The work will be consistent with USAID’s Evaluation Policy (http://www.usaid.gov/evaluation/USAID_Evaluation_Policy.pdf), ADS 203 Assessing and Learning (http://www.usaid.gov/policy/ads/200/203.pdf), and the USAID/Afghanistan Mission Order 201.03 on Gender Analysis and Integration, issued Sept. 24, 2011.

The Contractor must submit the first task “final” report deliverable within 30 calendar days of the Task Order award, with a final report submitted at the end of 150 calendar days that revises, updates and completes the deliverables for this Task Order. The final version for each report will be submitted to the TOCOR as per the following schedule:

- Two weeks of award: Overview of workplan/progress, including presentation of survey questions, schedules, etc.
- 30 calendar days: Final work plan – final surveys, schedules, etc.
- 60 calendar days: 1st Draft Report – PROMOTE Component 4, with updates on all Components
- 90 calendar days: 2nd Draft Report
- 120 calendar days: Final Survey Report
- 150 calendar days: Final Project Report

All these products will be the sole property of USAID and must be submitted prior to the end of the Task Order.

B. Tasks

Under the technical guidance of the USAID Task Order Contracting Officer’s Representative (TOCOR) or his/her designee, the Contractor must accomplish the following tasks: The Contractor must provide a methodology that efficiently and effectively combines information-gathering, analysis, and reporting for all task orders. The methodology must demonstrate a systematic selection of respondents for the sample population. The Contractor for Monitoring and Evaluation must be able to replicate the methods and results from the baseline study. Replicating (and perhaps refining) the methodology in this way is critical for any evaluation conducted and managing the data from the baseline study by the M&E contractor.
The Contractor will be responsible for conducting the baseline study, including collecting existing materials (government and donor reports, previously conducted research, etc.) and conducting surveys, other interviews, focus groups and other baseline collection activities. The Contractor will also be responsible for identifying a control group of women from the same target groups that will not take part in PROMOTE activities with the aim of tracking their progress in relation to that of PROMOTE participants. The full roles and responsibilities of the Contractor for the baseline are as follows.

I. **Assess the overall status of educated women in urban areas of Afghanistan and identify a group of individuals that can be tracked and monitored throughout the life of PROMOTE.**

**Task 1: Desk review of existing documentation and resources**

The Contractor must conduct a review of previous or ongoing efforts to measure the status of women and current trends in Afghanistan. The purpose of this review will be to identify best practices and lessons learned in terms of approach, methodology and existing data sets from secondary data that can support the aims and objectives of the Contract. The Contractor must consider for inclusion in the review, but not be limited to, the following:

- Gender analyses relevant to PROMOTE’s target group(s) conducted for current USAID programming, including the analysis for PROMOTE;
- Baseline study for the Assistance in Building Afghanistan by Developing Enterprises (ABADE) program;
- The Asia Foundation’s 2012 *A Survey of the Afghan People*;
- Recent reports from the World Bank, such as the *Afghanistan Gender Report and Women’s Asset and Ownership in Afghanistan* and the *World Bank-IFC Report Finds Government Reforms Enhance Economic Opportunities for Women, but Greater Strides Needed, September 26, 2011*;
- USAID 2010 Gender Impact Assessment, Services under Program and Project Offices for Results Tracking (SUPPORT), Checchi and Company Consulting, Inc.;
- Afghanistan Research and Evaluation Unit *Information mapping and situation analysis of women’s economic activities in Afghanistan 2002-2012 (forthcoming)*;
- The Organization for Security and Cooperation in Europe *Women’s Economic Empowerment*;
- Manganaro and Alozie’s *Gender Role Attitudes: Who Supports Expanded Rights for Women in Afghanistan*;
- Raj, Gomez, and Silverman’s *Multisectorial Afghan Perspectives on Girl Child Marriage*;
- *Economic Empowerment Strategies for Afghan Women, Afghanistan Small and Medium-Sized Enterprise Development* (ASMED), March 2012;
- *Evaluation of the Ambassador’s Small Grants Program (ASGP), USAID*;
- *Gender Assessment of the Initiative to Promote Afghan Civil Society (IPACS), USAID*;
- Joint sector education overviews, April 2012 conducted for USAID; and
- Evidence based research related to PROMOTE’s target groups.

USAID will assist the Contractor in obtaining access to data from USAID-supported programs, including gender analyses. The Contractor must be prepared to explain the purpose of the data sharing request and discuss modalities of same but will not be required to lobby for access with data owners who decline to share. The gender analyses, especially, should be reviewed closely for insights gained through focus groups and other interviews with key stakeholders.
**Task 2: Survey on attitudes and cultural practices for women in Afghanistan**

The Contractor will conduct a desk review of any information available for this topic. The Contractor must potentially conduct surveys and/or focus groups in Mazar i-Sharif, Herat, Jalalabad, Kandahar, and at least four other disparate municipalities across Afghanistan to determine the attitudes and cultural practices related to the PROMOTE target group(s)\(^{21}\) in Afghanistan. The final list of municipalities will be nominated by the Contractor and approved by the TOCOR. The precise methodology for research beyond the desk review will be developed by the Contractor who is expected to include a methodology to conduct formal, quantitative population surveys supplemented by no more than 2-3 focus groups\(^ {22}\) in each municipality with systematically selected men and women\(^ {23}\) and potentially key informant interviews with individuals deemed to have an understanding or influence of community opinion (e.g. women leaders, government officials, business leaders, etc.). Surveys must be designed and documented so they can be easily replicated to measure future progress.

The information collected will include, but not be limited to, the following:

1. Do public officials, private sector employers and employees, community and municipal leaders and educated women and their families in selected urban areas support the inclusion of PROMOTE’s target group(s) in the public and private sectors and civil society? Disaggregate survey respondents by at least sex and age group. This would be presented as the percent greatly supporting, supporting, neutral, opposed, greatly opposed (for example) and could be updated to measure change in perception.
2. What are the challenges facing PROMOTE’s target group(s) seeking greater inclusion at mid-levels in public and private sectors and in civil society?
3. How can the challenges facing PROMOTE’s target group(s) seeking greater inclusion in mid-level public and private sectors and in civil society be mitigated or overcome?
4. What are the opportunities and entry points available to PROMOTE’s target group(s) for entering and advancing within public and private sectors and civil society and how can they be realized?
5. What is the total number and percentage of women by education level in each chosen municipality (e.g., primary school grads (6\(^ {th}\)), middle school grads (8\(^ {th}\)), HS grads (12\(^ {th}\)), Vocational School Grads (by vocation), and tertiary degree (by type of degree)?

The final content of survey and focus group questions will be subject to USAID approval. USAID will assist the Contractor in identifying specific areas to be surveyed as well as identifying key informants for specific interviews. Surveys may include information discussed under other tasks. Surveys must be designed and documented so they can be easily replicated to measure future progress.

**II. Develop a performance baseline for activities in PROMOTE**

The information for the tasks in this section will be critical for establishing the work of the remaining task orders. All information will be the sole property of USAID and shared accordingly in the form of an organized knowledge platform (detailed below). USAID will make this

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21 Include both the primary and secondary PROMOTE target groups with a focus on the primary group.
22 Focus groups shall be conducted with women in the PROMOTE target group(s) and their family members.
23 Focus groups shall be held with women only, men only and with women and men together. Differences in responses from men and women when segregated by sex and when together should be noted.
information available to the relevant TO holders, including the full M&E contractor. Existing information from government databases, other donor reports, scholarly research, and other appropriate resources should be used whenever possible. This also includes research conducted within this Task Order. For example, it is acceptable and even recommended for Task 3 below, research on women’s leadership, to be conducted in conjunction with Task 2 above.

**Task 3: Collect information on women’s understanding and current skills regarding leadership**

The Contractor will conduct a desk review of any information available for this topic. The Contractor must potentially conduct surveys and/or focus groups in Mazar-i-Sharif, Herat, Jalalabad, Kandahar, Kabul and at least four other disparate municipalities across Afghanistan to determine an understanding for how the concept of leadership in Afghanistan is perceived. This may be done in conjunction with the research described above, including desk review. As above, these municipalities will be nominated by the Contractor and approved by the TOCOR and reflect the various areas that are intended to be the focus of the women’s leadership development component of PROMOTE. The precise methodology will be developed by the Contractor who is expected to include a thorough review of any existing studies of leadership in Afghanistan. The precise methodology for research beyond the desk review will be developed by the Contractor to include formal, quantitative population surveys of the identified target population(s), supplemented by no more than 2-3 focus groups in each municipality systematically selected with men and women (segregated by sex and together) and potentially key informant interviews with individuals deemed to have an understanding or influence of community opinion (e.g. government officials, business leaders, etc.). Note that the Level of Effort is 70 percent for the primary target group and 30 percent for the secondary target group under Component 4.

The research will include, but not be limited to, the topics of:

- How do women and men in Afghanistan define leadership, and how do women prepare and operate in leadership positions? This information should be collected from literature review and/or through focus group discussion. How many women have engaged in any kind of leadership training?
- What is the number and percentage of women working in business and government that hold supervisory positions, by chosen municipalities?
- What is the number and percentage of women (compared to men) in the top three grades of government, by ministry or administrative unit; in the courts; and in other government entities? Include information on chosen municipalities as well as generally.
- Of women working in the private sector, what is the number and percentage that report holding leadership and/or decision-making positions, by chosen municipalities and business sector.
- Of the civil society organizations registered in each chosen municipality, what is the number and percentage of women holding leadership and/or decision-making positions (i.e., managing director, board member, officer, etc.).

The final content of survey and focus group questions will be subject to USAID approval. USAID will assist the Contractor in identifying specific areas to be surveyed as well as identifying key informants for specific interviews. Surveys must be designed and documented so they can be easily replicated to measure future progress.
Task 4: Collect information on the status of women’s rights groups and coalitions in practice and the capabilities of sample groups working to promote those rights

The Contractor will conduct a desk review of any information available for this topic. The Contractor must potentially conduct surveys and/or focus groups in Kabul, Mazar-i-Sharif, Herat, Jalalabad, Kandahar and at least four other disparate municipalities across Afghanistan to determine the status of women’s rights organizations in Afghanistan. This may be done in conjunction with the research described above, including desk review. The precise methodology will be developed by the Contractor who is expected to include a thorough review of existing documents and databases of women’s rights groups and organizations. The precise methodology for research beyond the desk review will be developed by the Contractor who is expected to include formal, quantitative population surveys of the identified target population (women engaged in women’s organizations) supplemented by no more than 2-3 focus groups in each municipality with systematically selected men and women and potentially key informant interviews with individuals deemed to have an understanding or influence of community opinion (e.g. government officials, selected CSOs, university staff, etc.). Surveys must be designed and documented so they can be easily replicated to measure future progress.

The research will include, but not be limited to, the topics of:

- How many organizations are actively engaged in work for women’s rights in the chosen municipalities? How many of them exist primarily to advance women’s rights and welfare?
- Are staff members in the organizations above able to perform the basic functions of advocacy, outreach, project development implementation, monitoring, evaluation and organizational management?
- Is there at least one manager in each organization above that engages in strategic planning, decision making, team building, delegation, conflict resolution, and other management activities?
- How do women’s rights organizations engage citizens and government to advocate for women’s rights, particularly the implementation of legislations such as EVAW, CEDAW, NAPWA, etc.?
- How effective have those advocacy efforts been? What obstacles have they encountered? How effectively are women’s rights organizations in engaging the target population in advocacy efforts?
- Based on a survey, how many women are actively involved in advocacy efforts related to women’s rights? How many men?
- How knowledgeable is the PROMOTE target population(s) about women’s rights and welfare issues in Afghanistan?
- Have the organizations above been able to successfully complete or execute programs and projects related to women’s issues/rights/justice/opportunities?
- Have the organizations above conducted research, disseminated publications and/or been awarded contracts to conduct research activities?
- Do the organizations above have a communication strategy? Do they have access to computers and networks? If so, what is the nature of this access?
- Have the organizations above successfully conducted fundraising campaigns?
- Have the organizations above participated in joint initiatives with other organizations?
- Have the organizations above engaged with and/or formed alliances with regional and/or international women’s rights organizations?
• Do the organizations above perceive that GIRoA (particularly MoWA) supports their activities to influence public opinion, policies and social practices related to women’s rights and welfare?
• Do government officials in chosen municipalities believe that GIRoA supports the efforts of women’s rights organizations to influence public opinion, policies and social practices related to women?
• What are the key issues facing PROMOTE’s target group(s) and their empowerment in each chosen municipality?
• What is the perception of people in the chosen municipalities of the government’s support for women and women’s rights?

The final content of survey and focus group questions will be subject to USAID approval. USAID will assist the Contractor in identifying specific areas to be surveyed as well as identifying key informants for specific interviews.

**Task 5: Collect information on the current status of women in government**

The Contractor will conduct a desk review of all information available for this topic. The Contractor must potentially conduct surveys and/or focus groups in Kabul, Mazar-i-Sharif, Herat, Jalalabad, Kandahar, and at least four other disparate municipalities across Afghanistan to determine the status of women in government as well as potential recruits into the civil service (i.e., recent university graduates). This may be done in conjunction with the research described above, including desk review. As above, these municipalities will be nominated by the Contractor and approved by the TOCOR and reflect the various areas that are intended to be the focus of the Women in Government component of PROMOTE. The precise methodology will be developed by the Contractor who is expected to include a thorough review of existing documents and databases of women’s involvement in the civil service of Afghanistan. The precise methodology for research beyond the desk review will be developed by the Contractor who is expected to include formal, quantitative population surveys of PROMOTE’s target group(s), supplemented by no more than 2-3 focus groups in each municipality with systematically selected men and women (segregated by all women, all men and mixed groups) and potentially key informant interviews with individuals deemed to have an understanding or influence of community opinion (e.g. government officials, business leaders, university staff, etc.).

The research will include, but not be limited to, the following:

• What is the number and percentage of women formally employed by GIRoA at the central, provincial, district and municipal levels in the selected geographic areas? This information must at least be broken down by ministry, province, district, municipality, and grade of employment.
• Do government civil servants in the central government and chosen municipalities support women working within the government (in low, medium and high grades)? Disaggregate responses by office, gender, age and grade.
• Does the general population in chosen municipalities support women working as government workers (at low, medium and high grades)? Disaggregate responses by gender, age and grade.
• In terms of supply of potential interns, how many young women graduated from University and Technical School in each chosen municipality in the last 5 years?
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- Are public and private universities and Technical colleges supportive of assisting women with placement in civil service internships and positions? If yes, in what ways, and how successful are they?
- How many government intern programs exist and how many interns were placed in the last year in each chosen municipality? Disaggregate by government office, gender, grade.
- What are the major challenges facing women working in the government in each chosen municipality?
- How can these challenges best be addressed?
- How many formal or informal women-in-government support/networking groups exist in each chosen municipality, by government office?

The final content of survey and focus group questions will be subject to USAID approval. USAID will assist the Contractor in identifying specific areas to be surveyed as well as identifying key informants for specific interviews. Surveys must be designed and documented so they can be easily replicated to measure future progress.

**Task 6: Collect information on the current status of women-owned businesses and women in the private sector**

The Contractor will conduct a desk review of any information available for this topic. The Contractor must potentially conduct surveys and/or focus groups in Kabul, Mazar-i-Sharif, Herat, Jalalabad, Kandahar, and at least four other disparate municipalities across Afghanistan to determine the status of women in business in Afghanistan. This may be done in conjunction with the research described above, including desk review. The precise methodology will be developed by the Contractor who is expected to include a thorough review of existing documents and databases of women-owned businesses such as those developed for Afghanistan Investment Support Agency (AISA) and the upcoming ABADE baseline study, as well as local surveys of businesses in the chosen municipalities to gather baseline data on women’s roles in the private sector and information on areas of market demand as well as market demand for and supply of skilled women employees and employers. The precise methodology for research beyond the desk review will be developed by the Contractor who is expected to include formal, quantitative population surveys of the PROMOTE target group(s), women who are engaged or wish to be engaged in the private sector as an employee or business owner. This information should be supplemented by no more than 2-3 focus groups in each municipality with systematically selected men and women (all women, all men and mixed groups) and potentially key informant interviews with individuals deemed to have an understanding or influence of business in the region (e.g. government officials, business leaders, etc.). Surveys must be designed and documented so they can be easily replicated to measure future progress.

The research will include, but not be limited to, the following:

- How many and what is the percentage of women-owned businesses currently registered in each targeted municipality (by municipality) and nationally the Afghanistan Investment Support Agency (AISA), and Afghanistan Central Business Registry (ACBR)? How many and what is the percentage of women owned and/or managed businesses currently operating in each targeted municipality? In which sectors are these businesses?
- What is the number and percentage of professional female employees nationally and in each chosen municipality, by sector?

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24 See footnote 2, Section II.A, General, and include information on these businesses.
• What are the major areas and levels of demand for goods and services in each chosen municipality? How is this demand expected to grow (or diminish) over the next 20 years?
• What is the demand for women professional employers and employees in the major areas of market demand in each chosen municipality? Are current businesses in these areas ready to hire professional women? What challenges need to be addressed to increase the demand for women professionals and businesswomen in areas of market demand?
• What is the supply of educated women interested in professional employment in the major areas of market demand in each chosen municipality, i.e., # of women HS, Technical College and University graduates, # of women with degrees in accounting, # of women owning SMEs in construction industry, etc.)?
• What is the demand and supply of credit for women in each chosen municipality?
• Women’s Safety: Do women say they feel safe to work, conduct business, shop, travel, and attend meetings in their communities? Do men feel women are safe to conduct these activities? What safety factors for women are adequate and what areas need to be improved (i.e., transportation, city lighting, police support, male harassment, religious community support, etc.)? Can be part of Section II. B. I. Task 2 above.
• Access to Finance: Do women perceive they can easily access credit, i.e., financial institutions in the chosen municipalities have outstanding loans to women, women report receiving loans from a financial institution in the last year? Can be part of Section II. B. I. Task 2 above.
• Business Environment: How friendly do women perceive the business environment, i.e., is it easy to register a business, be included in legal reform initiatives, have business information readily available, etc.? Can be part of the Section II. B. 1 Task 2 above.
• Access to markets: Do women perceive that they have easy access to markets, i.e., women are active in business and trade organizations; women’s cooperatives support, trade with and mentor each other; business information is easily accessed by women, etc.? Can be part of Section II. B. I. Task 2 above.
• What are the most common barriers to setting up a business in the chosen municipalities?
• How many women’s business associations are there in the areas surveyed? How many and how large are the businesses that belong to such associations?
• What mechanisms, if any, do women-owned businesses use to collaborate and work with one another?
• What is the perception of access to finance in the area? How many women-owned businesses report accessing finance from traditional and non-traditional sources?
• How many women are formally employed in the areas examined? What sectors are they currently working in? What is the median income for these women and how does it compare to men in comparable fields?
• What is the level of education for these women engaging in business? What percentage of women employed have taken advantage of technical or vocational training (TVET)?

The final content of survey and focus group questions will be subject to USAID approval, and it is envisioned that USAID will provide recommendations for the Contractor in identifying specific areas to be surveyed as well as identifying key informants for specific interviews.
SECTION F – DELIVERIES OR PERFORMANCE

F.1 PERIOD OF PERFORMANCE

The estimated period of performance for this task order is five (5) months.

F.2 KEY PERSONNEL

The Contractor will furnish the following four positions for the length of Task Order 1, Baseline Data Collection services based in Kabul. USAID encourages offerors to consider qualified women for all proposed positions.

Afghan National
Gender Research Team Lead (Senior): This candidate will be a development professional, who will be responsible for overall program management of the Task Order, including direction, and liaison and coordination with USAID, the Government of Afghanistan, and other donors. The Team Lead will be responsible for administering the program in full compliance with all applicable USG regulations and for ensuring the timely submission of all required performance reports and the application of sound financial management procedures. The candidate shall also have management experience, with a demonstrated ability to recruit and supervise short-term U.S., third country and local experts. Previous Chief of Party and/or USG-comparable experience is highly desirable.

The candidate will have at least a Master’s Degree in a relevant field and at least 6 years of international development project management or other relevant experience -OR- a bachelor’s degree with 12 years of international development project management or other relevant experience. S/he must have demonstrated success in developing optimal mechanisms and methodologies for quality assessments and baseline studies. Experience in the unique demands of conducting social and economic research in complex, post-conflict, culturally diverse settings is required. Experience with conducting research on women and women's issues, particularly in Afghanistan, is preferred. The candidate will have experience working on gender related issues and gender programming in Afghanistan or a similar environment.

S/he will have excellent reporting, writing, and presentation skills and be familiar with standard business IT applications and statistical methods. Fluent English and fluent Dari and/or Pashto language skills are required. Knowledge of relevant federal regulations and procedures as well as work experience in post-conflict countries is preferred.

Afghan National
Gender Research Deputy Team Lead (Mid): This candidate will have at least 5 years of international development experience with at least 2 years of project management experience and demonstrated knowledge in research including information/data gathering, results reporting, surveys and quantitative analysis. S/he must have demonstrated success in developing optimal mechanisms and methodologies for quality assessments and baseline studies. Experience in the unique demands of conducting research in complex, post-conflict, culturally diverse settings is required. The candidate will have experience working on gender related issues and gender programming in Afghanistan or a similar environment is highly desirable. Fluent English and fluent Dari and/or Pashto language skills are required. The Deputy Team Lead must be sufficiently experienced to be able to lead the project in all areas in the Team Lead’s absence.
Afghan National

Information Management Specialist (Mid): This candidate shall have a minimum of 6 years work experience in Information Management with international development organizations. S/he should have Information Systems background with skills and abilities in data collection procedures, systems analysis, and information systems project management. The candidate should also have skills and experience in GIS applications and hardware platforms, database design and management.

Research Consultant and Writer: This candidate will have a minimum bachelor’s degree in a related field (English, history, politics, anthropology, social studies, economics, etc.) and least 5 years of development experience. The candidate must have experience writing updates of technical documentation or project management and collaborate with subject matter experts or clients to improve the quality of documents in development. S/he must have excellent written communication skills in English and ability to use word processing and graphic tools. Experience in developing mechanisms and methodologies for quality assessments and baseline studies and in the unique demands of conducting research in complex, post-conflict, culturally diverse settings is highly valued.

F.3 REPORTS AND DELIVERABLES

In addition to the requirements set forth in Section C – Statement of Work, the Contractor must submit the following deliverables to the TOCOR with a copy to the TOCO.

REPORTS:

WORK PLAN (WP)

The Contractor will prepare a detailed Work Plan (WP) for the TOCOR’s review and approval within two (2) weeks of award. The WP will set forth the details of the Contractor’s plans for pursuing activities set forth in this RFTOP and detailing additional proposed activities that may substantially contribute toward the project goal, as required. The work plan should also delineate project work by region, province, and municipality as appropriate. The draft WP will be provided in the context of the RFTOP proposal process, with a final version provided to the TOCOR within two (2) weeks after the signing of the task order. The WP may be amended and benchmarks added, deleted, or revised if necessary, in consultation with and approval by the TOCOR.

The WP shall include a detailed schedule of activities, tasks and the inputs, including a description of planned activities and tasks and an estimated budget – organized by component and, as appropriate, by sub-component.

The Contractor will incorporate any required revisions into a final WP no later than 4 days after receipt of such comments. The TOCOR will provide a written approval of the final work plan to the Contractor. Should revised activities, performance indicators or performance targets become necessary, the Contractor shall submit a revised work plan to USAID for approval.

CLOSE OUT PLAN

The Contractor shall submit a Demobilization Plan for TOCOR approval. The Demobilization Plan shall include an illustrative Property Disposition Plan, a plan for the phase-out of in-country
operations, a delivery schedule for all reports or other deliverables required under the Contract and a timetable for completing all required actions in the Demobilization Plan, including the submission date of the final Property Disposition Plan to the TOCO.

**FINAL REPORT**

The Contractor shall prepare and submit electronically to the TOCOR, no later than the estimated end-date of this task order, a detailed final/completion report which summarizes the accomplishments and impact in relation to the expected results, and recommendations regarding future and unfinished work. This report is as described in Section C above.

The completion report may provide recommendations for follow-on work that might complement the work completed under the contract particularly for the M&E contract that will begin concurrently with the baseline survey. The TOCOR will provide written comments, and the TOCO may likewise add written comments, which the Contractor will address in revising the draft and submitting a final completion report.

**DELIVERABLES:**

- **Task 1 Deliverables** – The Contractor must prepare a report that will include review of the information from gender analyses, baseline studies, recent reports, assessments and evaluations listed in Task 1. The report will summarize those factors, changes and trends in the external and internal environment that may affect the implementation of PROMOTE program and identify best practices and lessons learned in terms of approach, methodology and existing data sets specific to the target group, differentiated by PROMOTE Component and geographic region. The Contractor will include identification of third-party data that is relevant to PROMOTE and recommendations on which third party data may be used to assess progress.

- **Task 2 Deliverables** – The Contractor must prepare a report that will include the information described above. The report will also summarize those cultural, behavioral and attitudinal factors, changes and trends in the external and internal environment and identify best practices and lessons learned in terms of approach, methodology and existing data sets specific to the target group, differentiated by geographic region and PROMOTE Component. The report will be maintained and coordinated by the M&E contract. The Contractor will include identification of third-party data that is relevant to PROMOTE and recommendations on which third party data may be used to assess progress. The Contractor will also ensure that USAID receives all data and meta-data collected from these efforts.

- **Task 3 Deliverables** – The Contractor must prepare a report that will include a detailed sampling design, questionnaire, and replication methodology. This information will also include names, places, and contact information, where applicable, for the M&E contract to track throughout the course of PROMOTE. It will also include research instruments and design, transcripts from interviews and focus groups, copies of surveys administered, etc.
Development, differentiated by geographic region. The Contractor will include identification of third-party data that is relevant to PROMOTE and recommendations on which third party data may be used to assess progress. The Contractor will also ensure that USAID receives all data and meta-data collected from these efforts.

- The data the Contractor will supply will include a detailed sampling design, questionnaire, and replication methodology. This information will also include names, places, and contact information, where applicable, for the M&E contract to track throughout the course of PROMOTE. It will also include research instruments and design, transcripts from interviews and focus groups, copies of surveys administered, etc.

- **Task 4 Deliverables** – The Contractor must prepare a report that will include the information described above. The report will summarize those factors, changes and trends in the external and internal environment and identify best practices and lessons learned in terms of approach, methodology and existing data sets that would affect the primary target group and implementation of Component 2: Women’s Rights Groups and Coalitions, differentiated by geographic region. The Contractor will include identification of third-party data that is relevant to PROMOTE and recommendations on which third party data may be used to assess progress. The Contractor will also ensure that USAID receives all data and meta-data collected from these efforts.

- The data the Contractor will supply will include a detailed sampling design, questionnaire, and replication methodology. This information will also include names, places, and contact information, where applicable, for the M&E contract to track throughout the course of PROMOTE. It will also include research instruments and design, transcripts from interviews and focus groups, copies of surveys administered, etc.

- **Task 5 Deliverables** – The Contractor must prepare a report that will include the information described above. The report will summarize those factors, changes and trends in the external and internal environment and identify best practices and lessons learned in terms of approach, methodology and existing data sets that would affect the primary target group and implementation of Component 3: Women in Government, differentiated by geographic region. The Contractor will include identification of third-party data that is relevant to PROMOTE and recommendations on which third party data may be used to assess progress. The Contractor will also ensure that USAID receives all data and meta-data collected from these efforts.

- The data the Contractor will supply will include a detailed sampling design, questionnaire, and replication methodology. This information will also include names, places, and contact information, where applicable, for the M&E contract to track throughout the course of PROMOTE. It will also include research instruments and design, transcripts from interviews and focus groups, copies of surveys administered, etc.

- **Task 6 Deliverables** – The Contractor must prepare a report that will include the information described above. The report will summarize those factors, changes and trends in the external and internal environment and identify best practices and lessons learned in terms of approach, methodology and existing data sets that would affect the primary target group and implementation of Component 1: Women in the Economy, differentiated by geographic region. The Contractor will include identification of third-party data that is relevant to PROMOTE and recommendations on which third party data may be used to assess progress. The Contractor will also ensure that USAID receives all data and meta-data collected from these efforts.
The data the Contractor will supply will include a detailed sampling design, questionnaire, and replication methodology. This information will also include names, places, and contact information, where applicable, for the M&E contract to track throughout the course of PROMOTE. It will also include research instruments and design, transcripts from interviews and focus groups, copies of surveys administered, etc.

F.4 TECHNICAL DIRECTION AND DESIGNATION OF RESPONSIBLE USAID OFFICIALS

The Administrative Contracting Office is:

Office of Acquisition & Assistance
U.S. Agency for International Development
U.S. Embassy Café Compound
Great Masood Road
Afghanistan

The Task Order Contracting Officer’s Representative (TOCOR) will be designated as stated in Section G of Task Order 1.

F.5 PLACE OF PERFORMANCE

Performance of this contract will be in Afghanistan.

F.6 AUTHORIZED WORK DAY / WEEK

No overtime or premium pay is authorized under this Task Order. A six day work week is authorized.

F.7 PERFORMANCE STANDARDS

Evaluation of the Contractor's overall performance in accordance with the performance standards set forth in Section F.6 of the IQC RFP and this RFTOP will be conducted jointly by the TOCOR and the TOCO and shall form the basis of the Contractor's permanent performance record with regard to this contract.
SECTION H – SPECIAL TASK ORDER REQUIREMENTS

H.1 VETTING

I. 4-14.001

Information for Non-US contractors, subcontractors, and key individuals.

(a) The contractor must complete and submit the "USAID Information Form" in annex 7 of this contract for:
   i) Itself, if it is a non-U.S. entity;
   ii) Each subcontractor or subcontractor of a subcontractor, regardless of the tier, valued at $25,000 or more, that is a non-U.S. entity; or
   iii) Each key individual that is a non-U.S. entity.

(b) For purposes of this clause, the following definitions apply:

"Non-U.S. entity” means (1) any non-US citizen or non-permanent legal resident of the United States: or (2) any entity that is not formed in the United States or for which 50% or more of the equity is owned or controlled by persons who are not U.S. citizens or permanent legal residents of the United States.

"Key individuals' means (i) an individual or entity owning 10% or more equity stake in the organization, whether publically- or privately-held: (ii) principal officers of the organization's governing body (e.g., chairman, vice chairman, treasurer or secretary of the board of directors or board of trustees): (iii) the principal officer and deputy principal officer of the organization (e.g., executive director, deputy director; president, vice president); (iv) the program manager or chief of party for the USAID-financed program: and (v) any other person with significant responsibilities for administration of USAID financed activities or resources.

(c) The requirements of paragraph (a) of this clause must be completed prior to the Government's acceptance of the contract and following that, at the earlier of:
   i) Once a year; or
   ii) When there is a change or addition to any entity or person identified in paragraph (a).

(d) USAID reserves the right to rescind approval for a sub-award in the event that USAID subsequently becomes aware of information indicating that the sub-award is contrary to U.S. law or policy prohibiting support for terrorism, or facilitating criminal activity. In such cases, USAID's Contracting Officer will provide written instructions to the recipient to terminate the sub-award.
II. 4-14.002

Certification Regarding Provision of Support to Persons Engaged in Terrorism

(a) By entering into this contract, the contractor certifies, to the best of its knowledge and belief that:

1. The Contractor, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.

2. The following steps may enable the Contractor to comply with its obligations under paragraph 1:

(a) Before providing any material support or resources to an individual or entity, the Contractor will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website: http://www.treas.gov/offices/eotfcc/ofac/sdn/tl_sdn.pdf, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Contractor.

(b) Before providing any material support or resources to an individual or entity, the Contractor also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Osama Bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Contractor should refer to the consolidated list available online at the Committee's website: http://www.11n.org/Docs/sc/committees/1267/1267ListHng.htm.

(c) Before providing any material support or resources to an individual or entity, the Contractor will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.

(d) The Contractor also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.

3. For purposes of this Certification:

(a) "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safe houses, false documentation or identification, communications equipment. Facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials."
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(b) "Terrorist act" means-

   i) An act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: http://untreaty.iai.org/English/Terrorism.asp); or

   ii) An act of premeditated, politically motivated violence perpetrated against noncombatant targets by sub-national groups or clandestine agents; or

   iii) Any other act intended to cause death or serious bodily injury) to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

(c) "Entity" means a partnership, association, corporation, or other organization, group or subgroup.

(d) References in this Certification to the provision of material support and resources shall not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the Contractor has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

(e) The Contractor's obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Contractor that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Contractor has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

(f) By entering into this contract, the Offeror acknowledges that it has a continuing obligation and shall notify the Contracting Officer within 72 hours in writing if it has intentionally or unintentionally taken any actions that have the result and effect of being inconsistent with the certification in subsection (a) of this clause.

(g) The certification in paragraph (a) of this provision and the requirement to update the contracting officer as to a change in status as set forth in paragraph (b) are material representations upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, or did not notify the contracting officer in writing of a change in such certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

III. Restrictions on certain foreign purchases (June 2008)

(a) Except as authorized by the Office of Foreign Assets Control (OFAC) in the Department of the Treasury, the Contractor shall not acquire, for use in the performance of this contract, any supplies or services if any proclamation. Executive order, or statute administered by OFAC, or if OFAC's implementing regulations at 31 CFR Chapter V, would prohibit such a transaction by a person subject to the jurisdiction of the United States.

(b) Except as authorized by OFAC, most transactions involving Cuba, Iran, and Sudan are prohibited, as are most imports from Burma or North Korea, into the United States or its outlying areas. Lists of entities and individuals subject to economic sanctions are included in OFAC's List of Specially Designated Nationals and Blocked Persons at
The Contractor shall insert this clause, including this paragraph (c), in all sub-contracts.

(d) Before awarding any grant or similar instrument, the Contractor/Recipient shall obtain from the proposed sub-awardee the certification required under USAID’s Acquisition and Assistance Policy Determination 04-14 (AAPD 04-14), "Certification Regarding Terrorist Financing Implementation E.O. 13224 (Revision 2).
SECTION L – INSTRUCTIONS, CONDITIONS, AND NOTICES TO OFFERORS

Format of Technical Proposal for Task Order One (Baseline Data Collection Services) Set-aside award for Afghan Firms

The Technical Proposal shall be written in English and typed on A4 or 8 1/2” x 11” paper (210mm by 297mm), single spaced, 12 point, Times New Roman font, with margins no less than one inch on each border with each page numbered consecutively. The technical proposal in response to the IQC solicitation and this Task Order 1 solicitation, (See Attachment J.16) is limited to a total of fifty (50) pages; ten (10) pages for the IQC and forty (40) pages for Task Order 1. **Pages that exceed the page limit indicated above will not be evaluated.** As appropriate up to two fold out pages (up to 11 x 17 inches) may be used to present any graphs, charts, and/or tables larger than A4 or 8 1/2” x 11”. Graphs, charts, and tables larger than A4 or 8 1/2” x 11” shall be included as an attachment. Text attachments shall adhere to the same formatting specifications given above. For visual clarity, graphs, charts and/or tables may make use of Arial font with a minimum size 10. All information Offerors believe to be essential to their task order proposal from annexes should be summarized in the technical proposal. Technical proposals for Task Order One (Baseline Data Collection services), **must contain the following, and must be organized in the following order:**

1. Cover Page (**not** included in the 40 page limit)
2. Table of Contents (**not** included in the 40 page limit)
   - The Table of Contents must list all TO1 sections and Annexes with page numbers
3. Acronym list (**not** included in the 40 page limit)
4. Executive Summary (**must** not exceed 3 pages (**not** included in the 40 page limit)
5. Technical Proposal (40 page limit)
   - (a) Technical Approach (**included** in the 40 page limit)
   - (b) Key Personnel (**included** in the 40 page limit)
     1. Key Personnel (**included** in 40 page limit)
     2. Management Approach Plans (included in 40 page limit)
   - (c) Management Approach (**included** in 40 page limit)
   - (d) Past Performance (**included** in the 40 page limit)
6. Annexes (all Annexes are **not** included in the 40 page limit)
   - Annex 1: Key Personnel Information and Plan Annex (Reference below: L (2); M 2 (a) (2))
     - a. Key Personnel Statement of Qualifications, references and letter of commitment for each Key Personnel (must not exceed 3 pages for each person). While these statements of qualifications may include details to support job experience, references and education, it shall primarily be composed of the offeror’s statement or justification of the candidates’ suitability for the position/role for which they are being proposed.
     - b. Staffing Plan with Key Personnel Summary Table (must not exceed 3 pages in total)
     - c. Illustrative Organizational Chart (must not exceed 1 page in total)
   - Annex 2: Management Approach Plans Annex (Reference L (3); M.2 (a) (3) below)
     - Draft Mobilization/Work Plan (must not exceed 5 pages in total)
   - Annex 3: Past Performance Information Annex (Reference below: L (4); M.2 (a) (4)
     - Contracts/grants: Description of relevant executed projects and contact names, (each project on a separate page (must not exceed 3 pages for each project)
   - Annex 4: Other charts, attachments. Offeror may wish to provide (must not exceed 5 pages in total). Will not be evaluated

Also **not** included in the 40 page limit:
Contents of the Technical Proposal for Task Order One (Baseline Data Collection Services)

Set-aside award for Afghan Firms

The Technical Proposal for Task Order One must address how the offeror intends to carry out the service requirements identified in the Statement of Work for Task Order One. It must demonstrate a clear technical understanding of the work to be performed and the approach and methodology the offeror proposes to implement to achieve task order one results and requirements. The approach must be realistic, set forth meaningful milestones, seek to maximize results within budget resources, and ensure a prompt and effective launch of contract activities. The technical proposal for task order one must include the information set forth below.

(1) **Technical Approach** [See Section M.2 (a) (1)]

Offeror must provide a clear description of the offeror’s understanding of task order one statement of work and the offeror’s strategic approach to achieve the objectives described in task order one. Sufficient detail must be provided to demonstrate a sound technical approach. Merely repeating the Statement of Work will not be acceptable.

Offeror must demonstrate an overall creative and innovative approach that utilizes, where appropriate, new and existing technologies to achieve program objectives, including the use of mobile money or electronic payment methods.

(2) **Key Personnel** [See Section M.2 (a) (2)]

(i) Key Personnel

Offerors must propose individuals to serve in the Task Order One key personnel positions. Offeror must demonstrate that personnel proposed for key positions meet the minimum requirements noted in task order one and have successfully managed complex projects in work environments similar to Afghanistan. AID Form 1420-17 Biographical Data sheets must be submitted with the cost proposals. Do not include salary information in the Technical Proposal. Offerors must clearly describe the professional qualifications of all Task Order One key personnel, including relevant formal training and professional experience, relevant field experience, project management, and any other experience relevant to the SOW requirements (See Annex 1).

Offerors shall also submit three (3) recent references (with titles, valid email addresses and telephone numbers, and the relationship to the proposed candidate), for similar work, with contact information, for each proposed candidate (from individuals not employed by the Prime/Subcontractors). Proposals must include signed commitment letters for each proposed key personnel confirming their availability and intention to serve in the designated position.

USAID reserves the right to obtain reference information from other sources, including any firms, individuals, or government agencies not provided by the offeror or candidate.

(ii) Staffing Plan / Organizational Structure
Offeror must present a clear, complete and effective proposed organizational structure (with organizational chart) for Task Order management, with related staffing plan and summary of proposed staffing resources that shows quantitatively the planned levels of long and short-term staff for both the local and international experts, for task order one implementation. If an Offeror proposes a consortium approach, the Offeror must describe the formal relationships between/among firms with differing capabilities required to meet the requirements of this request.

(3) **Management Approach** [See Section M.2 (a) (3)]

Offeror must submit a comprehensive management plan that includes quality control and logistics, for task order one.

The Offeror must also submit a draft Mobilization Plan/Work Plan in an annex that describes a current and realistic plan for completing the Task Order in a timely manner with high quality results that are easily communicated and shared with others.

(4) **Past Performance** [See Section M.2 (a) (4)]

(a) The offeror (including all partners of a joint venture) must provide past performance information for itself and major subcontractors. (“Major” is any business relationship to implement task order requirements that is projected to be valued at more than 20% of the anticipated contract value or performs a critical activity). Narrative past performance information for task order one must demonstrate past performance that is relevant to similar procurement and work requirements. In addition, Offerors must provide the following information:

(i) List in an annex to the technical proposal, (See Annex 2), three (3) of the most recent and relevant contracts or grants for efforts similar to the work specified in task order one in the past three (3) years. The most relevant indicators of performance are awards which contain similar services provided in countries with similar operational, socio-economic, political, and cultural characteristics to Afghanistan, and the currency of the performance.

(ii) Provide for each of the contracts and assistance mechanisms listed above a list of contact names (three [3] names at a minimum), job titles, mailing addresses, phone numbers, e-mail addresses, and a description of the performance to include:

(A) Scope of work or complexity/diversity of tasks,
(B) Primary location(s) of work,
(C) Term of performance,
(D) Skills/expertise required,
(E) U.S. dollar value, and
(F) Contract type, i.e., fixed-price, cost-reimbursement, etc.

(USAID recommends that you alert the contacts that their names have been submitted and that they are authorized to provide past performance information concerning the listed contracts if and when USAID requests it.)

(b) If extraordinary problems impacted any of the referenced contracts, provide a short explanation and the corrective action taken (FAR 15.305 (a) (2)).
(c) Describe any quality awards or certifications that indicate exceptional capacity to provide the service or product described in the Statement of Work. This information is not included in the page limitation.

USAID reserves the right to obtain past performance information from other sources than the sources identified by the offeror/major subcontractor, including any firms, individuals, or government agencies not provided by the offeror. USAID shall determine the relevance of similar past performance information. Past performance information will be used for both the responsibility determination and best value decision.

**INSTRUCTIONS FOR THE PREPARATION OF THE COST/BUSINESS PROPOSAL (BASELINE DATA COLLECTION SERVICES)**

USAID will evaluate the business proposals submitted by the offerors to include the budget and supporting narrative for Task Order 1, including any or all business required information.

The portion of the Cost/Business Proposal responding to Task Order 1 must contain the following components in the order set forth herein. Offerors must organize their cost proposal in a logical and orderly manner. Proposals must include sufficient detail and be organized in a manner that facilitates detailed cost analysis by USAID. *The budget shall be submitted in an unprotected Microsoft Excel worksheet.* Cost/price is evaluated separately from the technical proposal, and is not rated.

**Overall Cost Categories** - The overall categories of costs for this RFP are LABOR COSTS, OVERHEAD COSTS, TRAVEL, TRANSPORTATION & PER DIEM COSTS, OTHER DIRECT COSTS, PROJECT SUPPORT COSTS, HOME OFFICE COSTS, GRANTS UNDER CONTRACT COSTS, OTHER DIRECT COST ITEMS and FIXED FEE.

**Outline of Major Elements of Cost** - The Major Elements of Cost for this RFP are outlined below. Offeror cost proposals should be organized to mirror the budget structure that appears below. If in the offeror’s cost-accounting structure a Major Element of Cost is not part of the base against which indirect costs are calculated (e.g., subcontracts), that element should be moved to the OTHER DIRECT COST ITEMS category when preparing the proposed budget. A description of each Major Element of Cost follows the outline.

**LABOR COSTS**

Direct Long-Term Labor (Expatriate)
Direct Long-Term Labor (Local)
Direct Short-Term Labor (Expatriate)
Direct Short-Term Labor (Local)
Local Staff
Home Office
Fringe Benefits
Allowances

**OVERHEAD**

Overhead
G & A
Other Direct Costs
TRAVEL, TRANSPORTATION & PER DIEM

Assignment to Post and Entitlement
International Travel
Local Travel
Per Diem
Transportation of Household Effects, etc.

OTHER DIRECT COSTS

Field Office
Communications and Misc. Offices
Expendable Equipment and Supplies
Vehicles and Non-Expendable Equipment
Housing, Utilities, Security & Personnel Support Costs

PROJECT SUPPORT COSTS

Commodities
Training
Other

HOME OFFICE COSTS

Communication
Other Costs

GRANTS UNDER CONTRACT

U.S. Grantees
Local Grantees

OTHER DIRECT COSTS ITEMS

Insurance
Medical Exams

FIXED FEE

DESCRIPTION OF THE MAJOR COST ELEMENTS

LABOR COSTS

Salary and Wages - Direct salaries and wages will be proposed in accordance with the Offeror’s proposed personnel policies. Unit costs for each proposed position, key or not, will be expressed in an amount per work day with the corresponding level of effort required for the position (number of work days) and then calculated to a total cost for each cost period where the salary would be applicable. USAID Form 1420 Biographical Data Sheets are required for all long term, short term expatriate personnel and all long term cooperating country personnel being proposed. The budget
narrative must provide a discussion of the estimated annual escalation of all salaries where applicable. Note that all proposed contractor salaries are subject to the Contractor Salary Threshold (CST) as described in the agency’s Automated Directives System (ADS) and that the U.S. Embassy’s Local Compensation Plan is a key reference document for determining the reasonableness of local salaries & wages.

**Long-Term and Short-Term Staff** - Personnel who are recruited and hired internationally, are generally treated as employees of the offeror, are subject to the offeror’s personnel and other policies, and who receive fringe benefits.

**Local Staff** - Personnel who are recruited and hired locally, within Afghanistan, are generally treated as employees of the offeror, are subject to the offeror’s personnel and other policies, and who receive fringe benefits.

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

**Allowances** - Allowances will be broken down by specific type and by person. Allowances will be in accordance with the Offeror’s policies and the applicable regulations and policies. The Independent Government Cost Estimate for these services includes allowance limits established by the U.S. Department of State. The allowance caps include the following:

- Post Differential (35%)
- Danger Pay (35%)

**OVERHEAD COSTS**

**Indirect Costs** - The Offeror and each proposed major subcontractor must include a complete copy of its most current Negotiated Indirect Cost Rate Agreement (NICRA) or other documentation from its cognizant Government Audit Agency, if any, stating the most recent final indirect cost rates.

**TRAVEL, TRANSPORTATION & PER DIEM**

**Travel, Transportation and Per Diem** - Refers to the cost to deploy International Staff to and from Afghanistan in order to work. Examples of such travel costs include the initial deployment to Afghanistan, travel for breaks, or other such travel proposed as allowable, reimbursable costs in the offeror’s cost proposal. The cost proposal will indicate the number of trips and the estimated costs per trip. Specify the origin and destination for each proposed trip, duration of travel, and number of individuals traveling. Per Diem will be based on the Offeror’s normal travel policies (Offerors may choose to refer to the Federal Standardized Travel Regulations for cost estimates).
OTHER DIRECT COSTS

*Non Expendable Property* – refers to a list of proposed non-expendable property purchases. Specify all equipment to be purchased, including the type of equipment, the manufacturer, the unit cost, the number of units to be purchased and the expected geographic source. Goods and services provided by the Offerors under this USAID-financed award are expected to be subject to the 937 Geographic Code. The definition for non-expendable property is found at AIDAR 752.245-71 (a).

*Equipment and Supplies* - Specify all materials and supplies expected to be purchased, including type, unit cost and units.

*Communications* - Specific information regarding the type of communication cost at issue (i.e. mail, telephone, cellular phones, internet etc.) must be included in order to allow for an assessment of the realism and reasonableness of these types of costs.

*Direct Facilities Costs* - Specific information regarding the cost of any facilities needed to perform program activities. The information provided will include the unit cost (rent), the time period the facilities are needed and the number of facilities. Only facilities that directly benefit the program activities will be included in this category; all other facility costs will be included in the indirect cost category.

*Other Direct Costs* - This includes report preparation costs, passports and visas fees, medical exams and inoculations, insurance (other than insurance included in the Offeror's fringe benefits), as well as any other miscellaneous costs, which directly benefit the program proposed by the Offeror. The narrative will provide a breakdown and support for all other direct costs. If seminars and conferences are included, the Offeror must indicate the subject, venue and duration of proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs.

*Subcontracts* - Information sufficient to determine the reasonableness of the cost of each specific subcontract and consultant expected to be hired must be included. Similar information will be provided for all consultants as is provided under the category for personnel. NOTE: For the purposes of the business proposal, a major subcontractor is considered one whose proposed cost exceeds 20 percent of the anticipated contract value or performs a critical activity. Note that if the offeror’s approved cost structure does not include subcontracts in the base against which the indirect costs rate is applied, offeror’s should move this Major Element of Cost to appear in the OTHER DIRECT COSTS ITEMS section.

*Security* - Security cost will at a minimum address the following:
- Personal Security Detail
- Security and Security Related Communication Equipment
- Security training
- Static Guard Services
- Fully Armored Vehicles and/or Light Armored Vehicles (Property authorized and in accordance with ADS 563)
- Personal Protection Equipment (helmets, flak jackets, etc.) and/or security modifications to residential and office facilities, including but not limited to protective barriers, e.g. blast walls.
A security plan will also be included, and must contain your processes and what you or your subcontractor(s) vision will be, necessary to secure the contractor’s in the performance of this requirement.

**Note:** Grants Under Contracts (GUCS) will not be utilized for Task Order 1.

**Fixed Fee** - In accordance with FAR 15.404, fee should be explained based upon the applicable factors of technical, management, support for Federal socioeconomic programs, contractor cost risk, contractor effort, and cost control and other past accomplishments, independent development, and capital investments. Any additional factors may be discussed as a basis for fee.

(a) **Part 1 - Standard Form (SF) 1447:** The offeror must submit cover page, Standard Form 1447, “Solicitation/Contract”, with blocks 11, 13, 15, 21, 22 and 27 completed, with an original signature of a person authorized on behalf of the Offeror to sign the contract.

(b) **Part 2 - Cost Breakdown and Narrative Basis of Estimates:** The Offeror must provide sufficient numeric and narrative details for the proposed budget to allow for a complete analysis and understanding. Offeror is to utilize the Budget Summary Spreadsheet: Dollar Cost, Budget Summary Spreadsheet: Level of Effort, and Budget Summary Spreadsheet: Subcontractor Dollar Cost, attached as Annex 8. The Offeror may also include an executive summary in the cost/business proposal.

(1) In addition to the requirements that the Technical Proposal provide information on proposed personnel, offeror must provide in the Cost/Business Proposal signed Contractor Employee Biographical Data Sheets (USAID Form 1420-17) (see Attachment J.2) for each Key Position the offeror proposes for Task Order 1. In addition, the bio-data sheets provided should be a representation of the prime and/or subcontractor employees/consultants.

(2) Offeror must demonstrate that its estimating process/business assumptions are clear and concise and should focus on costs the offeror will incur in planning and implementing Task Order 1. Air transportation services currently being provided by USAID for its implementing partners through Embassy Air, will either be unavailable or available to a limited number of locations subject to costs, as of October 1, 2013. Offeror should determine the need for and use of air transportation services in its proposed budget and budget narrative through commercial air or charter services. The Offeror shall clearly identify any proprietary information contained in the proposal. Offeror should identify any assumptions made in its proposal.

(3) The Offeror must propose Ceiling Indirect Cost Rates for all of its indirect cost categories, unless the Offeror does not have a Negotiated Indirect Cost Rate Agreement. Ceiling Indirect Cost Rates set forth in Sections B.8 and B.9 of the IQC. Offerors must provide in their Cost/Business Proposal all data required for insertion in Sections B.8 and B.9.

(4) The Offeror must propose Ceiling on Fixed Fee for both the Offeror and all proposed Major Subcontractors as set forth in Section B.11 of the IQC. Offerors are reminded to propose one ceiling rate for the entire contract.

(c) **Part 3 - Indirect Cost Information/Business Systems**

(1) Offeror and each proposed major subcontractor must include a complete copy of their most current Negotiated Indirect Cost Rate Agreement (NICRA) or other documentation from their
cognizant Government Audit Agency, if any, stating the most recent final indirect cost rates. The proposal must also include the name and address of the Government Audit Agency, and the name and telephone number of the auditor.

(2) Offeror must provide the status of all Offeror and major subcontractor business systems. If Offeror business systems are approved or determined to be adequate by the Government, Offeror must provide a copy of approval letters from the cognizant Government approving authority. At a minimum, Offeror must provide status on the following business systems:
   (i) Accounting system
   (ii) Estimating system
   (iii) Purchasing system

(d) Part 4 - Representations, Certifications, and Other Statements of Offerors

(1) Offerors must ensure they are registered with the System for Award Management (SAM) (www.sam.gov) prior to award per FAR part 4.

(2) Offerors are required to complete Section K, “Representations, Certifications, and Other Statements of Offerors,” for the Offeror and all subcontractors where the subcontract is expected to exceed $100,000.

(e) Part 5 - Policies and Procedures: If the Offeror does not have prior Federal contracting experience, offeror must submit a copy of its personnel policies, especially regarding salary and wage scales, fringe benefits, merit increases, promotions, leave, differentials, travel and per diem regulations, etc.

(f) Part 6 - Information Concerning Workday, Workweek, and Paid Absences

(1) The offeror and each proposed major subcontractor must indicate the number of hours and days in its normal workday and its normal workweek, both domestically and overseas, for employees and consultants. In addition, the offeror and each proposed major subcontractor must- indicate how paid absences (US holidays, local holidays, vacation and sick, other) are costed/recovered in its accounting system.

(2) A standard work-year, including paid absences (holidays, vacations, and sick leave) is 2,080 hours (260 days x 8 hours per day). However, some organizations do not have an 8-hour workday, and some accounting systems normally provide for direct recovery of paid absences by using a work-year of less than 2,080 hours to compute individuals’ unburdened daily rates. The offeror and major subcontractors must describe their workday and workweek policies.

(3) The offeror must fully describe the workday and workweek policies and the method of accounting for paid absences for the offeror and major subcontractors. This information will be incorporated into the contract in Section J.

(g) Part 7 - Joint Venture Information: If two or more parties have formed a partnership or joint venture (see FAR Subpart 9.6), for the purposes of submitting a proposal under this Solicitation and, if selected, would perform the contract as a single entity, they must submit, as an attachment to the Cost/Business Proposal, the Corporate Charter, By-Laws, or Joint Venture or Partnership Agreement. In addition, the teaming arrangements must be identified, company relationships must be
fully disclosed, and respective responsibilities and method of work must be expressly stipulated. The joint venture or partnership agreement must include a full discussion of the relationship between the organizations, including identification of the organization, which will have responsibility for negotiating task orders under the resultant contract, which organization will have accounting responsibility, how work will be allocated, and profit or fee, if any, shared. In addition, all principles to the joint venture or partnership agreement must agree to joint and several liability for the acts or omissions of the other.

(h) **Part 8 - Evidence of Responsibility:** The Prime Contractor and subcontractor(s) providing at least 20% of the labor shall submit sufficient evidence of responsibility for the Contracting Officer to make an affirmative determination of responsibility pursuant to the requirements of FAR Subpart 9.104-1. If the offeror fails to submit sufficient evidence for the Contracting Officer to make an affirmative determination of responsibility, then the Contracting Officer may make a determination of non-responsibility and be precluded from awarding a contract to that offeror. However, in the case of a small business Offeror, the Contracting Officer will comply with FAR 19.6.

Accordingly, offerors must seriously address each element of responsibility. To be determined responsible, a prospective contractor must:

1. Have adequate financial resources to perform the contract, or the ability to obtain them (see FAR 9.104-3(a));
2. Be able to comply with the required or proposed delivery or performance schedule, taking into consideration all existing commercial and governmental commitments;
3. Have a satisfactory performance record (See FAR 9.104-3(b) and Subpart 42.15). A prospective contractor shall not be determined responsible or non-responsible solely on the basis of a lack of relevant performance history, except as provided in FAR 9.104-2;
4. Have a satisfactory record of integrity and business ethics;
5. Have the necessary organization, experience, accounting and operational controls, and technical skills, or the ability to obtain them (including, as appropriate, such elements as production control procedures, property control systems, quality assurance measures, and safety programs applicable to materials to be produced or services to be performed by the prospective contractor and subcontractors). (See FAR 9.104-3(a));
6. Have the necessary production, construction, and technical equipment and facilities, or the ability to obtain them (See FAR 9.104-3(a)); and
7. Be otherwise qualified and eligible to receive an award under applicable laws and regulations (e.g., Equal Opportunity, Clean Air and Water, Small Business Subcontracting, etc.).

As a Local Organization, Afghan firms/NGOs must submit the following documentation at the time of submission, as an annex to the Cost/Business Proposal: Articles of Incorporation or charter; Record of legal registration; By-laws, Mission Statement; Organizational chart with supporting documentation as to the delegation of authority; Names of depository commercial banks; One or more annual financial statements; Audit report of the most current audit; Written policies or manuals, i.e., procurement, financial management, personnel, travel policies and procedures; List of funding sources (current year); Any additional data needed to make a determination of responsibility.

(i) **Part 9 - Information to Support Consent to Major Subcontractors:** The Offeror must address each of the elements in FAR 44.202-2 in order for proposed major subcontractors to be considered by the contracting officer for consent of subcontractors to be granted with the initial award. **If the offeror chooses not to request consent to subcontract at the time of proposal submission, it still must identify all subcontractors and lower tier subcontractors proposed to perform work under the task order.** See Section H.28 (d) (i), (ii) and (iii) for the information
needed pertaining to this requirement to identify all subcontractors and lower-tier subcontractors.

(j) Part 10 - Letters of Commitment (Subcontractors): The Cost/Business Proposal must include a letter, on subcontractor letterhead, and signed by an authorized representative of each subcontractor, which specifically indicates the subcontractor’s agreement to be included in the Offeror’s proposed teaming arrangement.

(k) Part 11 - Security Plan: The implementing Contractor shall be required to ensure that adequate security is provided and maintained to protect the safety of contract personnel working in Afghanistan throughout the period of performance of the contract. In response to this RFP, the Business Proposal must include a draft security plan describing the security risks and profile that the offeror shall implement in order to respond to security contingencies that might occur during implementation of the contract. The security budget will be addressed for each individual task order.
SECTION M – EVALUATION FACTORS FOR AWARD

M.1 GENERAL INFORMATION

(a) The Government may award a contract without discussions with Offerors in accordance with FAR 52.215-1.

(b) The Government intends to evaluate Offerors in accordance with Section M of this RFTOP and make contract award to the responsible Offeror(s) whose proposal(s) represent(s) the best value to the U.S. Government.

(c) The submitted technical information will be scored by a Technical Evaluation panel using the technical criteria shown below. The evaluation panel may include industry experts who are not employees of the Federal Government. When evaluating the competing Offerors, the Government will consider the written qualifications/capability information provided by the Offerors and any other information obtained by the Government through its own research.

(d) If performance information contains negative information for which the Offeror has not previously been given an opportunity to comment, USAID will provide the Offeror an opportunity to comment prior to its consideration in the evaluation, and any Offeror comment will be considered with the negative performance information.

(e) In cases where an Offeror lacks relevant past performance history or information on past performance is not available the Offeror will receive a neutral rating.

(f) For overall evaluation purposes, technical factors are considered significantly more important than cost/price factors.

M.2 EVALUATION CRITERIA

The evaluation criteria listed below are presented by major category so that offerors will know which areas require emphasis. Technical Approach is the most important evaluation factor, followed by Key Personnel, Management Approach, Past Performance, Security Plan, and Cost. Offerors should note that these criteria serve as the standard against which the Task Order One will be evaluated. Evaluation criteria identify the significant factors which offerors must address in their proposals.

Task Order 1 Proposals (Baseline Data Collection services) will be evaluated based on the following factors, further described below:

M.2 (a) Technical Evaluation Criteria
   (1) Technical Approach
   (2) Key Personnel
   (3) Management Approach
   (4) Past Performance

M.2 (b) Business Evaluation Criteria
   (1) Security Plan (not rated for task order award)
   (2) Cost (not rated)

The Business Evaluation will evaluate the proposed price and other business aspects of the business proposal. The price and cost evaluation will assess the reasonableness of the proposed prices and cost, including all options, in accordance with one or more price and cost analysis techniques as identified in FAR 15.404. Any proposal that is unreasonable or materially unbalanced as to price for
base or option line items may be rejected. An unbalanced proposal is one that incorporates prices that are significantly understated or overstated as indicated by price and cost analysis techniques.

The offers will be evaluated by summing the total price of all five months of the period of performance as well as the option to extend services entertained by FAR 52.217-8.

Prior to conducting the price analysis, each price proposed will be examined for arithmetic accuracy and consistency of the information presented in the pricing schedule.

The Business Evaluation will insure that the proposals comply with the RFP instructions.

The cost proposal must: (i) be realistic and consistent with the technical proposal; (ii) clearly display overall cost control (avoidance of excessive salaries, excessive home office visits, and other costs in excess of reasonable requirements); and (iii) clearly justify the amount of proposed fee.

A cost realism analysis will be conducted. Cost realism is an assessment of accuracy with which proposed costs represent the most probable cost of performance, within the Offeror's technical and management capacity. The cost realism evaluation will:

(a) verify the Offeror's understanding of the requirements;

(b) assess the degree to which the cost/price proposal accurately reflects the approaches and/or risk assessments made in the Technical Proposal as well as the risk that the Offeror must provide the supplies or services for the offered prices/cost; and

(c) assess the degree to which the cost included in the cost/price proposal accurately represents the work effort included in the Technical Proposal.

In evaluating the Offeror's Cost Proposal, the Government will estimate the overall cost to the Government, including fee, which in the Government's judgment will result from the Offeror's performance of the contract. In making this determination, if the proposed cost is considered to be unrealistic, the Offeror's proposed cost, including proposed fee, will be adjusted upward or downward to reflect more realistic costs. Therefore, the evaluated cost, including fee, will be used in making a selection decision. Unrealistic cost proposals may result in a re-evaluation and concurrent rescoring of Technical Proposals. Such re-evaluation based on cost or realistic cost analysis could negatively impact the technical rating and overall rating of the proposal.

M.2(a) (1) Technical Approach

The extent to which the proposed technical approach:

1) Describes a clear plan for leveraging existing data and ongoing approaches, supplementing/harmonizing with new initiatives;
2) Describes a clear plan for systematically conducting research and utilization of technology and creative approaches for gathering and analyzing data, including community reporting and citizen-led collection tools where practical and appropriate; and
3) Describes an overall creative approach that utilizes, where appropriate, new and existing technologies to achieve program objectives, including the use of mobile money or electronic payment methods.

**M.2(a) (2) Key Personnel**

1) The extent to which the proposed Key Personnel have appropriate academic backgrounds, relevant field and management experience, expertise in their respective functional areas, experience working on similar activities, experience in/knowledge of Afghanistan or similar context and possess technical gender knowledge and skills; and

2) The ways in which the offeror’s *staffing plan* provides essential managerial and technical expertise for all aspects of the proposed approach.

The Offeror shall submit: 1) the *Key Personnel Summary Table* (Annex 1) and 2) an illustrative organizational chart.

**M.2(a) (3) Management Approach**

1) The extent to which the offeror’s management plan demonstrates its capacity and know-how to manage and implement diverse and urgent activities in the social, political, and security environment of Afghanistan, including the physical location of data collection teams, which could have fluctuating workloads, different levels of effort requirements and varying security considerations to produce the deliverables in five months; and

2) Describes the offeror’s detailed draft Mobilization Plan/Work Plan, to include operations, deliverables and reporting (Annex 3). Use the Annex as a sample for the Mobilization Plan/Work Plan submission. The draft Mobilization Plan/Work Plan describes a current and realistic plan for completing the Task Order in timely manner with high quality results that are easily communicated and shared with others.

**M.2(a) (4) Past Performance**

Performance information will be used for both the responsibility determination and best value decision. USAID may use performance information obtained from other than the sources identified by the offeror/subcontractor. USAID will utilize existing databases of contractor performance information and solicit additional information from the references provided in Section L. (4) (a) (ii) of this task order solicitation and from other sources if and when the Contracting Officer finds the existing databases to be insufficient for evaluating an offeror’s performance.

Adverse past performance information to which the offeror previously has not had an opportunity to respond, will be addressed in accordance with the policies and procedures set forth in FAR 15.3.

USAID will initially determine the relevance of similar performance information as a predictor of probable performance under the subject requirement. USAID may give more weight to performance information that is considered more relevant and/or more current.
The extent to which the offeror demonstrates the successful implementation of programs similar in complexity, and objectives, developing a foundation for knowledge, providing baseline information and determining what measures of progress to be tracked for fundamental indicators, in accordance with the elements below:

(i) Quality of product or service for developing methodologies, conducting surveys, designing questionnaires and reporting and sharing of key findings/best practices/lessons learned to leverage collaboration and inform evidence-based decision making on gender programming in Afghanistan or similar contexts;

(ii) Cost control, including forecasting costs as well as accuracy in financial reporting;

(iii) Schedule, including the timeliness against the completion of the contract, task orders milestones, delivery schedules, and administrative requirements (e.g., efforts that contribute to or affect the schedule variance);

(iv) Business relations, addressing the history of professional behavior and overall business-like concern for the interests of the customer, including the contractor’s history of reasonable and cooperative behavior (to include timely identification of issues of controversy), customer satisfaction, timely award and management of subcontracts, cooperative attitude in remedying problems, and timely completion of all administrative requirements; and

(v) Management of key personnel, including appropriateness of personnel for the job and prompt and satisfactory changes in personnel when problems with clients where identified.

The above elements will be requested from the reference checks provided and used to evaluate this factor (reference Annex 2), and any other reference checks USAID makes, in accordance with Section L.

In cases where an offeror lacks relevant past performance history or information on past performance is not available the offeror will receive a neutral rating.

Prior to assigning a “neutral” past performance rating, the contracting officer may take into account a broad range of information related to an offeror’s performance.

M.2(b) (1) Security Plan

Offeror’s security plan will not be rated for Task Order award technical evaluation purposes. Security plans will be reviewed in coordination with Security Officers to determine the extent to which the plan demonstrates clarity, appropriateness, and feasibility of the proposed approach to ensure security for Contractor personnel and facilities. Plans will be assessed on a pass or fail rating. If the deficiencies are deemed minor in nature, the Offeror will have the opportunity to address and take corrective action. The Offeror must have an acceptable plan prior to receiving an award.

M.2(b) (2) Cost/Price

*The cost proposal will be separately evaluated and cost/price data must not be included in the technical proposal.* The overall standard for evaluating proposed Task Order cost/price is whether
the cost/price proposal presents the best value for the work. The task order 1 cost/price proposal will be evaluated on: (i) cost/price analysis results, and cost realism analysis results for task order 1; (ii) completeness, fairness and reasonableness; (iii) whether it is realistic and consistent with the technical proposal; (iv) Offeror’s compliance with and demonstrated understanding of the instructions and cost breakdown format described at FAR Part 15.408; and (v) overall cost control (avoidance of high mobilization costs, unnecessary contingency costs, and other prices in excess of reasonable requirements).
**Request for Proposal (RFP) SOL-306-13-000033**

PROMOTE Indefinite-Quantity Contract

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**SOLICITATION/CONTRACT**

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- HUBZONE SMALL BUSINESS |
- SERVICE DISABLED VETERAN-OWNED SMALL BUSINESS |
- NAICS: |
- SIZE STANDARD: |

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| 11. IF OFFER IS ACCEPTED BY THE GOVERNMENT WITHIN CALENDAR DAYS (60 CALENDAR DAYS UNLESS OFFEROR INSERTS A DIFFERENT PERIOD) FROM THE DATE SET FORTH IN BLOCK 9 ABOVE, THE CONTRACTOR AGREES TO HOLD ITS OFFERED PRICES FIRM FOR THE ITEMS SOLICITED HEREIN AND TO ACCEPT ANY RESULTING CONTRACT SUBJECT TO THE TERMS AND CONDITIONS STATED HEREIN. |

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| PROMOTE Indefinite-Quantity Contracts |
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| (FOR GOVERNMENT USE ONLY) |

| 25. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN _1_ COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY CONTINUATION SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN. |

| 26. AWARD OF CONTRACT: YOUR OFFER ON SOLICITATION NUMBER SHOWN IN BLOCK 4 INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS: |

| 27. SIGNATURE OF OFFEROR/CONTRACTOR |

| 28. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER) |

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Authorized for local. Previous edition not useable.

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*STANDARD FORM 1447 (REV. 2/2012)*

Prescribed by GSA – FAR (48CFR) 52.214(d)
NO RESPONSE FOR REASONS CHECKED

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TYPE OR PRINT NAME AND TITLE OF SIGNER

FROM:

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TO:

AFGHANISTAN
USAID/Afghanistan
Office of Acquisition and Assistance

SOLICITATION NO.  SOL-306-13-000033

DATE AND LOCAL TIME ________________________________
ATTACHMENT J.17
REQUEST FOR TASK ORDER PROPOSALS (RFTOP)
WOMEN’S LEADERSHIP DEVELOPMENT
TASK ORDER TWO

SECTION B - SCHEDULE OF SERVICES

1. ACQUISITION GENERAL INFORMATION

The United States Agency for International Development (USAID), Afghanistan, Office of Acquisition and Assistance (OAA) is issuing the subject RFTOP to support the PROMOTE Program as further described under the Description/Specifications/Statement of Work, Section C.

The Government anticipates issuing one (1) award, as a result of this RFTOP; however, USAID reserves the right to make multiple awards or no award from this RFTOP.

This is a Cost-Plus Fixed Fee Completion Type Task Order. For the consideration set forth in the contract, the Contractor shall provide the deliverables or outputs described under the Description/Specifications/Statement of Work and Deliveries/Performance sections, and comply with all contract requirements.

2. BUDGET

a. The total estimated cost of this acquisition is estimated not to exceed $_______.

The fixed fee is $______________.

The total estimated cost plus fixed fee is ____________.

b. Within the estimated cost plus fixed fee, if any, specified in paragraph (a) above, the amount currently obligated and available for reimbursement of allowable costs incurred by the Contractor (and payment of fee, if any) for performance hereunder is $___(To be determined at the time of award)_____. The Contractor shall not exceed the aforesaid obligated amount unless authorized by the Contracting Officer pursuant to the clause of this contract entitled "Limitation of Funds" (FAR 52.232-22). See Section I of the basic IQC.

3. PAYMENT

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

The paying office is:

Office of Financial Management
USAID/Afghanistan

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4. OTHER RFTOP INFORMATION

This RFTOP is unrestricted, soliciting proposals from all U.S. for profit firms and not-for-profit organizations, (including U.S. women-owned small businesses). Offerors will be evaluated based on the evaluation criteria outlined in Section M.2 of the IQC RFP, as well as the evaluation criteria as outlined for this RFTOP. The top-ranked, if applicable, offeror, unrestricted or U.S. women-owned small business, will be awarded this Task Order, upon award of the IQC contract. Each successful IQC holder will be eligible to compete for task orders until the shared ceiling for all contracts is reached.

The final statement of work for the task order that will result from this RFTOP will be incorporated at the time of award and may incorporate a portion of the proposal by the top-ranked IQC contract holder.

5. FUNDS AVAILABILITY

Please note that the award of the task order contemplated herein cannot be made until funds have been fully appropriated, allocated and committed. While it is anticipated that these procedures will be successfully completed, the PROMOTE IQC holders are hereby notified of these requirements and conditions for award and subsequent obligations of incremental funding.
ATTACHMENT J.17

SECTION C – DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK

C.1 INTRODUCTION

Through Component 4, Women’s Leadership Development (WLD), of the PROMOTE program, the primary target group will be provided with opportunities to develop management and leadership skills that will enable entry and advancement into decision making positions in mainstream social, political and economic sectors at national, provincial and perhaps district levels in Afghanistan. The primary target group is Afghan women between the ages of 18 and 30 who possess at least a high school diploma, though many will also have undertaken some college, university or Technical and Vocational Education and Training (TVET) study or possess a university degree. This Component will also provide innovative opportunities for less educated women to develop life and work skills. The secondary target group (for TO 2/Component 4 only) is young, literate women between the ages of 15-24 who have at least completed primary school and perhaps some secondary schooling or TVET but who have not completed secondary schooling.

During PROMOTE, it is expected that, equipped with the advanced skills, leadership acumen and self-confidence to compete successfully for high ranking positions, women will advance within key sectors as leaders and change agents at the national, provincial and district levels.

The WLD Component will work in tandem with PROMOTE’s Components 1, 2 and 3, which include:

- **Component 1: Women in the Economy**: To enable Afghan women to increase their participation in the mainstream, formal economy by securing management level employment or establishing/expanding viable small- to medium- to large-sized businesses.
- **Component 2: Women’s Rights Groups Organizations and Coalitions**: To strengthen women’s rights groups by building their technical gender knowledge, applying their technical gender skills, and combining forces to influence public policies and social practices to benefit Afghan women.
- **Component 3: Women in Government**: To increase the number of women in professional and leadership positions in government.

The goal of Component 4 is to ensure that all PROMOTE participants are equipped with management, decision making and leadership skills that can be applied in social, political and economic fields. Combined with Components 1-3, Component 4 is essential for producing a critical mass of women leaders such that the decision making paradigm in each sector reflects women’s perspectives and priorities and helps shape the priority agendas and resource allocation decisions at national and sub-national levels.

PROMOTE is launching a long-term program that will enable participants to enter and advance within the sectors of their choice, gaining experience, building expertise and learning to manage, direct and lead at every level that their interest and aptitude permits, resulting in a critical mass of women at mid- to upper-level decision making positions. Over the life of the program, those with the desire drive and determination to reach the most senior levels of professional life will rise to the top and join the ranks of Afghanistan’s leading figures. It is expected that the women participating in PROMOTE are doing so because they want to advance within their sector of interest. A critical
PROMOTE assumption is that Afghan women who have obtained a university degree—or even a high school education—have the support of their families. At a minimum, all PROMOTE participants should be able to recognize the qualities that characterize effective leadership, exhibit leadership skills of their own, feel comfortable identifying leaders of their choice, possess sufficient self-confidence to express their opinions and participate in decision making processes at whatever level they may be.

A fundamental PROMOTE premise is that this critical mass of women in mid- to upper-management levels in the economy, civil society and government take actions to improve the lives of girls and women at all levels, including those most in need in Afghanistan. With Transition, international support for women and girls may decline, leaving their rights, welfare and opportunities for advancement in the hands of Afghan leadership. The 2012-2014 Transition refers to the durable and irreversible transition of security responsibility from ISAF to GIROA’s Afghan National Security Forces to defend the independence, national sovereignty and territorial integrity of Afghanistan and to ensure internal security and public order. Transition is an evolving process, not a single event. In addition to transferring full responsibility for security, the shared strategy for a sovereign, stable Afghanistan has four other elements: ongoing training and equipping Afghan National Security Forces (ANSF); building an enduring partnership with Afghanistan; reconciliation among Afghans; and promoting regional stability and economic integration.

PROMOTE, and the WLD Component are designed to ensure this leadership with the influence will: (1) ensure women at the grassroots level are informed about large issues facing the nation as well as specific issues affecting women; understand the needs and perspectives of women at the grassroots level; (2) effectively represent women and ensure their inclusion in development in all sectors and at all levels; and (3) take action to unite women from all ethnic and tribal groups, encouraging recognition of common ground and respect for differences; and contribute to the overall social, political and economic development of the country.

It is incumbent upon all PROMOTE Components, especially Component 4, to ensure that participants understand and accept these responsibilities and commitments. The most important contribution USAID can make is to “institutionalize” opportunities for women to develop leadership skills so they can assume decision making positions in all sectors. Once female leaders are integrated throughout Afghan public and private sectors, they can lead the way toward equal rights and opportunities for all.

Within this context, Component 4 includes two distinct but related outcomes as follows:

1. Overall WLD purpose: Afghan women apply advanced management and leadership skills in public, private and civil society sectors.

2. Younger women with a lesser degree of education apply personal, work and life skills.

C.2 COMPONENT 4 – SITUATIONAL ANALYSIS AND BACKGROUND

In 1964, women helped draft the Constitution, and there were at least three women legislators in Parliament by the 1970s. Women fulfilled roles as teachers, government workers, medical doctors, lawyers, judges, journalists, writers and poets up until the early 1990s. Women constituted 40% of the doctors in Kabul; 70% of school teachers; 60% of Kabul University professors and 50% of the University students. It was not unusual for men and women to casually mingle at movie theatres and
on university campuses. For the last 30 years, women leaders have been rare in Afghanistan and with the majority of women lacking opportunities to experience what leadership entails. Studies have shown that both within the extended family—the major economic and social unit in society—and in the public sphere, male authority is paramount.

The culture of Afghanistan is patriarchal and has traditionally emphasized hierarchy, paternalism, and mastery in contrast to egalitarianism, autonomy and harmony. Many years of violence and political conflicts have reinforced these principles, resulting in Afghan men having more opportunities for acquiring an education than women, which has also resulted in men dominating the workforce.

Even Afghanistan’s senior leaders tend to rely on transactional techniques—rewards and punishments—to achieve goals and solve problems rather than creating a shared vision of change and collaborating with others to achieve it.

Afghan business culture dictates a strict hierarchical structure where leaders separate themselves from the group, and power is distributed from the top. There is generally only one key decision maker—the most senior person in the company. Those in a more subordinate position may represent the business during meetings but do not have the authority to make decisions.” According to Afghanistan’s Minister of Women’s Affairs, the primary challenge Afghan women face is that “decision-making positions are disproportionately occupied by men.”

At the same time, research also indicates that both Afghan men and women express a preference for transformational leadership styles based on positive relationships. Transformational leaders set goals and incentives to push their subordinates to higher performance levels, while providing opportunities for personal and professional growth for each employee. Transactional leaders use

25 In 1964, women helped draft the Constitution, and there were at least three women legislators in Parliament by the 1970s. Women fulfilled roles as teachers, government workers, medical doctors, lawyers, judges, journalists, writers and poets up until the early 1990s. Women constituted 40% of the doctors in Kabul; 70% of school teachers; 60% of Kabul University professors and 50% of the University students. It was not unusual for men and women to casually mingle at movie theatres and on university campuses. A History of Women in Afghanistan: Then and Now, by Mohadesa, Najmi, February 25, 2012, http://www.tolonews.com/en/opinion/5462-a-history-of-women-in-afghanistan-then-and-now.


27 Social organization marked by the supremacy of the father in the clan or family, the legal dependence of wives and children, and the reckoning of descent and inheritance in the male line; broadly: control by men of a disproportionately large share of power. http://www.merriam-webster.com/dictionary/patriarchy

28 Management skills of Afghan respondents: a comparison of technical, human and conceptual differences based on gender Bahaudin G. Mujtaba, Nova Southeastern University, Belal A. Kaifi, Franklin University, Journal of International Business and Cultural Studies, https://docs.google.com/viewer?a=v&gl=us&pid=bl&srcid=ADGEESh04ufhYPEUqmXLVEWmspaUWi8sIdLOfwD6s6EvV3EFgQUH6Qk_mXmuS_bcDgKMsLewmRCUYEvVtSK0EnmAtfVjlg1kwX_jS5nDa0gIlICEIHIJyvbbMswRcwz2GpqZGYxXrIWGKR&sig=AHIEtbRFwgsVDD7czGlV4wbAsIhYoEEQ#v=onepage&q=transactional%20leadership%20in%20Afghanistan%20Society%20and%20the%20issue%20of%20national%20unity&f=false


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disciplinary power and an array of incentives to motivate employees to perform at their best. The term "transactional" refers to the fact that this type of leader essentially motivates subordinates by exchanging rewards for performance. Transformational leadership styles focus on team-building, motivation and collaboration with employees at different levels of an organization to accomplish change for the better.

In a small 2009 study, Afghan respondents, especially youth, had significantly high scores for a transformational orientation, in some cases higher than Americans. Due to limitations on the study, further research is needed, although it is possible that what Afghans value is not the same as what they currently practice. Indeed, the value of relationships in Afghan society cannot be overestimated. Establishing close relationships is central to both personal and professional life, and the negotiation process, in particular, is based on strong relationships.

C.3 BACKGROUND OF PRIMARY TARGET GROUP

Women face huge hurdles when attempting to move up ladders in all aspects of life:

1. Lack of enabling mechanisms to strengthen the nature, quality and extent of women’s social, political and economic participation;
2. Under-representation of women and female leaders in all key sectors;
3. Prevailing male dominance and attitudinal barriers to women’s participation in public life;
4. Professional marginalization;
5. Limited attention to women’s concerns in public institution;
6. Lack of leadership experience; and
7. Potential repercussions for speaking out publicly.

Despite the obstacles, Afghan women today are represented in nearly all sectors, including commerce, communications, technology, engineering, media, public works, industry, security, defence, civil service and others. Women also make up respectable percentages in the lower and upper houses of the National Assembly, as well as in provincial government, as required by legal quotas. However, they continue to be seriously under-represented in decision making and resource allocation roles, and much remains to be done to translate their actual presence into substantive and practical impacts. In fact, the lack of leadership skills among women engaged in public endeavors can actually perpetuate perceived notions of women’s incompetence when they are placed in positions requiring knowledge, skills and behaviors they have not had an opportunity to acquire. The currently skewed perceptions of women’s abilities will only change when they are given a chance to demonstrate their value and potential contributions to their families, communities and country.

The “Benchmarking Women’s Leadership” report, published by The White House Project, concludes that achieving a critical mass of women in leadership positions is essential to building “a stronger economy, better institutions and a more representative democracy.” This theory is also supported by Harvard Business School Professor of Organizational Behavior Robin J. Ely, whose

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studies show that gender disparity will not decrease significantly if women remain only in entry- or even mid-level positions. \textit{The key is to reach critical mass at senior levels.}\textsuperscript{34}

In other studies, the characteristics associated with women leaders range from strong social skills to keeping people well informed, using influencing skills rather than authority, managing a diverse workforce well, and being tolerant of differences, good at motivating others, expressive of their thoughts and feelings, appreciative of the efforts of others and enthusiastic.\textsuperscript{35}

According to these and other studies, the transformational leadership style is typically associated with female leaders. As a result of this style, research indicates that when women comprise 30 percent of a company or organization’s leadership, that entity is more successful as measured by productivity, profitability and sustainability indicators.\textsuperscript{36} Studies included exhaustive analysis across sector, country and organization size. They documented improvements in organizations with women in leadership as measured by productivity, profitability, corporate culture and sustainability – in ten different categories of performance. Catalyst’s 2011 numbers show that companies with a significant percentage of women on their boards performed better than those with no women on their boards by 84\% return on sales, 60\% return on invested capital, and 46\% return on equity.

When a critical mass of women in \textit{senior} management is attained, companies also score higher in nine key criteria of excellence, where companies with women leaders excelled, include work environment, values, vision, coordination and control, motivation, capability, accountability, corporate culture and innovation. An overwhelming majority of participants (72\%) in a major study believe that gender diversity is directly linked to a company’s financial success.\textsuperscript{37} The research also suggests that when women reach critical mass, they develop a sense of security they do not feel when they are merely a small, insecure minority compelled to compete with one another for a few, sometimes token, positions.

At the same time, WLD should not insist that the transformational style of leadership is the only acceptable method for women to use. Different management styles are best suited to different situations, and a combination of transactional, transformational and other styles may be needed for success. Identifying the benefits and deficits of different styles is essential, as is exploring combinations and perhaps new elements from Afghan culture, and knowing when to use which is a key to good leadership.

It is also important to recognize that, to date, the majority of studies on women’s leadership styles come from the West, though research is branching out around the world. Introducing WLD participants to international women’s leaders, however, will demonstrate that despite formidable obstacles, women can lead—and at all levels. One interesting study from South Asia illustrates what large numbers of women leaders can accomplish at the local government level:

\textsuperscript{34} Ibid.
\textsuperscript{35} Female Leadership: The Style of the 21\textsuperscript{st} Century, http://www.elites.com/f-style.html
\textsuperscript{36} Introducing The Woman Effect! Feb. 21, 2012, http://www.inpowerwomen.com/what-is-the-woman-effect: Studies included exhaustive analysis across sector, country and organization size. They documented improvements in organizations with women in leadership as measured by productivity, profitability, corporate culture and sustainability – in ten different categories of performance. Catalyst’s 2011 numbers show that companies with a significant percentage of women on their boards performed better than those with no women on their boards by 84\% return on sales, 60\% return on invested capital, and 46\% return on equity.
In 1993, India mandated that one-third of local government seats and presidencies be reserved for women. Today, two million rural women now sit at local government decision-making tables. Because women are traditionally responsible for meeting their families’ basic needs, these elected women—now role models to the other women in their communities—are altering the development agenda to address issues critical to village life. They are ensuring that roads are repaired, electricity is brought to their villages, schools are built, latrines are installed, medical services are available, water sources are made safe and local savings groups are formed, to name a few of the changes. To have even a greater impact, especially when dealing with bureaucratic obstacles, the women form federations with other elected women representatives, who provide mutual support and rally thousands of elected women to demand policy change on a larger scale. When at least one-third of all representatives are female, gender relations begin to transform, old prejudices dissolve, and new partnerships between women and men develop. Both research and experience support the theory that a critical mass of women leaders leads to a proactive and priority endeavor to improve conditions for other women and for the poor in general.  

Clearly, young Afghan women will not move from their current status to leaders at senior levels in the short-term. As with men, not all women are “natural leaders,” and not all women want to lead at top levels. Some may prefer mid-level decision-making positions, which is also a valued objective of the PROMOTE program. However, within the growing universe of educated women, many will possess the ambition and aptitude to climb to high levels of leadership rapidly. Because it may not be possible to identify which participants fall into which category, all women should receive the same quality of instruction so that a self-fulfilling prophecy does not take hold. Many Afghan women are shy initially but only superficially. When presented with opportunities deemed “safe,” many women literally blossom, exhibiting courage and ambition that their public demeanor often belies.

It is expected that the women participating in PROMOTE are doing so because they want to advance within their sector of interest. At a minimum, therefore, all PROMOTE participants should be able to recognize the qualities that characterize effective leadership, exhibit leadership skills of their own, feel comfortable identifying leaders of their choice and possess sufficient self-confidence to express their opinions and participate in decision making processes at whatever level they may be. With experience, encouragement and opportunity, all PROMOTE participants may be able to advance into higher levels within their fields. PROMOTE is launching a long-term process that will enable participants to enter and advance within the sectors of their choice, gaining experience, building expertise and learning to manage, direct and lead at every level that their interest and aptitude permits, resulting in a critical mass of women at all levels. Over the life of the program, those with the desire drive and determination to reach the most senior levels of professional life will rise to the top and join the ranks of Afghanistan’s leading figures.

While WLD specifically targets educated women, as they move into influential positions in government and private sectors, they will be required to focus efforts on ensuring the welfare, rights and opportunities for all Afghan women. PROMOTE in general, and WLD in particular, responds to requests from Afghan women for a chance to participate in productive pursuits and contribute to their country’s progress by developing their own potential. Ensuring participants’ commitment to

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improving the lives of all Afghan women is a fundamental ingredient for sustainable development and will be reinforced through continuous discussion throughout the PROMOTE program.

C.3.1 BACKGROUND: SECONDARY TARGET GROUP

In Afghanistan, 68% of the population is under the age of 25 (42.3 percent under the age of 15).\textsuperscript{39} To ensure that the needs of this large cohort, which represents the future leaders, are met, opportunities for education, employment and health needs must be provided. Young women are in particularly dire situations when it comes to education and employment opportunities. The October 2012 USAID Youth in Development Policy recommends that USAID missions in “growing” countries, i.e., countries with a significant portion of their population under the age of 25, invest “…in health and education systems for children and youth, and create favorable and enabling policy and institutional environment for future youth development.”\textsuperscript{40}

In the 2012 Survey of the Afghan People, 29 percent of the respondents identified illiteracy and lack of education as the biggest problems facing Afghan women.\textsuperscript{41} Higher levels of education typically lead to higher income jobs;\textsuperscript{42} it is widely acknowledged that bringing income into the household has proven to increase women’s status and decrease incidence of domestic abuse. Almost all young women interviewed stated that their families would support the continuation of their education either in Afghanistan or abroad if costs were covered. Along with formal education, young women interviewed identify Technical and Vocational Education and Training (TVET) as their top training choice due to its direct link to income. This is especially true for semi-educated women who do not see formal education as a viable option.

Lack of self-esteem and leadership skills is the main obstacles hindering young women’s participation in the public sphere and inability to speak for themselves even when crucial decisions such as their education, marriage, employment and bearing children. With a higher level of confidence and the ability to express themselves better to negotiate with family members, these young women will have more voice in decisions affecting their lives. Furthermore, access to public spaces, such as recreation and study rooms helps women to enjoy increased freedom of expression and movement, and to develop communication and leadership skills.\textsuperscript{43} Dedicated space that can be used for courses (literacy, computers, English, basic community health), informal gatherings can go a long way in providing camaraderie, confidence, and learning that results from spending time with other women.

To put young women on a track to have a voice in the future of their country as well as in their own lives, avenues for empowerment need to be made available and accessible to them through formal education, TVET, enhanced life skills, and self-enrichment through arts and sports.

The basic principle in supporting young women is to provide them with experiences and capacities that will improve their prospects for employment and provide work and life skills for economic and social enhancement. Recognizing that young women in this age group who have no other options will likely become brides and mothers, substantive opportunities for personal and

\textsuperscript{39} Lavender, L. The Youth Bulge in Afghanistan: Challenges and Opportunities, 2011, p. 5.
\textsuperscript{40} USAID, Youth in Development Policy: Realizing the Demographic Opportunity, October, 2012, p. 20.
\textsuperscript{43} Ibid.
professional growth will open up access to options other than early marriage and child bearing with strong support from their families. Young women will benefit from interaction with the women participating in all PROMOTE Components, through gatherings, shadowing, mentoring or other creative projects.

C.4 GEOGRAPHIC FOCUS

WLD will focus nationwide, on five major urban population centers where the majority of educated young women reside and the greatest opportunities for advancement are located. According to the Ministry of Education, 164,000 girls attended secondary school in 2011, and out of that number, nearly 160,000 live in 17 provinces. A second geographic consideration is the economic corridors that define potential economic vitality and opportunity in specific areas of the country. In provincial capitals and regional centers in and around the developing economic corridors in the north, east, south and west, increased trade will not only stimulate new business development but will also encourage the start-up of ancillary businesses providing products and services to support the major economic enterprises. These zones should be fertile ground for women to move into leadership positions.

Regional differences require regional approaches. For example, in Kabul, Mazar-i-Sharif and Herat, where a significant number of development activities have taken place and the population is generally less conservative and tends to be more open to development initiatives, women enjoy relatively more freedom. These regions can embark on program activities more rapidly than more conservative areas like Jalalabad and Kandahar that, while considered urban, have more conservative, firmly-entrenched social constructs.

Determining safe and culturally effective interventions in other areas will be a task required by the Contractors, with approval from USAID.

C.5 OVERALL GUIDANCE

This is a stand-alone, women’s management and leadership development program to be undertaken in cooperation with families, communities, employers and others, whose buy-in to the broader goals is an essential element of the program’s long-term sustainability and success. This Component, as all PROMOTE Components will ensure that women will be in female-friendly environments, with measures taken to overcome barriers to women’s participation, such as child care solutions, transportation and stipends.

To foster women’s development in leadership roles, the Contractor shall pursue three overall paths to success:

- Overcoming the obstacles currently preventing educated women from gaining a foothold in critical development sectors;
- Creating enabling conditions for sustained improvement in the status of women in all PROMOTE sectors; and
- Providing effective opportunities for PROMOTE participants to learn how to convert their education into productive, demand-driven applications.

44 They include Kabul, Herat, Balkh, Badakhshan, Ghazni, Nangarhar, Baghlan, Takhar, Parwan, Kunduz, Jawzjan, Kapisa, Faryab, Bamyan, Daikundi, Laghman and Farah.
Technical assistance under WLD will include a wide range of potential approaches to address the obstacles and constraints facing women and to provide them with opportunities to excel in fields of their choice. The Contractor should seek to:

- Apply effective strategies and tactics for women’s leadership training and other functions that support women’s participation and influence in mainstream, formal sectors;
- Use differentiated approaches that are effective at national, provincial and other sub-national levels;
- Foster the benefits and value of linkages among women, whether through professional associations, sector networks or business coalitions at the national, regional and international levels;
- Apply effective facilitation of organizational membership with regional and international partners;
- Create initiatives that increase use of new technologies and the value of electronic networks in fostering communication, cooperation and collaboration among groups;
- Gain cooperation from communities, municipalities, national and sub-national government; and
- Coordinate closely with other USAID and other projects to avoid overlaps, ensure effective use of resources, build on or support activities of a similar nature, and benefit from experiences, lessons learned and best practices.

C.6 MONITORING AND EVALUATION

The Contractor shall develop methods for collecting data and systems, which measure improvement in leadership and management skills and confidence building and increased communication and cooperation among private and public and civil society sectors. Annual work plans will also require clear reporting against the project Performance Management Plan and include progress measures for the work plan, performance targets, and expected results and impact. The Contractor shall plan, manage, and document how performance data is collected. The process of monitoring project performance shall be consultative and interactive between USAID and the Contractor, and shall involve a combination of written reports and oral briefings.

USAID will conduct an independent mid-term evaluation approximately half way through the project. Similarly, USAID will conduct an independent final examination three months prior to the contract completion date. The mid-term evaluation conducted at 18 to 24 months will focus on two performance evaluation questions: 1) Is the project on-track to achieve its targets and what are the success (failure) the program has achieved to date; and 2) what, if any, corrective actions should be undertaken by the Contractor, the training service providers, or USAID to ensure the success of the project. USAID may elect to conduct an impact evaluation of the project.

This Task Order will coordinate closely with the M&E contract to ensure that the M&E contract has access to the data necessary to conduct evaluations for WLD. With regard to monitoring and evaluation, the WLD Contractor is responsible for its own monitoring activities, and for sharing their monitoring data with both the M&E contract and USAID. The M&E contract is responsible for implementing both a supplementary monitoring plan to verify that other implementers including WLD is providing complete and accurate information (in lieu of USAID monitors, for security reasons) and an evaluation plan of the work completed under the different technical Task Orders to extend USAID’s understanding of program performance and effectiveness. The Contractor will also
work with the M&E contractor and its respective COR to ensure its PMP is aligned with indicators and data from the baseline evaluation.

The Contractor must monitor and evaluate progress towards the improved capacity of the Training Specialists during Training of Trainer (TOT) and post-TOT to deliver quality training delivery and ensure performance standards are met.

The Contractor must also monitor WLD participants based on frequency and timing as stated in the approved Monitoring and Evaluation Plan to ensure the primary target group will be monitored for full completion of their interventions and evaluated to the extent to which all participants are able to demonstrate and apply essential management, decision making and leadership skills, including providing support to the secondary target group, conduct outreach to individuals, families, communities and GIRoA and provide community service, actions to improve the lives of girls and women at all levels, including those most in need in Afghanistan. The secondary target group participants will be evaluated to the extent they are able to demonstrate and apply personal, work and life skills. The Contractor must be prepared to follow up beyond the final year of implementation.

In addition, the Contractor must monitor implementation of intermediation services that match the secondary target group to a range of activities from observation and in-country study tours to technical and vocational courses, on-the-job learning, activities with female role models and mentors in fields of interest to the participants and apprenticeships with the public and private and civil society sectors, particularly through PROMOTE participants and mechanism enabling young women to complete their formal secondary school education.

C.7 MOBILE TECHNOLOGY

Use of mobile technology could address needs of women professionals and help close the gender gap. Over the past decade, Afghanistan has established an extensive mobile telecommunications infrastructure from scratch, which now reaches 85% of the population. Mobile telephony has created a new channel for mass communication in the country. More than half of all Afghans own a mobile phone, and some can access recorded news and information messages from their handsets.\textsuperscript{45}

- Mobile phone penetration: 61% of the population in 2010 (USAID)
- Number of mobile phone lines: 18.1 million (2010 Groupe Spéciale Mobile Association)
- Mobile network coverage: 85% of the population in 2010 (USAID)
- Internet subscribers: 6.0% of the population in 2010 (BBC World Service)
- Ranking in UN Human Development Index 2010: 155 (out of 182)
- Ranking in Reporters Without Borders World Press Freedom Index 2010: 147 (out of 178)

Women could avail themselves of mobile value added service solutions and adoptions. The areas that mobile solutions might be particularly cost-effective and culturally relevant to Afghan women via the WLD initiative could include:

- Receipt and transmission of funds, nationally and internationally, for timely payment of salaries and services via mobile money
- Mobile office functionalities: Emailing, text message, conference calling and data attachment

\textsuperscript{45} Media and Telecom Landscape Guide, Afghanistan-2012
• Social Service Delivery: via diagnostic information, on-the-spot guidance, voice activated instructions

The contractor should utilize these services to the greatest extent feasible within its company policy to strengthen the efficiency and security of financial transactions at all stages in implementing program activities (See Attachment J.18). USAID, through the Financial Access for Investing in the Development of Afghanistan (FAIDA) program and other programs, has encouraged the use of electronic payments, including mobile money, to extend affordable and accessible payments to low-income populations, create cost savings, promote economic development, increase transparency, strengthen security, and broaden financial sector inclusion.

Under Taliban rule, television was banned, and there was only one government-controlled radio station. Today, Afghanistan boasts over 75 television stations, 175 radio stations and hundreds of newspapers and magazines. Radio is still the main channel for communicating news and information, but it is steadily losing ground to television in urban areas. As television ownership grows, the number of households with a radio set is declining. A media audience survey commissioned by USAID in 2010 found that 63% of all Afghans listen to radio regularly. The survey, conducted by Altai Consulting, found that only 48% of all Afghans watch television regularly. But it showed that once Afghans get a television in their home, they tend to abandon the radio. The Altai Consulting survey of 6,648 people in over 900 towns and villages indicated that 58% of households with a TV no longer possess a radio. Other recent audience surveys by the BBC World Service Trust and The Asia Foundation indicate a slightly higher rate of radio listening than the Altai Consulting study, but all three point to a steady drift of broadcasting audiences from radio to television. It may therefore be useful for WLD to use phone, radio and television platforms when engaging a wide audience is considered necessary and desirable. The growth of newspapers has been hampered by low literacy rates and distribution. In addition, Afghanistan’s Ministry of Information, Communications and Technology, along with the private sector, is leading the push to move television platforms from terrestrial to 3G, which will also have a significant impact on programming.

C.8 COMMUNICATIONS AND MESSAGING

It is expected that women participating in Components 1, 2 and 3 will also participate in Component four—WLD. To help ensure that occurs, each Contractor shall develop a communications plan to generate widespread interest among PROMOTE target group participants. The plan will include a two-pronged communications strategy—one for the internal and another for the external environment in which the program will operate. The internal strategy will announce the program to women in the target group throughout the country, enable the sharing of information and ideas, support interaction and create cohesion within the “network” of WLD participants so as to generate a sense of collective mission and purpose.

The external strategy will shape the understanding of external actors, including those who support the program and those who may oppose the program’s purpose of uplifting and empowering women. With the former, the Contractor shall encourage support and link diverse proponents; with the latter, the external strategy will manage, pre-empt, mitigate and minimize opposition should CSO participants or the program as a whole receive criticism. This may involve not widely advertising the program in certain areas outside communities where WLD is operating, not launching a nationwide discussion or debate on the role of women and not attracting the attention of those known to oppose equal rights for women.
All WLD partners should understand the difference between “culturally appropriate” and “culturally effective.” The phrase “culturally appropriate” is somewhat ambiguous, meaning different things to different people. To many, it suggests that traditional beliefs, practices and behaviors must be respected no matter how harmful they might be to women/girls, an approach that could defeat the whole purpose of the PROMOTE program. In these cases, traditional gender roles could be viewed as sacrosanct, and efforts to provide new opportunities for women would be viewed as “culturally inappropriate.” What is actually sought is a culturally effective approach to work, an approach that ensures the audience can easily understand the message in the context of his/her life. In other words, WLD messages should be conveyed in ways that are familiar to the audience—in terms with which the audience can identify—but the messages themselves should not be changed. Because gender equality may not be a common mindset or reflected in everyday behavior, for example, does not mean it is “inappropriate.”

C.9 KNOWLEDGE MANAGEMENT

In conjunction with the other PROMOTE IQC holders, the WLD Contractor will develop, manage and implement a strategy that contributes to ongoing and effective communication, cooperation, collaboration and productive synergies between and among the implementers of all PROMOTE Components and Task Orders (TOs) awarded through the PROMOTE IQC. This may include holding retreats where all partners share experiences and difficulties, ensuring ongoing sharing of information, supportive activities between and among TOs, short-term, productive exchanges of personnel or beneficiaries or other effective means that will enable TO Contractors to work together for the overall benefit and success of the PROMOTE and WLD program.

C.10 STATEMENT OF WORK

Under the technical guidance of the USAID Contracting Officer’s Representative for this Task Order (TOCOR) or his/her designee, the Contractor shall accomplish the following tasks for the primary and secondary target groups.

Primary Target Group: Afghan women between the ages of 18 and 30 who possess at least a high school diploma, some tertiary education or TVET or a college/university degree. The level of effort for this target group is 72 percent of the total estimated budget for WLD.

PROMOTE participants who possess the desire and aptitude to lead at top levels will be equipped with the advanced skills, leadership acumen and self-confidence to compete successfully for high ranking positions and advance within key sectors as leaders and change agents at the national and sub-national levels.

Secondary Target Group: Young women between the ages of 15 and 24 who have at least completed primary school and perhaps some secondary or TVET schooling but have not graduated from secondary school. The level of effort for this target group is 28 percent of the total estimated budget for WLD. USAID estimates up to $3.5 million to enable these young women to matriculate and participate in learning activities.

Young women in the secondary target group will be provided with opportunities to enhance their personal development, acquire essential life and work skills, increase their self-confidence and self-esteem and broaden their view of the world.
Tasks and deliverables apply to both primary and secondary target groups, unless specifically noted. The proposed timelines for all tasks and deliverables as identified in the annual work plans must be approved in advance by the USAID TOCOR.

General Services for Training Implementation

C.10.1 Planning and Development

Task 1: The Contractor will develop a training plan that will cover the 5 major urban population centers across the country, including Kabul, Jalalabad, Mazar-i-Sharif, Kandahar, and Herat as agreed upon with the USAID TOCOR. The findings from Task Order One; Baseline Data Collection, must be incorporated into activities. Although the initial estimate is 20,000 for women and 8,000 girls and young women, the Contractor must have the flexibility to support and adjust the targets as the environment warrants. This will also include a review of existing programs in Afghanistan to minimize duplication of efforts in this area. Development of the training plan should take into consideration women’s leadership programs and other relevant programs already underway in Afghanistan to assess their curriculum, quality of materials, methodologies and instruction, and capacity to deliver trainings with demonstrated results, as well as to talk with women students. The Contractor must review successful models in-country and also explore successful models in other countries in the region. The Contractor will develop a management and leadership curriculum and work and life skills curriculum, whether developing a new or amending and adapting an existing curriculum to fit participant training needs and regional distinctions. To support the trainings, appropriate facilities are to be identified and relevant tools and equipment may be procured.

Primary target group: Short-term professional development leadership and management trainings will have a focus on learning with subsequent learning reinforcement or continued mastery of the subject. Supporting the other 3 PROMOTE Components, WLD will provide leadership development programming, including practical application of topics followed by analysis of experiences, using materials produced and/or adapted for this purpose. A variety of methodologies, strategies and tactics must be utilized that support women’s participation and influence in mainstream, formal sectors effective at national, provincial and other sub-national levels. Methodologies must include a combination of theory and practical participatory, interactive methods, including information and communication technologies (ICTs), dialogue with and demonstrations from women leaders (live or via video) in Afghanistan, regionally and internationally, videotaping of participants’ skill demonstrations followed by review and discussion. At a minimum, course topics must include: strategic planning; group facilitation; negotiation; strategic communications such as public speaking, briefing and presentation skills; conflict management; team building; customer service; decision making; supervision; gender equality and female empowerment and; performance monitoring and managing change. Supplemental topics should also include asset building and sustainable development and practical skills such as computer literacy and networking.

An example of one WLD is introducing PROMOTE participants to what leadership is—the qualities and skills that characterize effective leaders. Examples from Afghanistan and around the world could be used to illustrate effective and ineffective qualities, characteristics and behaviors. The effects of age, sex and culture on leadership styles and effectiveness should also be explored. Because women tend to be isolated from one another, each module in the program should include a diverse group of women from all sectors of society and, ideally, diverse ethnic groups. In this way, participants will gain experience working with women from different ethnic groups and other sectors and knowledge about ways in which their fields are similar and different and how they can work
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together to promote the advancement of women at all levels and contribute to the development of their communities and country.

Other modules would ensure WLD participants fully understand the necessity for their commitment to improving the lives of all Afghan girls and women as a fundamental ingredient for sustainable development. This should be a topic of continuous discussion throughout the WLD program, and participants will be introduced to research that illustrates the gains that investments in women have produced worldwide. Groups of WLD participants may research these gains and then share them with others. WLD will also ensure that participants understand the concepts of women’s rights, advancement, empowerment (or “agency”), gender equity and equality and the idea of “sisterhood is powerful” that underlie the PROMOTE program.

It is expected that PROMOTE participants will be able to distinguish between major leadership styles used internationally, including transactional and transformational, and demonstrate a strategic understanding of when each approach is most effective; identify the characteristics of leadership styles used in Afghanistan, compare them with international leadership styles and demonstrate a strategic understanding of when each approach is most effective; and ensure that PROMOTE participants who possess the desire and aptitude to lead at top levels are equipped with the advanced skills, leadership acumen and self-confidence to compete successfully for high ranking positions and advance within key sectors as leaders and change agents at the national and sub-national levels.

Secondary target group: The Contractor will develop and implement a wide array of innovative opportunities, experiences and activities for younger women with a lesser degree of education to develop personal, work and life skills. Formal education, coupled with exposure to other communities will ensure that young women have broader exposure, have been challenged to operate beyond their gender confines and have developed occupational skills that are desperately needed by employers. Methodologies must include a combination of theory and practice of participatory and experiential activities ranging from in-country observation and study tours to technical skills training courses, on-the-job learning activities and apprenticeships with female role models and mentors in fields of interest to the participants. Matriculation assistance and scholarships for additional academic study, especially secondary school and TVET high school will be provided to qualified applicants. Matriculation assistance may support academic fees, books, transportation, accommodations and stipends funded through the WLD Task Order 2 project. TVET high school scholarship assistance will cover occupations that have a demonstrated market demand and in which participants are interested. This may differ by region. Women with basic-level technical and vocational skills will be provided with the opportunity to advance their skill-levels through courses in-country if the occupation has employability potential. For example, nursing skills, agriculture skills, English language and computer skills can be elevated to a professional-level if there is the potential for increased income. Observation and study tours and exposure visits will enable young women to experience new situations and lifestyles, create a sense of the larger “community” of women and broaden their perspectives. Apprenticeships, shadowing opportunities, and on-the-job learning, especially with PROMOTE target group participants will enable young women to gain on-the-job experience and apply learning in between training sessions through PROMOTE opportunities. Art, music and athletics fields with the potential for increased income will also provide opportunities to develop self-expression through these media and improve their leadership and social interaction skills. The training will also ensure that participants understand the concepts of women’s rights, advancement, empowerment, and gender equity and equality that underlie the PROMOTE program.
C.10.2 Procurement and selection of Training Venue and Logistics Providers

Task 2: The Contractor, in consultation with USAID will select 5 major population center venues where it will primarily deliver the range of training and support. The Contractor, in consultation with USAID, will develop a criterion for venue selection based in part on access for women and trainers to conduct the trainings, security, interest and willingness to institute such trainings, and willingness to share costs and involve private and public sector and NGO representatives. The Contractor must also address special circumstances under which the project might expand outside the targeted urban population center venues. The Contractor will coordinate with the venue on all arrangements to conduct the trainings. The use of training venues shall be viewed as an in-kind contribution of the sponsoring institutions or organizations, with no costs expected for rental of the venues. The Contractor will coordinate with the venue on all arrangements to conduct the trainings. The Contractor will be responsible for determining any scheme for stipends for transport and meals for participants and sub-contract any administrative services while providing oversight on the administration of these in an accountable fashion with an auditable paper trail. The training hours will be clarified as the training program is developed, vetted and agreed between the partners. The Contractor will update the sustainability plans for the training centers and training providers annually if commitments and responsibilities change.

The Contractor will support the procurement of new equipment and minor venue renovations such as plastering, painting, electrical installation, and safety features. The Contractor will be responsible for development of criteria identifying the needs ensuring the rehabilitation meets the specifications, including facility rehabilitation and for ensuring property installation and commissioning of the equipment. The Contractor will also support the printing of learning materials and equipment and tools to support the trainings and training venue.

The Contractor will conduct a training program for selected Training Specialists using the management and leadership curriculum, lesson plans, applying adult learning methodologies to ensure Training Specialists have the practical skills to deliver the training. This training will also be structured along competency-based principles. The Contractor will be responsible for the final selection of 40 Afghan trainers. USAID strongly encourages female instructors fluent in Dari or Pashto as appropriate to the region where the training is conducted. The number of trainers will need further refinement, but a preliminary calculation calls for 40 participants in year one.

The Contractor must develop a process to provide intermediation services that match the secondary target group to a range of activities from observation and in-country study tours to technical and vocational courses, on-the-job learning, activities with female role models and mentors in fields of interest to the participants and apprenticeships with the public and private and civil society sectors, particularly through PROMOTE participants. This process will include the criteria for selection of participants, arranging placements and handling administration and orientations for all in-country and regional activities to be administered by a sub-contractor. Processing services will include, but will not be limited to, travel and logistical arrangements, stipends to participants, tuition fees, and other training related expenses, visa processing when applicable. Orientation should also include the involvement of family members, employers or other stakeholders to gain a shared understanding of the prospective benefits from the participant's skill and knowledge gains and to facilitate better application of and monitor results from the intervention.
C.10.3 Coordination with Other Entities

Task 3: The Contractor will collaborate with USAID, the U.S. Embassy, GIRoA entities and other donors’ projects as appropriate, as well as with implementers of all PROMOTE Components and Task Orders (TOs) awarded through the PROMOTE IQC. This may include holding retreats where all stakeholders share experiences and difficulties, ensuring ongoing sharing of information, supportive activities between and among TO Contractors, short-term, productive exchanges of personnel or beneficiaries or other effective means that will enable TO Contractors to work together for the overall benefit and success of the PROMOTE and WLD program.

It is expected that Afghan women participating in Components 1, 2 and 3 will also participate in Component four—WLD. The Contractor should promote and facilitate organizational interactions to foster the benefits and value of linkages among PROMOTE women, whether through professional associations, sector networks or business coalitions at the national, regional and international levels to avoid overlaps, ensure effective use of resources, build on or support activities of a similar nature, and benefit from experiences, lessons learned and best practices. WLD alumni are also a powerful force in furthering development objectives. The Contractor should promote and foster opportunities are available for the growing number of Afghan women who can take advantage of them, using new technologies, when feasible and cost effective.

At the cultural level, PROMOTE does not expect to lead a change in cultural norms and expectations of the role of women but to facilitate a cultural conversation, initiated by Afghan women, on their potential for positive contributions to society. Ultimately, Afghan women, in consultation with their male counterparts and families, will determine their direction and pace according to the availability of learning opportunities and their social, political and economic interests, priorities, aspirations, aptitudes and ability to mitigate adverse consequences. The Contractor should promote and facilitate organizational interactions to foster the benefits and value of linkages among PROMOTE women, whether through professional associations, sector networks or business coalitions at the national, regional and international levels to avoid overlaps, ensure effective use of resources, build on or support activities of a similar nature, and benefit from experiences, lessons learned and best practices. WLD alumni are also a powerful force in furthering development objectives. The Contractor should promote and foster opportunities that are available for the growing number of Afghan women who can take advantage of them, using new technologies, when feasible and cost effective.

C.11 SPECIAL REQUIREMENTS

C.11.1 Capacity Building

The Contractor is strongly encouraged to subcontract a portion of the program implementation to Afghanistan implementers to carry out these activities. In keeping with the principles of designing a program for Afghanistan, and where the Contractor determines that program content and efficiency of implementation will be beneficial, the Contractor is strongly encouraged to subcontract with Afghan public and private institutions, local NGOs and other firms and other Afghanistan entities in the implementation of Task Orders.
C.11.2 Increasing Afghan Participation

The Contractor must build the technical and managerial capacity of Afghans sub-contracted organizations during the implementation of this Task Order to promote the Afghan First Policy included at attachment J.10 of this contract. The Contractor must identify the positions to be filled by Afghans and professional development plans for building Afghan capacity. The Contractor must also include in their reporting requirements to document the number of Afghans employed directly and as subcontractors and the monetary value of direct payments to Afghan personnel, disaggregated by sex. In addition, reporting is required for the total amount spent by specific area in Afghanistan.

C.11.3 Gender Issues

USAID programs must address the needs and protect the rights of women and girls in Afghanistan. Therefore, USAID requires contractors to undertake efforts to prevent discrimination and violence against women and girls, provide economic and leadership opportunities, increase participation of women in the political process, improve security for women and girls, promote education, health and well-being, and other efforts designed to directly benefit women and girls. WLD indicators will support efforts targeting educated women to: (1) significantly increase women’s contribution to economic growth; (2) strengthen women’s rights groups and coalitions; (3) achieve a critical mass of women in government decision-making bodies; and (4) ensure that women have the leadership and management skills they need to be effective participants in every sector of society. Implicit in each sector is the building of self-confidence, self-esteem, empowerment and agency.

C.11(d) Maintenance of Confidential and Proprietary Information

The Contractor must at all times maintain the confidentiality of sensitive and proprietary information obtained as a result of performance of this contract. The Contractor must institute procedures acceptable to the task order and fully comply with all USAID’s requirements in regards to maintaining the confidentiality of information and procurement integrity.

The Contractor must maintain and preserve all records and information whether in electronic, audio, video or paper format that is directly or indirectly generated during performance of its work in regard to this contract in an orderly and readily accessible manner. All documents created as the result of operational activities in conjunction with work being performed as the direct or indirect result of scopes of work contained within the issued task orders are to be considered as the property of the U.S. Government in addition to being the work product of the Contractors.

C.11(e) Environmental Compliance

The Contractor is responsible for performing all work in such a manner as to minimize the pollution of air, water, or land and to control noise and dust in accordance with all applicable U.S., Afghan and/or region environmental laws, regulations and programs that relate to the performance of work awarded in individual task orders. Where there is a conflict between U.S., Afghan and/or region law, the requirements that are more protective of health and the natural environment must be used. In no case will the requirements be less stringent than those required by U.S. law and/or regulation.

WLD activities for training, procurement of office and IT equipment, and outreach and research programs and other similar types that do not have an effect on the natural and physical environment
fit within the categories listed in 22 CFR 216.2 (c)(2) and are categorically excluded from any further environmental review requirements. The activities are within the following classes of actions:

- Education, technical assistance, or training programs, except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc.). [22 CFR 216.2(c)(2)(i)];
- Analyses, studies, academic or research workshops and meetings. [22 CFR 216.2(c)(2)(iii)];
- Document and information transfers. [22 CFR 216.2(c)(2)(v)]; and
- Studies, projects or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment (such as construction of facilities, etc.). [22 CFR 216.2(c)(2)(xiv)].

The following WLD activities are all considered to be small-scale: procurement of generators, fuel, and construction materials; repair and rehabilitation of public facilities and infrastructure; and hand dug wells. These activities are expected to have a minor or insignificant effect on the natural and physical environment that must be mitigated with appropriate measures. Hand dug wells must be tested for pathogens and other harmful substances if used as a potable water supply. The proposed action is that the Contractor must provide evidence that equipment, commodities, and materials procured for small-scale rehabilitation activities are used in a safe way and that all applicable national and international environmental laws are followed. The Contractor must develop environmental guidelines to be used in identifying potential negative environmental impacts associated with WLD’s activities and appropriate measures to mitigate the adverse impact.

The Contractor must adhere to the conditions set forth in the Initial Environmental Examination and any other environmental documents developed and approved by USAID prior to the initiation of task orders. No rehabilitation activity must be initiated without prior approval of USAID. An Environmental Mitigation and Monitoring Plan (EEMP) on how the Contractor intends to carry out the mitigation measures that will minimize environmental impact required for activities that have a Negative Determination with Conditions.

C.11(f) Security

Contractor must be fully familiar and compliant with the requirements and procedures of Section H.29 of the IQC RFP. Further, Contractor must comply with all GIROA and U. S. Government civilian/ military agency policies and orders (or Chief of Mission (COM)/Fragmentary Order (FRAGO) as they relate to contracting with private security contractors (PSCs). Contractor must assure that unlicensed private security contractors are not used by Contractor or any of Contractor’s subcontractors.

The Contractor must be responsible for providing all life-support and security services required for its personnel deployed to project locations except when it is expressly stated in individual task orders that such facilities and services are to be provided by other means. The Contractor responsibilities must include all life support, communications, and transportation of materials, personnel, and equipment to work sites unless otherwise specified in the task orders. The Contractor may be required to provide the same life-support and security services for USAID personnel when so specified in a task order. In addition, the Contractor must be responsible for maintaining the security of its personnel, materials, and equipment.
Unless otherwise stated, the Contractor must prepare a comprehensive safety and security plan pertaining to all aspects of its activities and the activities of its employees in the performance of all work related to this contract as well as the off-duty activities of its employees, as those activities relate to performance of contract work, serving in Afghanistan or elsewhere within the region as it relates to performance of the work. The Contractor must continuously monitor and update this comprehensive safety and security plan by means of qualified and competent staff of personnel. The Contractor must work closely with and establish liaison and cooperate with all authorized and appropriate safety and security organizations and entities for the protection and safety of its operations and employees.

C.11(g) Grants Under Contracts

WLD is expected to issue grants under contracts. See Grants Management requirements in Section H.31, “Grants Under Contracts.” USAID estimates up to $3.5 million should be budgeted for scholarships and stipends, and other support based on specific criteria to be developed from Task Order 2.
SECTION F – DELIVERIES OR PERFORMANCE

F.2 PERIOD OF PERFORMANCE

The estimated period of performance for this Task Order is sixty (60) months.

F.2 KEY PERSONNEL

The Task Order will require a mix of expatriate and local specialists. Technical expertise should be the defining qualification. Key personnel must be chosen on the basis of proven expertise; any position filled by an expatriate, however, should have one or more Afghan counterparts who are being trained and elevated so that they can eventually provide or oversee the services necessary to implement the kinds of activities under this Task Order.

The Contractor must furnish the following five positions for long-term technical assistance based in Kabul for this Task Order 2, Women’s Leadership Development Services. USAID encourages offerors to consider qualified women for all five proposed key personnel positions.

Personnel requirements are as follows:

1. Chief of Party
2. Deputy Chief of Party (Finance and Administration) – Afghan National
3. Training Specialist (Year 1 and Year 2 only)
4. Senior Compliance Specialist
5. Curriculum Developer (Year 1 only)

Chief of Party (COP): The candidate must be a development professional who will have responsibility for the overall management of Task Order Two, including liaison and coordination with USAID and the Contractor’s home office. The candidate must have at least 10 years of international development programming. Although a Master’s degree is preferred, USAID will consider additional work experience in lieu of a Master’s degree. The candidate must also have demonstrated management experience; excellent development analysis; extensive experience monitoring and evaluating international assistance and women’s/gender programs in complex, culturally diverse settings. The successful candidate will ensure quality oversight of all services and products provided by this Task Order, including those from long-term and short-term staff and subcontractors. Excellent reporting, writing, and presentation English language skills are also required. S/he must have outstanding representational skills for meetings with senior Mission, Embassy, Congressional delegations/other VIPs and GIRoA officials. Knowledge of relevant federal regulations and procedures as well as work experience in post-conflict countries is required. S/he must be familiar with standard business IT applications and statistical methods. Experience in Islamic countries in general and Afghanistan in particular, as well as USG experience, is highly desirable. Previous experience as a COP is highly desirable.

Deputy/COP (Finance and Administration): The Afghan national candidate must have at least a bachelor’s degree in finance, administration or a related area (e.g., accounting, management or compliance). The D/COP must also have a minimum of 10 years of demonstrated experience relevant on similar international, donor funded programs; USG experience is highly desirable. The D/COP must have demonstrated ability to manage staff in a conflict affected environment, and experience training staff is highly desirable. The Deputy/COP will oversee two Afghan finance, administration
and compliance senior staff. As WLD will work with women, experience in dealing with gender concerns (male as well as female) will be highly valued. Strong computer skills, including ease and skill in using Microsoft Excel spreadsheets, email, the Internet and Microsoft Windows applications are required.

**Training Specialist:** Two year contract to be delivered in Year 1 and Year 2 of award. The candidate must have at least 5 years of experience in training and/or teaching in relevant fields as the curriculum using educational methodologies in a development environment. Illustrative practical work experience may include: delivering trainings; presenting information using a variety of instructional techniques and formats; monitoring, evaluating, or recording training activities or program effectiveness; assessing training needs; and developing alternative training methods if expected improvements are not seen. An in-depth knowledge and understanding of current trends in training at the operational level is desirable. The training specialist requires excellent teaching, communication and interpersonal relationship skills interacting well with people at all levels and in cross-cutting teams. Demonstrated presentation skills are required.

**Senior Compliance Specialist:** The candidate must have at least a Bachelor’s degree in finance, administration or a related area (e.g., accounting, management or compliance). S/he must also have a minimum of 5 years of demonstrated experience on similar international, donor funded programs; USG experience is highly desirable. Demonstrated practical work experience may include: planning regular compliance audits, advising management on any existing infractions of the law and guiding employees or subordinates on matters related to the law, as well as experiencing handling licenses, tax, permits and all various legal issues, and overseeing the correction of errors committed by employees. Knowledge of investigative practices, auditing and law and skills in deductive reasoning, communication and problem solving are highly valued. S/he must have strong math, organization and administrative skills. Excellent written and oral communication skills are required. Strong computer skills, including ease and skill in using Microsoft Excel spreadsheets, email, the Internet and Microsoft Windows applications are required. S/he may assume finance and administrative responsibilities as required. Experience in Islamic countries in general and Afghanistan in particular, as well as USG experience is highly desirable. Previous USG experience as a D/COP experience in Finance and Administration is highly desirable. The Compliance Specialist may also serve as Acting COP in the absence of the D/COP

**Curriculum Developer:** One year contract to be delivered in Year 1 of award. The candidate must have a minimum of 5 years of relevant experience developing and preparing curricula, in educational methodology, assisting educators in sharing that information effectively and training/capacity building programs in developing countries. Demonstrated knowledge and understanding of competency based curriculum development and the production of learner centered teaching and learning and assessment materials. Experience in adult learning is required, and at least 1 year of experience must involve working with women’s projects. S/he must have demonstrated ability to communicate clearly and tactfully with others in work that involved interpersonal communication to help educators in curriculum design and developing instructional material. The candidate must have experience assessing teaching strategies and recommending ways to instruct educators more effectively. Experience in Islamic countries in general and Afghanistan in particular, as well as USG experience, is highly desirable. Writing skills are an important asset in curriculum development.

All incumbents must possess English language skills at the FSI S3/R3 equivalent proficiency level or above. Dari and/or Pashto language skills to at least the FSI S2/R2 equivalent proficiency level or above are desirable for Afghan incumbents.
Preferably, all incumbents must have a solid grasp of the physical and psychological challenges inherent in working in conflict affected countries.

F.3 REPORTS AND DELIVERABLES

In addition to the requirements set forth in Section C – Statement of Work, the Contractor must submit the following deliverables to the TOCOR with a copy to the TOCO.

REPORTS:

ANNUAL WORK PLAN (AWP)

The Contractor will prepare for the TOCOR’s review and approval an Annual Work Plan (AWP) setting forth in reasonable detail the Contractor’s plans for pursuing activities described in this RFTOP and detailing additional proposed activities that may substantially contribute toward the project goals, as required. The work plan should also delineate project work by region and by province as appropriate. The draft AWP covering the first year of the project will be provided in the context of the RFTOP proposal process, with a final version provided to the TOCOR no later than four (4) weeks after the start of the project. Draft work plans for subsequent years shall be submitted to the TOCOR at least 45 days prior to the start of each corresponding project year. As may be necessary due to circumstances beyond the Contractor’s control, and subject to the TOCOR’s approval, the AWP may be amended and benchmarks added, deleted, or revised from time to time.

The AWP shall include a schedule of activities and tasks planned to be conducted and the inputs planned to be provided by the Contractor, including a description of planned activities and tasks and an estimated budget – organized by component and, as appropriate, by sub-component.

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

QUARTERLY PERFORMANCE REPORTS

Each Task Order under the PROMOTE IQC will be responsible for monitoring their activities. However, the M&E contract will be responsible for conducting periodic, objective third party monitoring of the work completed under the PROMOTE technical task orders. All Task Orders will be responsible for sharing performance data with the M&E contractor so they are able to conduct monitoring activities as well as evaluations in a timely manner.

The Contractor shall submit via email to the TOCOR within 30 days of the end of the quarter a quarterly performance report reflecting results and activities of the preceding quarter. The TOCOR will be responsible for sharing this document with the M&E contractor. A description of the specific accomplishments of the Contractor should also be provided, including information on all activities, both ongoing and completed and disaggregated geographically by province. The quarterly report will also include progress on all relevant PMP indicators for the reporting period. The quarterly reports shall highlight any issues or problems that are affecting the delivery or timing of services provided by the Contractor. These reports should summarize project progress against tasks and benchmarks, including tasks assigned through technical directives and identify implementation issues that may
inhibit or enhance contractor performance. In each quarterly report, the Contractor may include success stories which provide information that demonstrates the impact that the activity/program has had during the reporting period through materials such as stories, quotes and photos. The reports will also discuss interaction with counterparts, and any necessary alterations to the work plan and initial timetable. The reports may also include information on coordination with the M&E and technical Task Orders, as appropriate.

As agreed upon by the TOCOR, quarterly reporting shall begin after the end of the first quarter from the contract award. The quarterly report is due to the activity manager and/or the TOCOR on or before the last day of the month following the end of each quarter. The TOCOR may make exceptions to this schedule depending on when exactly the contract is signed; for example, if the project begins in November, the time remaining in Q1 may be incorporated into the quarterly report for Q2.

Quarterly Reports Schedule for Submission:
Q1: October 1 to December 31
Q2: January 1 to March 31
Q3: April 1 to June 30
Q4: July 1 to September 30

Quarterly Report due January 31
Quarterly Report due April 30
Quarterly Report due July 31
Quarterly Report due October 31

QUARTERLY FINANCIAL REPORTS

The Contractor shall submit to the TOCOR and to the USAID Financial Management Officer brief quarterly expenditure reports in keeping with 22 CFR 226.52, which will contain a summary page which shows spending by category for the quarter, cumulative spending to date, available funding for the remainder of the activity and any variances from planned expenditures. The quarterly report will also outline expenditures by results, as well as by province and regional command. If there are significant accrued expenditures for the quarter being reported upon which for some reason have not yet been billed to the contract, the Contractor will include a brief note to that effect, with the specific amount involved, thus enabling the TOCOR to accurately track Contractor’s expenditure rate. These reports will be submitted approximately two weeks before the end of the quarter. The precise deadline each quarter for the submittal of the financial reports will be specified by USAID.

SEMI ANNUAL REPORTS

The Contractor must submit to the TOCOR a concise, semi-annual report no more than 4-6 pages, six months after the award of the Task Order. This report is a summary of any factors, changes and trends in the external and internal environment affecting overall program implementation, review of critical assumptions, progress of major activities, inputs, outputs, implementation summary; problems encountered and proposed remedial actions by Component for the previous six months. The Contractor must submit via email to the TOCOR within 30 days of the end of the 2nd quarter. The Semi-Annual Report may be submitted as an annex to 2nd quarter report. The TOCOR will provide a specific format for the report.
ANNUAL REPORTS

At the conclusion of each fiscal year (Oct-Sept), the Contractor must submit an annual report documenting any changes and trends in the external environment affecting overall program implementation, review of critical assumptions, project performance, key findings, lessons learned, best practice, and implementation challenges. These reports are not to be any longer than 8-10 pages and offer a specific overview of the past year for WLD. The annual reports shall summarize the progress and issues faced by WLD in the previous year. The reports will also summarize interaction with counterparts, and any necessary alterations to the work plan including the annual budget and initial timetable. The report will be due no later than 30 days after the conclusion of the USAID fiscal year (September 30). This report is to be separate from the quarterly report, and may be submitted as an annex to the 4th quarter report. The TOCOR will provide a specific format for the report.

FOREIGN ASSISTANCE FRAMEWORK (“F”) AND OTHER REPORTING

The Contractor shall provide input to the Mission’s annual Operational Plan (OP), the Mission’s Performance Plan and Report (PPR), USAID Afghanistan’s Afghan Info database, or any other management reporting as detailed by the TOCOR. The purpose of the Mission’s Operational plan, completed each fall, is to set targets for results projected for the following fiscal year. The purpose of the PPR, completed each spring, is to capture results achieved by USAID/Afghanistan during the prior fiscal year and report against targets that were outlined in the OP. Afghan Info is populated at a minimum on a quarterly basis.

CLOSE OUT PLAN

The Contractor shall submit a Demobilization Plan for TOCOR approval. The Demobilization Plan shall include an illustrative Property Disposition Plan, a plan for the phase-out of in-country operations, a delivery schedule for all reports or other deliverables required under the Contract and a timetable for completing all required actions in the Demobilization Plan, including the submission date of the final Property Disposition Plan to the TOCO.

FINAL REPORT

The Contractor shall prepare and submit electronically to the TOCOR, no later than the estimated end-date of this contract, a detailed final/completion report which summarizes the accomplishments and impact in relation to the expected results, and recommendations regarding future and unfinished work.

The final/completion report shall also contain an index of all reports and information products produced under this contract. The completion report may provide recommendations for follow-on work that might complement the work completed under the contract. The TOCOR will provide written comments, and the Contracting Officer may likewise add written comments, which the Contractor will address in revising the draft and submitting a final completion report.

The TOCOR is required to document/certify in the official TOCOR file on a quarterly basis confirming that the contractor is complying with specific reporting/delivery requirements.
The Contractor shall submit a detailed final performance and financial report, which will include, but not be limited to, the following items:

- Basic identifying information, such as program name, award number, approval date, and country assisted;
- The total cost of the program funded by USAID, actual or estimated counterpart contributions, and the best available estimate of other host country or partner resources that contributed to results achievement;
- The principal implementing partner;
- A summary of activities/projects used to implement WLD and major outputs;
- Qualitative and quantitative evaluations of the impact and effectiveness of WLD;
- Prospects for long-term sustainability of WLD’s impact and principal threats to its sustainability;
- Lessons learned from the program so that they can be applied to other USAID programs, including a follow-on program in Afghanistan and similar programs in conflict effected environments;
- Significant changes in the Results Framework during the life of the program, if any;
- A summary of performance indicators used and an assessment of their relative usefulness for performance management and reporting;
- Charts and graphs that visually support evaluation of the program;
- A list and annexes of evaluations and special studies, training modules and courses, including materials, and public outreach tool kit materials conducted during the life of the program, including Performance Reports;
- A list and attachments of evaluations and special studies, training and course materials, and media tool kit materials conducted during the life of the program, including performance reports; and
- Names and contact point of individuals who were directly involved in various phases of the program (planning, achieving, assessing and learning) and who would be good sources of additional information.

DELIVERABLES:

**Deliverable 1**: The Contractor must conduct research to identify and examine leadership styles and characteristics in Afghanistan and internationally, assess those that Afghans find most appealing and identify the benefits and deficits of different styles and when each may be more appropriate. Focus must be on the selected major urban population centers and all findings disaggregated by sex. This needs assessment must utilize information from the concurrent Baseline TO that will be awarded with this IQC. The Contractor must produce a report detailing its findings and submit it for approval to the TOCOR. This deliverable must be submitted to the TOCOR within 20 business days of award.

**Deliverable 2**: Primary target group: The Contractor will amend/upgrade an existing curriculum or develop a new competency-based management and leadership curriculum covering the topics described in Task 1 and an assessment, including supplemental course topics with accompanying appropriate multi-media materials. The curriculum must detail goals for each module and expected results among participants. The Contractor should collaborate with stakeholders to design the curriculum and materials. This curriculum must detail goals for each module and expected results for participants. The proposed curriculum must be submitted to the TOCOR for approval within 3 months of award.
Deliverable 3: Secondary target group: The Contractor will adapt/upgrade an existing curriculum or develop a new competency-based life and work skills curriculum covering the topics described in Task 1 and assessment, including supplemental course topics with accompanying appropriate multimedia materials. The curriculum must detail goals for each module and expected results among participants. The Contractor should develop draft curricula with industry representatives from the public and private sector and civil society. This curriculum must detail goals for each module and expected results for participants. The Contractor must also develop quality assurance procedures. The proposed curriculum must be submitted to the TOCOR for approval within 3 months of award.

Deliverable 4: The Contractor must develop assessment instruments for each unit or module and for the curricula, and a procedural manual for conducting the assessments. The Contractor must complete the assessment instruments within 4 months of award.

Deliverable 5: Secondary target group: The Contractor, in consultation with USAID must develop a mechanism to provide intermediation services that match the secondary target group to a range of activities from observation and in-country study tours to technical and vocational courses, on-the-job learning, activities with female role models and mentors in fields of interest to the participants and apprenticeships with the public and private and civil society sectors, particularly through PROMOTE participants. A manual must be developed that clearly describes participant selection criteria, support and other requirements to be adhered to by the providing training partner institution or other sub-contracted provider. This deliverable must be submitted to the TOCOR for approval within 6 months of award.

Deliverable 6: Secondary target group: The Contractor must develop a mechanism to enable young women to complete their formal secondary school education. A manual must be developed that clearly describes at a minimum the selection criteria, support and other requirements to be adhered to by the providing training partner institution or other sub-contracted provider. This deliverable must be submitted to the TOCOR for approval within 6 months of award.

Deliverable 7: The Contractor, in consultation with USAID must select and establish 5 training venues where it will deliver the range of training and support. The Contractor, in consultation with USAID, must develop criterion for institution selection based in part on access for women, security, interest and willingness to institute such trainings, and willingness to share costs and involve private and public sector and NGO representatives, and commitment and ability to sustain the activities. The Contractor will also negotiate with the partnering institution to provide dedicated access to learning spaces. The Contractor must also address special circumstances under which the project might expand outside the targeted training hub. The Contractor must have written agreements with each training venue, including a detailed implementation plan to sustain the activities, to be updated annually if commitments and responsibilities change as per Task Order 2. This deliverable must submit detailed agreements to the TOCOR within 5 months of award.

Deliverable 8: The Contractor, in consultation with USAID must develop criterion and select a minimum of 5 training partners (i.e. university departments of education, public sector training departments, or non-governmental organizations (NGOs)). These training partners must receive training to ensure that these in-country training partners are qualified to deliver high quality, professional short-term leadership and management trainings, centering on the implementation of competency-based training and assessment. The Contractor is responsible for the final selection of initially 40 Afghan Training Specialists. The Contractor must have written Partnership Agreements with the training partner, detailing, but not limited to, the relationship and roles and responsibilities,
use of the curriculum and materials and training to other institutions and organizations who wish to use the curriculum and materials for trainings in their institutions, expanding the training to reach women unable to attend trainings at the training venue, and conditions and terms for hiring and training of initially 40 Training Specialists located in the 5 selected major population center venues. Each Agreement will include a detailed transition plan from WLD supported to Afghan sustained training services delivery, and will be updated annually if commitments and responsibilities change as per Task 2. The partnering organization providing the training venue may be a different entity from the training partner provider, and thus the Contractor must ensure that all entities coordinate the frequency, timing and duration of trainings and must be clearly detailed in the Partner Agreement. The selection of training partners and Training Specialists and submission of each training partner agreement must be submitted for TOCOR approval within 4 months of award.

**Deliverable 9:** The Contractor must approve the procurement of new equipment and minor training venue renovations such as plastering, painting, electrical and internet installation, and safety features proposed by the training venue provider. The Contractor must develop criteria identifying needs and ensure the rehabilitation meets the specifications, including facility rehabilitation and for ensuring property installation and commissioning of the equipment. This deliverable must be completed within 5 months of award.

**Deliverable 10:** The Contractor must develop Training of Trainer (TOT) learning materials that connects directly back to the WLD management and leadership and life and work skills curriculum. This deliverable must be submitted to the TOCOR within 5 months of award.

**Deliverable 11:** The Contractor must develop an assessment instruments for performance of the Training Specialists during TOT and progress during the award period. The Contractor must submit the assessment instruments to the TOCOR within 5 months of award.

**Deliverable 12:** The Contractor must conduct training for selected Training Specialists using the developed management and leadership curriculum, lesson plans, applying adult learning methodologies to ensure the Training Specialists have the skills to deliver the training. This training program will also be structured along competency-based principles. This training will be conducted in the local language as appropriate. The use of translators is allowed on a case-by-case basis with approval of the TOCOR. All training specialists will be fully trained within 9 months of award.

**Deliverable 13:** The Contractor will conduct training for selected Training Specialists using the developed life and work skills curriculum, lesson plans, applying adult learning methodologies to ensure the Training Specialists have the skills to deliver the training. This training program will also be structured along competency-based principles. This training will be conducted in the local language as appropriate. The use of translators is allowed on a case-by-case basis with approval of the TOCOR. All training specialists will be fully trained within 9 months.

**Deliverable 14:** The Contractor will begin training WLD beneficiaries in month 10 of award. By the end of the project 20,000 women will be equipped with advanced skills, leadership acumen and self-confidence to compete successfully for high ranking positions and advance within key sectors as leaders and change agents at the national and sub-national levels, and over 8,000 young women in the secondary target group will have acquired essential life and work skills.

**Deliverable 15:** The Contractor must develop in collaboration with Afghan, USG, PROMOTE IQC holders and donor stakeholders a broad internal and external communications and messaging
strategy. The internal message will announce the program to women in the target group throughout the country. The external message will shape the understanding of actors outside PROMOTE’s participants and stakeholders, including those who support the program and those who may oppose the program’s purpose of uplifting and empowering women. This may involve not widely advertising the program in certain areas outside communities where WLD is operating, not launching a nationwide discussion or debate on the role of women and not attracting the attention of those known to oppose equal rights for women. This deliverable must be submitted within 20 business days of award.

**Deliverable 16:** The Contractor, in consultation with USAID, PROMOTE’s key stakeholders and potential users will develop a detailed knowledge management plan as to how the knowledge management platform from the onset can be led and sustained by Afghan women participating in PROMOTE. The platform is intended to track PROMOTE training participants, maintain and share contact and useful information and know-how to foster communication, collaboration and learning exchange among groups and forge national and provincial networks as well as international alliances dedicated to developing, supporting and sustaining women leaders. The project will support internet communications as per Deliverable 9, and include administrative support to help establish training venues as per Deliverable 7. Use of low cost, existing social media technologies is strongly encouraged. This is deliverable must be completed within 10 months of award.

**Deliverable 17:** The Contractor must develop grants formats and provide a field grant guide that adheres to USAID regulations (including selection criteria, competition, Task Order Contracting Officer approvals, etc.). If the grants formats and field guide are not provided before award to the Task Order Contracting Officer (TOCO), the Contractor shall obtain approval from the TOCO within 60 days after award.

**F.4 TECHNICAL DIRECTION AND DESIGNATION OF RESPONSIBLE USAID OFFICIALS**

The Administrative Contracting Office is:

Office of Acquisition & Assistance  
U.S. Agency for International Development  
U.S. Embassy Café Compound  
Great Masood Road  
Afghanistan

The Task Order Contracting Officer’s Representative (TOCOR) will be designated as stated in Section G of Task Order 2.

**F.5 PLACE OF PERFORMANCE**

Performance of this contract will be principally in Afghanistan.

**F.6 AUTHORIZED WORK DAY / WEEK**

No overtime or premium pay is authorized under this Task Order. A six day work week is authorized.
F.7 PERFORMANCE STANDARDS

Evaluation of the Contractor's overall performance in accordance with the performance standards set forth in Section F.6 of the IQC RFP and this RFTOP, will be conducted jointly by the TOCOR and the Contracting Officer and shall form the basis of the Contractor's permanent performance record with regard to this contract.
SECTION H – SPECIAL TASK ORDER REQUIREMENTS

H.1 VETTING

I. 4-14.001

Information for Non-US contractors, subcontractors, and key individuals.

(a) The contractor must complete and submit the "USAID Information Form" in annex 7 of this contract for:
   i) Itself, if it is a non-U. S. entity;
   ii) Each subcontractor or subcontractor of a subcontractor, regardless of the tier, valued at $25,000 or more, that is a non-U.S. entity; or
   iii) Each key individual that is a non-U.S. entity.

(b) For purposes of this clause, the following definitions apply:

"Non-U.S. entity" means (1) any non-US citizen or non-permanent legal resident of the United States: or (2) any entity that is not formed in the United States or for which 50% or more of the equity is owned or controlled by persons who are not U.S. citizens or permanent legal residents of the United States.

"Key individuals' means (i) an individual or entity owning 10% or more equity stake in the organization, whether publically- or privately-held: (ii) principal officers of the organization’s governing body (e.g., chairman, vice chairman, treasurer or secretary of the board of directors or board of trustees): (iii) the principal officer and deputy principal officer of the organization (e.g., executive director, deputy director; president, vice president); (iv) the program manager or chief of party for the USAID-financed program: and (v) any other person with significant responsibilities for administration of USAID financed activities or resources.

(c) The requirements of paragraph (a) of this clause must be completed prior to the Government's acceptance of the contract and following that, at the earlier of:
   i) Once a year; or
   ii) When there is a change or addition to any entity or person identified in paragraph (a).

(d) USAID reserves the right to rescind approval for a sub-award in the event that USAID subsequently becomes aware of information indicating that the sub-award is contrary to U.S. law or policy prohibiting support for terrorism, or facilitating criminal activity. In such cases, USAID's Contracting Officer will provide written instructions to the recipient to terminate the sub-award.

II. 4-14.002

Certification Regarding Provision of Support to Persons Engaged in Terrorism
(a) By entering into this contract, the contractor certifies, to the best of its knowledge and belief that:

1. The Contractor, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.

2. The following steps may enable the Contractor to comply with its obligations under paragraph 1:

   (a) Before providing any material support or resources to an individual or entity, the Contractor will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website: http://www.treasury.gov/ofices/etofcc/ofac/sdn/tl_sdn.pdf, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Contractor.

   (b) Before providing any material support or resources to an individual or entity, the Contractor also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Osama Bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Contractor should refer to the consolidated list available online at the Committee's website: http://www.11n.org/Docs/sc/committees/l267/1267ListHng.htm.

   (c) Before providing any material support or resources to an individual or entity, the Contractor will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.

   (d) The Contractor also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.

3. For purposes of this Certification:

   (a) "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safe houses, false documentation or identification, communications equipment. Facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials."

   (b) "Terrorist act" means-
i) An act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: http://untreaty.iai.org/English/Terrorism.asp); or
   ii) An act of premeditated, politically motivated violence perpetrated against noncombatant targets by sub-national groups or clandestine agents; or
   iii) Any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

(c) "Entity” means a partnership, association, corporation, or other organization, group or subgroup.

(d) References in this Certification to the provision of material support and resources shall not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the Contractor has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

(e) The Contractor's obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Contractor that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Contractor has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

(f) By entering into this contract, the Offeror acknowledges that it has a continuing obligation and shall notify the Contracting Officer within 72 hours in writing if it has intentionally or unintentionally taken any actions that have the result and effect of being inconsistent with the certification in subsection (a) of this clause.

(g) The certification in paragraph (a) of this provision and the requirement to update the contracting officer as to a change in status as set forth in paragraph (b) are material representations upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, or did not notify the contracting officer in writing of a change in such certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

III. Restrictions on certain foreign purchases (June 2008)

(a) Except as authorized by the Office of Foreign Assets Control (OFAC) in the Department of the Treasury, the Contractor shall not acquire, for use in the performance of this contract, any supplies or services if any proclamation. Executive order, or statute administered by OFAC, or if OFACs implementing regulations at 31 CFR Chapter V, would prohibit such a transaction by a person subject to the jurisdiction of the United States.

(b) Except as authorized by OFAC, most transactions involving Cuba, Iran, and Sudan are prohibited, as are most imports from Burma or North Korea, into the United States or its outlying areas. Lists of entities and individuals subject to economic sanctions are included in OFAC's List of Specially Designated Nationals and Blocked Persons at
http://www.treas.gov/offices/enforcement/ofac/sdn. More information about these restrictions, as well as updates, is available in the OFAC’s regulations at 31 CFR Chapter V and/or on OFAC’s website at http://www.treas.gov/offices/enforcement/ofac.

(c) The Contractor shall insert this clause, including this paragraph (c), in all sub-contracts.

(d) Before awarding any grant or similar instrument, the Contractor/Recipient shall obtain from the proposed sub-awardee the certification required under USAID’s Acquisition and Assistance Policy Determination 04-14 (AAPD 04-14), “Certification Regarding Terrorist Financing Implementation E.O. 13224 (Revision 2).
SECTION L – INSTRUCTIONS, CONDITIONS, AND NOTICES TO OFFERORS

Format of Technical Proposal for Task Order Two (Women’s Leadership Development)
Unrestricted Category Offerors (U.S. Businesses and U.S. women-owned small businesses)

The Technical Proposal shall be written in English and typed on A4 or 8 1/2” x 11” paper (210mm by 297mm), single spaced, 12 point, Times New Roman font, with margins no less than one inch on each border with each page numbered consecutively. The technical proposal in response to the IQC solicitation and this Task Order 2 solicitation, (See Attachment J.17) is limited to a total of fifty (50) pages; ten (10) pages for the IQC and forty (40) pages for Task Order 2. Pages that exceed the page limit indicated above will not be evaluated. As appropriate up to two fold out pages (up to 11 x 17 inches) may be used to present any graphs, charts, and/or tables larger than A4 or 8 1/2” x 11”. Graphs, charts, and tables larger than A4 or 8 1/2” x 11” shall be included as an attachment. Text attachments shall adhere to the same formatting specifications given above. For visual clarity, graphs, charts and/or tables may make use of Arial font with a minimum size 10. All information Offerors believe to be essential to their task order two proposal from annexes should be summarized in the technical proposal. Technical Proposals for Task Order Two (Women’s Leadership Development), must contain the following, and must be organized in the following order:

1. Cover Page (not included in the 40 page limit)
2. Table of Contents (not included in the 40 page limit).
   The Table of Contents must list all TO2 sections and Annexes with page numbers
3. Acronym list (not included in the 40 page limit)
4. Executive Summary (must not exceed 3 pages, not included in the 40 page limit)
5. Technical Proposal (40 page limit)
   a. Technical Approach (included in 40 page limit)
   b. Key Personnel (included in 40 page limit)
      1. Key Personnel (included in 40 page limit)
      2. Staffing Plan/Organizational Structure (included in 40 page limit)
   c) Management Approach (included in 40 page limit)
   d) Past Performance (included in 40 page limit)
6. Annexes (all Annexes are not included in the 40 page limit)
   Annex 1: Technical Approach Annex (reference L (1); M. 2(a)(1) below)
      a) Draft Performance Management Plan; reference: M. 2(a) (4) below (must not exceed 5 pages in total)
      b) Draft 5-year work plan; reference: M. 2(a) (5) below (must not exceed 5 pages in total)
   Annex 2: Key Personnel Annex (Reference below: L (2) Key Personnel; M. 2(a) (2))
      a) Key Personnel Statement of Qualifications, references and letter of commitment for each Key Personnel (must not exceed 3 pages for each person). While these statements of qualifications may include details to support job experience, references and education, it shall primarily be composed of the offerors statement or justification of the candidates’ suitability for the position/role for which they are being proposed.
      b) Staffing Plan with Key Personnel Summary Table (must not exceed 3 pages in total)
      c) Illustrative Organizational Chart (must not exceed 1 page in total)
   Annex 3: Management Approach Annex (Reference L (3); M. 2(a) (3) below)
      Draft Mobilization Plan/Work Plan (must not exceed 5 pages in total)
   Annex 4: Past Performance Annex (Reference below: L (4); M. 2 (a) (4) below)
(a) Contractor/Major Subcontractor Past Performance Reports, samples of relevant executed projects, references, quality rewards/certifications, extraordinary circumstances (L (4) i, ii, iii below). Each project must be listed separately (must not exceed 3 pages for each project).
(b) If applicable, utilization of small businesses in past contracts (Reference: L.8.(d)iii, below). Each project must be listed separately (must not exceed 3 pages for each project).

Annex 5: Other Charts, attachments, Offeror may wish to provide (must not exceed 5 pages in total). Will not be evaluated.

Also not included in the 40 page limit:
- Dividers between sections
- Small Disadvantaged Business (SDB) Participation Program Subcontracting Plan and Targets, if applicable.
- AID 321-1 Mentor-Protégé Application, if applicable.

**Contents of the Technical Proposal for Task Order Two (Women’s Leadership Development) Unrestricted Category Offerors (U.S. Businesses and U.S. women-owned small businesses)**

The Technical Proposal for Task Order Two must address how the offeror intends to carry out the service requirements identified in the Statement of Work for Task Order Two. It must demonstrate a clear technical understanding of the work to be performed and the approach and methodology the offeror proposes to implement to achieve task order two results and requirements. The approach must be realistic, set forth meaningful milestones, seek to maximize results within budget resources, and ensure a prompt and effective launch of contract activities. The technical proposal for task order two must include the information set forth below.

(1) **Technical Approach** [See Section M.2 (a) (1)]

Offeror must demonstrate its understanding of the Statement of Work by describing technical approaches it has used or may use for addressing PROMOTE issues and objectives identified in the Statement of Work (Section C). In this context the Offeror must describe a technical programming approach that:

- Is realistic, based on clear theories of change and identifies specific inputs that are effectively sequenced within a strategic plan that will lead logically to the desired results; the extent to which the approach reflects an understanding of and responds to the objectives identified in the Statement of Work (Section C), especially as they relate to high quality, effective leadership development and communication and cooperation methods.

- Accurately reflects a current and realistic understanding of the complexities of Afghanistan; identifies specific problems that are likely to be encountered and proposes remedies; and reflects a clear understanding of the issues facing educated Afghan women, including their strengths as well as their needs.

- Demonstrates an overall creative and innovative approach that utilizes, where appropriate, new and existing technologies to achieve program objectives, including the use of mobile money or electronic payment methods.
Offerors must also submit a draft five-year Work Plan in an annex that describes a current and realistic plan for completing the Task Order in a timely manner with high quality results that are easily communicated and shared with others.

(2) **Key Personnel** [See Section M.2 (a) (2)]

   (i) **Key Personnel**

   Offerors must propose individuals to serve in the key personnel positions as stated in Section F. Offeror shall demonstrate that personnel proposed for key positions meet the minimum requirements noted in the Statement of Work and have successfully managed complex projects in work environments similar to Afghanistan. It is expected that these positions will be funded through indirect costs, except as they are assigned to and paid directly under specific Task Orders. AID Form 1420-17 Biographical Data sheets must be submitted with the cost proposals. Do not include salary information in the Technical Proposal. Offerors must clearly describe the professional qualifications of Task Order 2 key personnel, including relevant formal training and professional experience, relevant field experience, project management, and any other experience relevant to Section F and the SOW requirements (See Annex 1).

   Offerors shall also submit three (3) recent references (with titles, valid email addresses and telephone numbers, and the relationship to the proposed candidate), for similar work, with contact information, for each proposed candidate (from individuals not employed by the Prime/Subcontractors). Proposals must include signed commitment letters for each proposed key personnel confirming their availability and intention to serve in the designated position.

   USAID reserves the right to obtain reference information from other sources, including any firms, individuals, or government agencies not provided by the offeror or candidate.

   (ii) **Staffing Plan / Organizational Structure**

   Offeror must present a clear, complete and effective proposed organizational structure (with organizational chart) for Task Order management, with related staffing plan and summary of proposed staffing resources that shows quantitatively the planned levels of long and short-term staff for both the local and international experts, for all project years. If an offeror proposes a consortium approach, the offeror must describe the formal relationships between/among firms with differing capabilities required to meet the requirements of this request.

(3) **Management Approach** [See Section M.2 (a) (3)]

   (i) **Offeror must present a management plan that demonstrates its capacity to and know-how to simultaneously manage and implement varying numbers of diverse and urgent activities in the social, political, and security environment of Afghanistan, including the physical location of management teams, which could have fluctuating workloads, different level of effort requirements and varying security considerations. Offeror must also describe how it would coordinate activities with national and local officials and leaders of Afghanistan, other donors and international and local NGOs, and other USAID assistance providers.**

   (ii) **Offeror must describe how the USG Afghan First Policy will be implemented. The offeror is required to ensure that virtually all sub-contractors and employees will be Afghan.**
Offerors are required to describe their approach for building technical and managerial capacity of Afghan partners as members of their consortium and through implementation while maintaining schedule and technical quality requirements of the assigned work.

(iii) Offeror’s management plan must describe how the offeror shall acquire, utilize, and manage sub-contractors, including local Afghan firms, to execute the work requirements and the circumstances where additional subcontracts shall be required and the process to ensure sub-contract performance in cost, schedule, quality, and safety.

(iv) Offerors must present a detailed three-month mobilization plan in functional areas, such as administrative and programming inputs and deliverables.

(4) Past Performance [See Section M.2 (a) (4)]

(a) The offeror (including all partners of a joint venture) must provide past performance information for itself and major subcontractors. (“Major” is any business relationship to implement task order requirements that is projected to be valued at more than 20% of the anticipated contract value or performs a critical activity). Narrative past performance information for task order two must demonstrate past performance that is relevant to developing strong, demand-driven technical skills, plus senior level management and leadership abilities, facilitating women’s entry and advancement into mid-level positions in government, the private sector and civil society. In addition, Offerors must provide the following information:

(i) List in an annex to the technical proposal, (See Annex 2), five (5) of the most recent and relevant contracts or grants for efforts similar to the work specified in Section C of task order two in the past three (3) years. The most relevant indicators of performance are awards which contain similar services provided in countries with similar operational, socio-economic, political, and cultural characteristics to Afghanistan, and the currency of the performance.

(ii) Provide for each of the contracts and assistance mechanisms listed above a list of contact names (three [3] names at a minimum), job titles, mailing addresses, phone numbers, e-mail addresses, and a description of the performance to include:

(A) Scope of work or complexity/diversity of tasks,
(B) Primary location(s) of work,
(C) Term of performance,
(D) Skills/expertise required,
(E) U.S. dollar value, and
(F) Contract type, i.e., fixed-price, cost-reimbursement, etc.

(iii) Those offerors applying under the unrestricted category must provide information demonstrating utilization of small businesses in past contracts. Offerors must use L (4) (a) (ii) format to provide subcontractor information for three (3) subcontracts, and also state the prime contract values for each.

(USAID recommends that you alert the contacts that their names have been submitted and that they are authorized to provide past performance information concerning the listed contracts if and when USAID requests it.)
(b) If extraordinary problems impacted any of the referenced contracts, provide a short explanation and the corrective action taken (FAR 15.305 (a) (2)).

(c) Describe any quality awards or certifications that indicate exceptional capacity to provide the service or product described in the Statement of Work. This information is not included in the page limitation.

(d) Performance in using Small Business (SB) Concerns (as defined in FAR 19.001).

(1) This section (d) is not applicable to offers from small business concerns.

(2) As part of the evaluation of performance in Section M.2 (a) (4) of this task order solicitation, USAID will evaluate the extent you used and promoted the use of small business concerns under current and prior contracts. The evaluation will assess the extent small business concerns participated in these contracts relative to the size/value of the contracts, the complexity and variety of the work small business concerns performed, and compliance with your SB subcontracting plan or other similar small business incentive programs set out in your contract(s).

(3) In order for USAID to fully and fairly evaluate performance in this area, all offerors who are not small business concerns must do the following:

(A) Provide a narrative summary of your organization’s use of small business concerns over the past three years. Describe how you actually use small businesses—as subcontractors, as joint venture partners, through other teaming arrangements, etc. Explain the nature of the work small businesses performed—substantive technical professional services, administrative support, logistics support, etc. Describe the extent of your compliance with your SB subcontracting plan(s) or other similar SB incentive programs set out in your contract(s) and explain any mitigating circumstances if goals were not achieved.

(B) To supplement the narrative summary in (A), provide a list of the recent (last 3 years) contracts for which you submitted subcontract reports to eSRS (FAR 52.219-9(d) (10) and a copy of any similarly recent subcontracting reports if they were not submitted to eSRS.

(C) Provide the names and addresses of three SB concerns for us to contact for their assessment of your performance in using SB concerns. Provide a brief summary of the type of work each SB concern provided to your organization, and the name of a contact person, his/her title, phone number, and e-mail address for each.

USAID reserves the right to obtain past performance information from other than the sources identified by the offeror/major subcontractor, including any firms, individuals, or government agencies, not provided by the offeror. USAID shall determine the relevance of similar past performance information. Past performance information will be used for both the responsibility determination and best value decision.
INSTRUCTIONS FOR THE PREPARATION OF THE COST/BUSINESS PROPOSAL
(WOMEN’S LEADERSHIP DEVELOPMENT)

USAID will evaluate the business proposals submitted by the offerors to include the budget and supporting narrative for Task Order 2, including any or all business required information.

The portion of the Cost/Business Proposal responding to Task Order 2 must contain the following components in the order set forth herein. Offerors must organize their cost proposal in a logical and orderly manner. Proposals must include sufficient detail and be organized in a manner that facilitates detailed cost analysis by USAID. The budget shall be submitted in an unprotected Microsoft Excel worksheet. Cost/price is evaluated separately from the technical proposal, and is not rated.

**Overall Cost Categories** - The overall categories of costs for this RFP are LABOR COSTS, OVERHEAD COSTS, TRAVEL, TRANSPORTATION & PER DIEM COSTS, OTHER DIRECT COSTS, PROJECT SUPPORT COSTS, HOME OFFICE COSTS, GRANTS UNDER CONTRACT COSTS, OTHER DIRECT COST ITEMS and FIXED FEE.

**Outline of Major Elements of Cost** - The Major Elements of Cost for this RFP are outlined below. Offeror cost proposals should be organized to mirror the budget structure that appears below. If in the offeror’s cost-accounting structure a Major Element of Cost is not part of the base against which indirect costs are calculated (e.g., subcontracts), that element should be moved to the OTHER DIRECT COST ITEMS category when preparing the proposed budget. A description of each Major Element of Cost follows the outline.

**LABOR COSTS**

Direct Long-Term Labor (Expatriate)
Direct Long-Term Labor (Local)
Direct Short-Term Labor (Expatriate)
Direct Short-Term Labor (Local)
Local Staff
Home Office
Fringe Benefits
Allowances

**OVERHEAD**

Overhead
G & A
Other Direct Costs

**TRAVEL, TRANSPORTATION & PER DIEM**

Assignment to Post and Entitlement
International Travel
Local Travel
Per Diem
Transportation of Household Effects, etc.
OTHER DIRECT COSTS

Field Office
Communications and Misc. Offices
Expendable Equipment and Supplies
Vehicles and Non-Expendable Equipment
Housing, Utilities, Security & Personnel Support Costs

PROJECT SUPPORT COSTS

Commodities
Training
Other

HOME OFFICE COSTS

Communication
Other Costs

GRANTS UNDER CONTRACT

U.S. Grantees
Local Grantees

OTHER DIRECT COSTS ITEMS

Insurance
Medical Exams

FIXED FEE

DESCRIPTION OF THE MAJOR COST ELEMENTS

LABOR COSTS

*Salary and Wages* - Direct salaries and wages will be proposed in accordance with the Offeror’s proposed personnel policies. Unit costs for each proposed position, key or not, will be expressed in an amount per work day with the corresponding level of effort required for the position (number of work days) and then calculated to a total cost for each cost period where the salary would be applicable. USAID Form 1420 Biographical Data Sheets are required for all long term, short term expatriate personnel and all long term cooperating country personnel being proposed. The budget narrative must provide a discussion of the estimated annual escalation of all salaries where applicable. Note that all proposed contractor salaries are subject to the Contractor Salary Threshold (CST) as described in the agency’s Automated Directives System (ADS) and that the U.S. Embassy’s Local Compensation Plan is a key reference document for determining the reasonableness of local salaries & wages.
Long-Term and Short-Term Staff - Personnel who are recruited and hired internationally, are generally treated as employees of the offeror, are subject to the offeror’s personnel and other policies, and who receive fringe benefits.

Local Staff - Personnel who are recruited and hired locally, within Afghanistan, are generally treated as employees of the offeror, are subject to the offeror’s personnel and other policies, and who receive fringe benefits.

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

Allowances - Allowances will be broken down by specific type and by person. Allowances will be in accordance with the Offeror’s policies and the applicable regulations and policies. The Independent Government Cost Estimate for these services includes allowance limits established by the U.S. Department of State. The allowance caps include the following:

- Post Differential (35%)
- Danger Pay (35%)

OVERHEAD COSTS

Indirect Costs - The Offeror and each proposed major subcontractor must include a complete copy of its most current Negotiated Indirect Cost Rate Agreement (NICRA) or other documentation from its cognizant Government Audit Agency, if any, stating the most recent final indirect cost rates.

TRAVEL, TRANSPORTATION & PER DIEM

Travel, Transportation and Per Diem - Refers to the cost to deploy International Staff to and from Afghanistan in order to work. Examples of such travel costs include the initial deployment to Afghanistan, travel for breaks, or other such travel proposed as allowable, reimbursable costs in the offeror’s cost proposal. The cost proposal will indicate the number of trips and the estimated costs per trip. Specify the origin and destination for each proposed trip, duration of travel, and number of individuals traveling. Per Diem will be based on the Offeror's normal travel policies (Offerors may choose to refer to the Federal Standardized Travel Regulations for cost estimates).

OTHER DIRECT COSTS

Non Expendable Property – refers to a list of proposed non-expendable property purchases. Specify all equipment to be purchased, including the type of equipment, the manufacturer, the unit cost, the number of units to be purchased and the expected geographic source. Goods and services provided by the Offerors under this USAID-financed award are expected to be subject to the 937 Geographic Code. The definition for non-expendable property is found at AIDAR 752.245-71 (a).

Equipment and Supplies - Specify all materials and supplies expected to be purchased, including type, unit cost and units.
Communications - Specific information regarding the type of communication cost at issue (i.e. mail, telephone, cellular phones, internet etc.) must be included in order to allow for an assessment of the realism and reasonableness of these types of costs.

Direct Facilities Costs - Specific information regarding the cost of any facilities needed to perform program activities. The information provided will include the unit cost (rent), the time period the facilities are needed and the number of facilities. Only facilities that directly benefit the program activities will be included in this category; all other facility costs will be included in the indirect cost category.

Other Direct Costs - This includes report preparation costs, passports and visas fees, medical exams and inoculations, insurance (other than insurance included in the Offeror's fringe benefits), as well as any other miscellaneous costs, which directly benefit the program proposed by the Offeror. The narrative will provide a breakdown and support for all other direct costs. If seminars and conferences are included, the Offeror must indicate the subject, venue and duration of proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs.

Subcontracts - Information sufficient to determine the reasonableness of the cost of each specific subcontract and consultant expected to be hired must be included. Similar information will be provided for all consultants as is provided under the category for personnel. NOTE: For the purposes of the business proposal, a major subcontractor is considered one whose proposed cost exceeds 20 percent of the anticipated contract value or performs a critical activity. Note that if the offeror’s approved cost structure does not include subcontracts in the base against which the indirect costs rate is applied, offeror’s should move this Major Element of Cost to appear in the OTHER DIRECT COSTS ITEMS section.

Security - Security cost will at a minimum address the following:
- Personal Security Detail
- Security and Security Related Communication Equipment
- Security training
- Static Guard Services
- Fully Armored Vehicles and/or Light Armored Vehicles (Property authorized and in accordance with ADS 563)
- Personal Protection Equipment (helmets, flak jackets, etc.) and/or security modifications to residential and office facilities, including but not limited to protective barriers, e.g. blast walls.

A security plan will also be included, and must contain your processes and what you or your subcontractor(s) vision will be necessary to secure the contractor’s in the performance of this requirement.

Grants Under Contracts (GUCs) - No fee is allowable as applied to GUCs. A fixed-fee is allowed under this contract, although fees will not be allowed for grants under contracts. Furthermore, USAID will not make advance payments; however, as described in FAR 32, USAID may consider using a Letter of Credit (LOC) for the GUC portion of the contract. If the contractor suggests the use of a LOC, the contractor shall justify its use, specifically with the programmatic benefits of such financing.
The contractor may propose creative ways to utilize grant funds such as fixed obligation grants, grants of equipment or supplies, subsidy to reduce risk of adopting new technologies, and micro-grants. Creativity is expected in the use of this fund to support Afghan initiatives and institutions in line with the objective of the program.

**Fixed Fee** - In accordance with FAR 15.404, fee should be explained based upon the applicable factors of technical, management, support for Federal socioeconomic programs, contractor cost risk, contractor effort, and cost control and other past accomplishments, independent development, and capital investments. Any additional factors may be discussed as a basis for fee.

(a) **Part 1 - Standard Form (SF) 1447**: The offeror must submit cover page, Standard Form 1447, “Solicitation/Contract”, with blocks 11, 13, 15, 21, 22 and 27 completed, with an original signature of a person authorized on behalf of the Offeror to sign the contract.

(b) **Part 2 - Cost Breakdown and Narrative Basis of Estimates**: The Offeror must provide sufficient numeric and narrative details for the proposed budget to allow for a complete analysis and understanding. Offeror is to utilize the Budget Summary Spreadsheet: Dollar Cost, Budget Summary Spreadsheet: Level of Effort, and Budget Summary Spreadsheet: Subcontractor Dollar Cost, attached as Annex 8. The Offeror may also include an executive summary in the cost/business proposal.

(1) In addition to the requirements that the Technical Proposal provide information on proposed personnel, offeror must provide in the Cost/Business Proposal signed Contractor Employee Biographical Data Sheets (USAID Form 1420-17) (see Attachment J.2) for each Key Position the offeror proposes for Task Order 2. In addition, the bio-data sheets provided should be a representation of the prime and/or subcontractor employees/consultants.

(2) Offeror must demonstrate that its estimating process/business assumptions are clear and concise and should focus on costs the offeror will incur in planning and implementing Task Order 2. Air transportation services currently being provided by USAID for its implementing partners through Embassy Air, will either be unavailable or available to a limited number of locations subject to costs, as of October 1, 2013. Offeror should determine the need for and use of air transportation services in its proposed budget and budget narrative through commercial air or charter services. The Offeror shall clearly identify any proprietary information contained in the proposal. Offeror should identify any assumptions made in its proposal.

(3) The Offeror must propose Ceiling Indirect Cost Rates for all of its indirect cost categories, unless the Offeror does not have a Negotiated Indirect Cost Rate Agreement. Ceiling Indirect Cost Rates set forth in Sections B.8 and B.9 of the IQC. Offerors must provide in their Cost/Business Proposal all data required for insertion in Sections B.8 and B.9.

(4) The Offeror must propose Ceiling on Fixed Fee for both the Offeror and all proposed Major Subcontractors as set forth in Section B.11 of the IQC. Offerors are reminded to propose one ceiling rate for the entire contract.

(c) **Part 3 - Indirect Cost Information/Business Systems**

(1) Offeror and each proposed major subcontractor must include a complete copy of their most current Negotiated Indirect Cost Rate Agreement (NICRA) or other documentation from their cognizant Government Audit Agency, if any, stating the most recent final indirect cost rates. The
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proposal must also include the name and address of the Government Audit Agency, and the name and telephone number of the auditor.

(2) Offeror must provide the status of all Offeror and major subcontractor business systems. If Offeror business systems are approved or determined to be adequate by the Government, Offeror must provide a copy of approval letters from the cognizant Government approving authority. At a minimum, Offeror must provide status on the following business systems:
   (i) Accounting system
   (ii) Estimating system
   (iii) Purchasing system

(d) Part 4 - Representations, Certifications, and Other Statements of Offerors

   (1) Offerors must ensure they are registered with the System for Award Management (SAM) (www.sam.gov) prior to award per FAR part 4.

   (2) Offerors are required to complete Section K, “Representations, Certifications, and Other Statements of Offerors,” for the Offeror and all subcontractors where the subcontract is expected to exceed $100,000.

(e) Part 5 - Policies and Procedures: If the Offeror does not have prior Federal contracting experience, offeror must submit a copy of its personnel policies, especially regarding salary and wage scales, fringe benefits, merit increases, promotions, leave, differentials, travel and per diem regulations, etc.

(f) Part 6 - Information Concerning Workday, Workweek, and Paid Absences

   (1) The offeror and each proposed major subcontractor must indicate the number of hours and days in its normal workday and its normal workweek, both domestically and overseas, for employees and consultants. In addition, the offeror and each proposed major subcontractor must- indicate how paid absences (US holidays, local holidays, vacation and sick, other) are costed/recovered in its accounting system.

   (2) A standard work-year, including paid absences (holidays, vacations, and sick leave) is 2,080 hours (260 days x 8 hours per day). However, some organizations do not have an 8-hour workday, and some accounting systems normally provide for direct recovery of paid absences by using a work-year of less than 2,080 hours to compute individuals’ unburdened daily rates. The offeror and major subcontractors must describe their workday and workweek policies.

   (3) The offeror must fully describe the workday and workweek policies and the method of accounting for paid absences for the offeror and major subcontractors. This information will be incorporated into the contract in Section J.

(g) Part 7 - Subcontracting Plan and Small Business Concerns

If the Offeror is other than a small business, it must submit a Subcontracting Plan (See Attachment J.6). Submitted plans must address subcontracting with small business (SB), veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns. This plan
will be the equivalent of a master subcontracting plan for the overall contract.

USAID’s subcontracting goals for Fiscal Year 2013 are:

Small Business: 26.5%

Service Disabled Veteran Owned Small Business (SDVOSB): 3.0%

Historically Underutilized Business Zone Small Business (HUBZone): 3.0%

Small Disadvantaged Business (SDB): 5.0%

Woman Owned Small Business (WOSB): 5.0%

Subcontracting Plans that reflect goals that are below the agency goals must provide the rationale for not meeting one or more of the goals. Offerors are encouraged to provide maximum practicable opportunities for U.S. Small Business Subcontractors and to exceed USAID’s subcontracting goals. Subcontracting Plans should address the market research efforts of prime Contractors.

Subcontracting plans need to provide both dollar goals and percentage goals. Subcontracting plans must address each of the subcontracting goals and all the required elements of Federal Acquisition Regulation 19.704. A model subcontracting plan that can be utilized by prime Contractors can be downloaded from: http://www.usaid.gov/business/small_business/subcontracting-program.

(h) Part 8 - Joint Venture Information: If two or more parties have formed a partnership or joint venture (see FAR Subpart 9.6), for the purposes of submitting a proposal under this Solicitation and, if selected, would perform the contract as a single entity, they must submit, as an attachment to the Cost/Business Proposal, the Corporate Charter, By-Laws, or Joint Venture or Partnership Agreement. In addition, the teaming arrangements must be identified, company relationships must be fully disclosed, and respective responsibilities and method of work must be expressly stipulated. The joint venture or partnership agreement must include a full discussion of the relationship between the organizations, including identification of the organization, which will have responsibility for negotiating task orders under the resultant contract, which organization will have accounting responsibility, how work will be allocated, and profit or fee, if any, shared. In addition, all principles to the joint venture or partnership agreement must agree to joint and several liability for the acts or omissions of the other.

(i) Part 9 - Evidence of Responsibility: The Prime Contractor and subcontractor(s) providing at least 20% of the labor shall submit sufficient evidence of responsibility for the Contracting Officer to make an affirmative determination of responsibility pursuant to the requirements of FAR Subpart 9.104-1. If the offeror fails to submit sufficient evidence for the Contracting Officer to make an affirmative determination of responsibility, then the Contracting Officer may make a determination of non-responsibility and be precluded from awarding a contract to that offeror. However, in the case of a small business Offeror, the Contracting Officer will comply with FAR 19.6. Accordingly, offerors must seriously address each element of responsibility. To be determined responsible, a prospective contractor must:
(1) Have adequate financial resources to perform the contract, or the ability to obtain them (see FAR 9.104-3(a));

(2) Be able to comply with the required or proposed delivery or performance schedule, taking into consideration all existing commercial and governmental commitments;

(3) Have a satisfactory performance record (See FAR 9.104-3(b) and Subpart 42.15). A prospective contractor shall not be determined responsible or non-responsible solely on the basis of a lack of relevant performance history, except as provided in FAR 9.104-2;

(4) Have a satisfactory record of integrity and business ethics;

(5) Have the necessary organization, experience, accounting and operational controls, and technical skills, or the ability to obtain them (including, as appropriate, such elements as production control procedures, property control systems, quality assurance measures, and safety programs applicable to materials to be produced or services to be performed by the prospective contractor and subcontractors). (See FAR 9.104-3(a));

(6) Have the necessary production, construction, and technical equipment and facilities, or the ability to obtain them (See FAR 9.104-3(a)); and

(7) Be otherwise qualified and eligible to receive an award under applicable laws and regulations (e.g., Equal Opportunity, Clean Air and Water, Small Business Subcontracting, etc.).

(j) Part 10 - Information to Support Consent to Major Subcontractors: The Offeror must address each of the elements in FAR 44.202-2 in order for proposed major subcontractors to be considered by the contracting officer for consent of subcontractors to be granted with the initial award. If the offeror chooses not to request consent to subcontract at the time of proposal submission, it still must identify all subcontractors and lower tier subcontractors, (including Afghan organizations to promote the Afghan First Policy), proposed to perform work under the task order. See Section H.28 (d) (i), (ii) and (iii) for the information needed pertaining to this requirement to identify all subcontractors and lower-tier subcontractors.

(k) Part 11 - Letters of Commitment (Subcontractors): The Cost/Business Proposal must include a letter, on subcontractor letterhead, and signed by an authorized representative of each subcontractor, which specifically indicates the subcontractor’s agreement to be included in the Offeror’s proposed teaming arrangement.

(l) Part 12 - Security Plan: The implementing Contractor shall be required to ensure that adequate security is provided and maintained to protect the safety of contract personnel working in Afghanistan throughout the period of performance of the contract. In response to this RFP, the Business Proposal must include a draft security plan describing the security risks and profile that the offeror shall implement in order to respond to security contingencies that might occur during implementation of the contract. The security budget will be addressed for each individual task order.
SECTION M – EVALUATION FACTORS FOR AWARD

M.1 GENERAL INFORMATION

(a) The Government may award a contract without discussions with Offerors in accordance with FAR 52.215-1.

(b) The Government intends to evaluate Offerors in accordance with Section M of this RFTOP and make contract award to the responsible Offeror(s) whose proposal(s) represent(s) the best value to the U.S. Government.

(c) The submitted technical information will be scored by a Technical Evaluation panel using the technical criteria shown below. The evaluation panel may include industry experts who are not employees of the Federal Government. When evaluating the competing Offerors, the Government will consider the written qualifications/capability information provided by the Offerors and any other information obtained by the Government through its own research.

(d) If performance information contains negative information for which the Offeror has not previously been given an opportunity to comment, USAID will provide the Offeror an opportunity to comment prior to its consideration in the evaluation, and any Offeror comment will be considered with the negative performance information.

(e) In cases where an Offeror lacks relevant past performance history or information on past performance is not available the Offeror will receive a neutral rating.

(f) For overall evaluation purposes, technical factors are considered significantly more important than cost/price factors.

M.2 EVALUATION CRITERIA

The evaluation criteria listed below are presented by major category so that Offerors will know which areas require emphasis. Technical Approach is the most important evaluation factor, followed by Key Personnel, Management Approach, Past Performance, Security Plan, and Cost. Offerors should note that these criteria serve as the standard against which the Task Order will be evaluated. Evaluation criteria identify the significant factors that Offerors must address in their proposals.

Task Order 2 Proposals (Women’s Leadership Development) will be evaluated based on the following factors, further described below:

M.2 (a) Technical Evaluation Criteria
   (1) Technical Approach
   (2) Key Personnel
   (3) Management Approach
   (4) Past Performance

M.2 (b) Business Evaluation Criteria
   (1) Security Plan (not rated for task order award)
   (2) Cost (not rated)

The Business Evaluation will evaluate the proposed price and other business aspects of the business proposal. The price and cost evaluation will assess the reasonableness of the proposed prices and cost, including all options, in accordance with one or more price and cost analysis techniques as identified in FAR 15.404. Any proposal that is unreasonable or materially unbalanced as to price for
base or option line items may be rejected. An unbalanced proposal is one that incorporates prices that are significantly understated or overstated as indicated by price and cost analysis techniques.

The offers will be evaluated by summing the total price of all five years of the period of performance as well as the option to extend services entertained by FAR 52.217-8.

Prior to conducting the price analysis, each price proposed will be examined for arithmetic accuracy and consistency of the information presented in the pricing schedule.

The Business Evaluation will insure that the proposals comply with the RFP instructions.

The cost proposal must: (i) be realistic and consistent with the technical proposal; (ii) clearly display overall cost control (avoidance of excessive salaries, excessive home office visits, and other costs in excess of reasonable requirements); and (iii) clearly justify the amount of proposed fee.

A cost realism analysis will be conducted. Cost realism is an assessment of accuracy with which proposed costs represent the most probable cost of performance, within the Offeror's technical and management capacity. The cost realism evaluation will:

(a) verify the Offeror's understanding of the requirements;

(b) assess the degree to which the cost/price proposal accurately reflects the approaches and/or risk assessments made in the Technical Proposal as well as the risk that the Offeror must provide the supplies or services for the offered prices/cost; and

(c) assess the degree to which the cost included in the cost/price proposal accurately represents the work effort included in the Technical Proposal.

In evaluating the Offeror's Cost Proposal, the Government will estimate the overall cost to the Government, including fee, which in the Government's judgment will result from the Offeror's performance of the contract. In making this determination, if the proposed cost is considered to be unrealistic, the Offeror's proposed cost, including proposed fee, will be adjusted upward or downward to reflect more realistic costs. Therefore, the evaluated cost, including fee, will be used in making a selection decision. Unrealistic cost proposals may result in a re-evaluation and concurrent rescoring of Technical Proposals. Such re-evaluation based on cost or realistic cost analysis could negatively impact the technical rating and overall rating of the proposal.

M.2(a) (1) Technical Approach

The extent to which the proposed technical approach:

1) Identifies specific problems relevant to the target group of educated women aged 18-30 and secondary-target group of young women aged 14-24 who have at least completed primary school, which are likely to be encountered. The offeror proposes realistic, innovative actions and approaches, including new and existing technologies to achieve program objectives to create enabling conditions, differentiated by urban population centers for these target groups;

2) Reflects a clear understanding of the strengths of the primary and secondary target groups, opportunities available to them, programmatic entry points and approaches
to network and align women so as to build individual agency and collective empowerment, differentiated by region;

3) Demonstrates knowledge management and sharing of key findings/best practices/lessons learned to leverage collaboration and inform evidence-based decision making on leadership development programming for the target groups;

4) Describes a draft Performance Management Plan (PMP) that includes: 1) critical assumptions to WLD; 2) indicators that measure the enhanced leadership knowledge and skills of PROMOTE participants over time; 3) indicators that measure the application of leadership knowledge and skills in the public, private and civil society sectors in Afghanistan; 4) an illustrative WLD Results Framework; 5) illustrative data sources and method of data collection; and 6) an illustrative Data Quality Assessment Plan; and

5) Describes a draft five year work plan differentiated by primary and secondary target groups and by urban population centers reflecting the offeror’s critical assumptions.

The offeror is to submit a: 1) draft PMP and 2) draft five year work plan with greater detail in Year 1 (Annex 4), as attachments.

M.2(a) (2) Key Personnel

1) The extent to which the proposed Key Personnel have appropriate academic backgrounds, relevant field and management experience, expertise in their respective functional areas, experience working on similar activities, experience in/knowledge of Afghanistan or similar context, and possess technical gender knowledge and skills; and

2) The ways in which the offeror’s staffing plan provides essential managerial and technical expertise for all aspects of the proposed approach, how smoothly functional unit teams are structured, how well the offeror justifies each long- and short-term candidate and matches his/her skills to those needed for project implementation and how effectively the home office’s support will assure quality managerial and technical backstopping and successful management of/integration with subcontractors. The offeror must describe the work requirements for any major subcontractors.

The offeror shall submit: 1) the Key Personnel Summary Table, (Annex 1) and 2) an illustrative organizational chart, as attachments.

M.2(a) (3) Management Approach

1) The extent to which the offeror’s management plan demonstrates its capacity and know-how to simultaneously manage and implement varying numbers of diverse and urgent activities in the social, political, and security environment of Afghanistan, including the physical location of management teams, which could have fluctuating workloads, different levels of effort requirements and varying security considerations. The offeror shall also describe how it would coordinate activities with national and local officials and leaders of Afghanistan, other donors and international and local NGOs, as well as other USAID assistance providers;

2) Describes how the offeror shall: a) acquire, utilize, and manage sub-contractors, including local Afghan firms, and b) the offeror’s approach for building technical and managerial
capacity of Afghan partners as members of their consortium and organizational staff during implementation while maintaining the time schedule and technical quality requirements of the assigned work; and

3) Describes the offerors Mobilization Plan for completing the Task Order in a timely manner with high quality results, easily communicated and shared with others. Describes the offeror’s 3 month Mobilization Plan in functional areas, such as administrative and programming inputs, and deliverables.

The Offeror is to submit: a detailed three month Mobilization Plan, (Annex 3) as an attachment.

M.2(a) (4) Past Performance

Performance information will be used for both the responsibility determination and best value decision. USAID may use performance information obtained from other than the sources identified by the offeror/subcontractor. USAID will utilize existing databases of contractor performance information and solicit additional information from the references provided in Section L. (4) (a) (ii) of this task order solicitation and from other sources if and when the Contracting Officer finds the existing databases to be insufficient for evaluating an offeror’s performance.

Adverse past performance information to which the offeror previously has not had an opportunity to respond, will be addressed in accordance with the policies and procedures set forth in FAR 15.3.

USAID will initially determine the relevance of similar performance information as a predictor of probable performance under the subject requirement. USAID may give more weight to performance information that is considered more relevant and/or more current.

The extent to which the offeror demonstrates the successful implementation of programs similar in complexity and objectives, especially empowerment programs for educated women in accordance with the elements below:

(i) Quality of product or service designing and delivering leadership and management curricula in a similar country context, including consistency in meeting goals and targets;

(ii) Cost control, including forecasting costs as well as accuracy in financial reporting;

(iii) Timeliness of performance, including adherence to contract schedules and other time-sensitive project conditions, and effectiveness of home and field office management to make prompt decisions and ensure efficient completion of tasks;

(iv) Business relations, addressing the history of professional behavior and overall business-like concern for the interests of the customer, including the contractor’s history of reasonable and cooperative behavior (to include timely identification of issues of controversy), customer satisfaction, timely award and management of subcontracts, cooperative attitude in remedying problems, and timely completion of all administrative requirements;
(v) Management of key personnel, including appropriateness of personnel for the job and prompt and satisfactory changes in personnel when problems with clients where identified; and
(vi) For prime offerors who are not small business concerns, their utilization of Small Business concerns as subcontractors, including efforts in achieving small business participation goals.

The above elements will be requested from the reference checks provided and used to evaluate this factor (reference Annex 2), and any other reference checks USAID makes, in accordance with Section L.

In cases where an offeror lacks relevant past performance history or information on past performance is not available the offeror will receive a neutral rating.

An exception to this “neutral” rating provision is when a non-small businesses prime has no history of subcontracting with small business concerns.

Prior to assigning a “neutral” past performance rating, the contracting officer may take into account a broad range of information related to an offeror’s performance.

M.2(b) (1) Security Plan

Offeror’s security plan will not be rated for Task Order award technical evaluation purposes. Security plans will be reviewed in coordination with Security Officers on the extent to which the plan demonstrates clarity, appropriateness, and feasibility of the proposed approach to ensure security for Contractor personnel and facilities. Plans will be assessed a pass or fail rating. If the deficiencies are deemed minor in nature, the Offeror will have the opportunity to address and take corrective action. The Offeror must have an acceptable plan prior to receiving an award.

M.2(b)(2) Cost/Price

The cost proposal will be separately evaluated and cost/price data must not be included in the technical proposal. The overall standard for evaluating proposed Task Order cost/price is whether the cost/price proposal presents the best value for the work. The task order 2 cost/price proposal will be evaluated on: (i) cost/price analysis results and cost realism analysis results for task order 2; (ii) completeness, fairness and reasonableness, (iii) whether it is realistic and consistent with the technical proposal; (iv) offeror’s compliance with and demonstrated understanding of the instructions and cost breakdown format described at FAR Part 15.408, and (v) overall cost control (avoidance of high mobilization costs, unnecessary contingency costs, and other prices in excess of reasonable requirements).
ATTACHMENT J.18

ELECTRONIC PAYMENTS HORTATORY LANGUAGE FOR ACQUISITION AND ASSISTANCE SOLUTIONS

Introduction

The various electronic payment systems available today accelerate financial inclusion for billions of poor people in developing countries who would otherwise have no access to financial services. Additionally, increased innovation in this arena has the potential to deliver a range of financial services that are affordable and convenient to the poor.

Discussion

THE OPPORTUNITY: Across the world today, USAID implementing partners spend millions of dollars of payments in cash every year. These payments may include disbursements of salaries, payments to vendors, payments to participants of programs, such as cash-for-work programs, emergency relief payments, and others. Implementing partners also often support businesses in a specific sector or along a value chain. They advise on how to build sound financial management systems, and marketing techniques, among other technical assistance. Often these businesses rely on cash in their financial management systems.

Advances in communication technology and network capacities have enabled innovative new ways to make payments through mobile devices, smart cards and other electronic methods. The transition from cash to electronic payments has potentially significant benefits for all groups involved:

- **Cost Savings.** Decreasing the costs associated with physical cash operations
- **Transparency.** Increased accountability and tracking of financial flows
- **Security.** Safer delivery of payments, especially for women
- **Financial Inclusion.** Reaching those not yet in the financial services sector
- **New Market Access.** Opening doors for fee-for-service business models to previously unserved areas due to high transaction costs.

Electronic payment systems include, but are not limited to, electronic funds transfers using bank accounts, pre-paid cards (bank issued magnetic or smart cards) using Point of Sale devices, mobile banking, and money transfer and payment systems available through mobile network operators and/or banks.

Of all the electronic payment systems, mobile money appears to be the least understood, yet the technology and infrastructure behind it might have the longest reach and greatest potential audience. Mobile money enables individuals to store money, seamlessly transfer it to friends and family in need, and withdraw it without ever travelling to a bank. Depending on the country, users may also be able to pay for goods and services and access a whole range of financial services through their mobile phone. This can be life-changing for the 2.5 billion people without access to basic financial services. Mobile money can also directly support USAID’s broader goals because it increases financial inclusion, improves transparency, and roots out corruption by preventing leakages and also increases broad based economic growth.
Though the potential benefits are clear, there is still more work to be done and USAID has a unique opportunity to leverage financial and political influence to drive greater usage of electronic payment systems. To that end, prospective partners should note the following:

USAID encourages host country governments, bilateral and multilateral development partners, contractors, subcontractors, grantees, sub-grantees, and private sector alliance partners to help strengthen the financial services sector in the countries we work. Where programs propose cash distributions, partners should consider incorporating electronic payment systems into program design and implementation where feasible, thereby reducing reliance on physical cash.

If an offeror considers the use of electronic payments in its operations and programs, a brief explanation of the selected method of electronic payment should be included in the proposal and, where feasible, how the offeror proposes to reduce the reliance on physical cash. Examples of operational costs that can use e-payments are: temporary staff salaries; vendor payments; travel per-diem for staff. Examples of program costs that can use e-payments are: cash for work payments; payment to trainers or trainers of trainers; direct grants to beneficiaries. This discussion of the type of payment is for informational purposes and for our understanding of how the offeror proposes to pay recipients/beneficiaries. This information will be used by USAID to understand and measure the impact of USAID’s promotion of the use of electronic payments by implementing partners. The information provided in the offeror’s proposal will not be an evaluation factor unless specifically stated as such in the evaluation criteria in this solicitation document.
## ANNEX 1
PROMOTE

### Key Personnel Summary Table

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Position Duties and Responsibilities</th>
<th>Candidate’s Formal Education</th>
<th>Candidate’s Relevant Technical Experience</th>
<th>Candidate’s Relevant Experience, i.e. gender, location of work, training, knowledge, skills, etc.</th>
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ANNEX 2
PROMOTE

Past Performance Reference Summary Table
(for Offeror and Major Subcontractors)

<table>
<thead>
<tr>
<th>Program Name:</th>
<th>Donor or Client Contact Name, Job Title:</th>
<th>Primary Location(s) of Work:</th>
<th>Total Dollar Value (include sub-contract and small businesses values and percentages)</th>
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<tr>
<td>Contract or Agreement Type (i.e., fixed-price, cost-reimbursement, etc.) and Number:</td>
<td>Mailing Address:</td>
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<td>Phone Number, E-mail Address, Fax Number:</td>
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a. Scope of Work/Diversity of Tasks (bullets):

b. Organizational Skills and Experience to Fulfill the Scope of Work (bullets):

c. Highlights of Results (bullets):

d. Describe any quality awards or certifications that indicate exceptional capacity to provide the service or product described in the Statement of Work.
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<tr>
<td>e. Reference names and contact information (minimum three references):</td>
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<td>f. If extraordinary problems impacted any of the referenced contracts, provide a short explanation and the corrective action taken.</td>
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# Illustrative Mobilization Plan

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<th>DELIVERABLES &amp; REPORTING</th>
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### ANNEX 4
### PROMOTE

#### ILLUSTRATIVE WORKPLAN

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ANNEX 5—DESCRIPTION OF POTENTIAL MONITORING METHODS

This Contract shall contain a variety of tools that can be deployed to monitor PROMOTE technical projects as needed. An important aspect of the project will be the use of multiple techniques simultaneously. This will mitigate the risk of relying too heavily on one monitoring technique which may be corrupted, resulting in USAID receiving biased or false information. The specific set of tools employed for monitoring will have to be defined on a project-by-project basis. Some of the tools used to monitor USAID projects may include, but will not be limited to, the following:

- **Third Party Monitors**: These individuals will be hired by the Contractor to visit project sites to collect and report project performance data. They will be hired by the Contractor but will be expected to have close communication with USAID offices. Ideally, these individuals will have some prior monitoring and evaluation experience, but the Contractor will be expected to develop training to ensure that the third-party monitors have the necessary expertise to appropriately perform their function. Third-party monitors will be the primary tool of Contractor’s monitoring work, but every effort should be made to corroborate all information reported by third-party monitors using objective monitoring techniques in order to reduce the risk of bias or corruption.

- **GPS Tracking**: Project implementers are already expected to report the GPS coordinates of their project sites. These project site locations will allow the Contractor to take appropriate samples of project sites to perform data verification. When third-party monitors perform verification visits, they should also report their GPS coordinates so that USAID can match monitoring reports with appropriate project sites. This will also serve as a check against corruption, since GPS information that does not match an appropriate project site will raise suspicion and follow-up from the Contractor and USAID staff.

- **Photography**: Third-party monitors may supplement their reporting with pictures of project sites or particular project activities. This will serve to enhance their reports and perhaps as another check against corrupt practices. Using specific cameras or programs, photos can also be “geo-tagged” and time stamped so that images can be matched to specific project sites at specific times.

- **Cell Phone Monitoring**: Cell phones loaded with appropriate monitoring or surveying tools could be used to supplement our monitoring efforts in a variety of ways. Project implementing partners could provide benefitting communities with a hotline number to report progress on an ad hoc basis against a published project schedule. Training participants from various projects could report results from pre- and post-tests almost immediately to a centralized database. The Contractor could systematically distribute survey questions to project beneficiaries to confirm project activities and observe changes in beneficiary perceptions with greater regularity than USAID implementers can do through traditional surveys. Lastly, third party monitors could use cell phones to more immediately record and transmit site visit reports, thus reducing transcription and recall errors.

- **“Crowd Sourcing”**: This tool would involve using local community members and beneficiaries as ad hoc monitors of project implementation. While this tool could not be relied on as a primary means of systematic project monitoring, it could be used as a way of identifying specific project sites that merit visiting and better focusing the work of third-party monitors. Employing this tool in a robust way would also have the secondary
benefit of generating further demand for transparency and accountability among local Afghan citizens. Security concerns of women will have to be considered if utilizing this method.
ANNEX 6—EVALUATION REPORT FORMAT AND REPORTING GUIDELINES

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

The evaluation report shall include the following:

1. Title Page
2. Table of Contents
3. List of any acronyms, tables, or charts (if needed)
4. Acknowledgements or Preface (optional)
5. Executive Summary (3-5 pages)
6. Introductory Chapter
   a. A description of the project evaluated, including goals and objectives, if applicable.
   b. Brief statement on purpose of the evaluation, including a list of the main evaluation questions.
   c. Brief statement on the methods used in the evaluation such as desk/document review, interviews, site visits, surveys, etc.
7. Findings: This section should describe the findings, focusing on each of the evaluation questions.
8. Conclusions: This section should include value statements drawn from the data gathered during the evaluation process.
9. Recommendations: This section should include actionable statements for ongoing programming. It should also include recommended future objectives and types of activities based on lessons learned.
10. Annex
    a. Scope of Work
    b. Places visited; list of organizations and people interviewed, including contact details.
    c. Evaluation design and methodology.
    d. Copies of all tools such as survey instruments, questionnaires, discussions guides, checklists.
    e. Bibliography of critical background documents.
    f. Meeting notes of all key meetings with stakeholders.
    g. “Statement of Differences”

REPORTING GUIDELINES

- The evaluation report should represent a thoughtful, well-researched and well-organized effort to objectively evaluate what worked in the project, what did not and why.
- Evaluation reports shall address all evaluation questions included in the scope of work.
- The evaluation report should include the scope of work as an annex. All modifications to the scope of work, whether in technical requirements, evaluation questions, evaluation team composition, methodology, or timeline need to be agreed upon in writing by the technical officer.
• Evaluation methodology shall be explained in detail and all tools used in conducting the evaluation such as questionnaires, checklists and discussion guides will be included in an Annex in the final report.
• Evaluation findings will assess outcomes and impact on males and females.
• Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).
• Evaluation findings should be presented as analyzed facts, evidence, and data and not based on anecdotes, hearsay or the compilation of people’s opinions. Findings should be specific, concise and supported by strong quantitative or qualitative evidence.
• Sources of information need to be properly identified and listed in an annex.
• Recommendations need to be supported by a specific set of findings.
• Recommendations should be action-oriented, practical, and specific, with defined responsibility for the action.
### ANNEX 7: USAID PARTNER INFORMATION FORM

#### Part I: Information About Proposed Activities (all parts mandatory)

1. Name of the proposed awardee of USAID contract or assistance (Firms must include a copy of applicable licenses to do business in Afghanistan)

2. Type of proposed award or other assistance (check one):
   - □ Contract or Subcontract
   - □ Grant or Subgrant
   - □ Training
   - □ Equipment
   - □ Other

3. US$ amount and estimated start/end date of proposed award or assistance:
   - Dollar amount: $
   - Start: 
   - End: 

4. Purpose of proposed award or assistance:

5. Organization proposed to receive award or other assistance:
   - a. Name: 
   - b. JCCS Registration # (Optional)
   - c. Address:
   - d. Telephone: 
   - e. Fax: 
   - f. Email: 
   - g. Tribal affiliation or clan

6. Information on Key Individuals associated with the organization named in 5 above, or, if no organization is listed, information on each individual to receive cash or in-kind assistance (including technical assistance). Use continuation sheets as necessary.

** = mandatory information.

#### Part II: Contractor/Grantee/Recipient Certification:

Potential Awardee certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor/Grantee/Recipient understands that the U.S. Government may rely on the accuracy of such information in processing this vetting request.

Name: 
Signature: 
Title/Organization: 
Date:

#### Part III: Submission details (to be completed by USG vetting official)

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INFORMATION FORM INSTRUCTIONS

Please provide information for key individuals of all organizations receiving funds from USAID, including grantees, sub-grantees, contractors, and vendors, who work in Afghanistan. Please do not provide information for United States citizens or permanent legal residents of the United States.

**Part I**

Question 1 – Self-explanatory
Question 2 - Indicate the proposed type of mechanism to be utilized by placing a check mark on the line in front of the appropriate term
Question 3 – Enter the amount of award or assistance in U.S. dollars and indicate the start and end date of the program using a mm/dd/yyyy format
Question 4 – Indicate the purpose of the award or assistance. Use additional sheets and attach to page one of the vetting form if necessary
Question 5 a-g – Self-explanatory.
Attach a copy of the relevant Afghan business license.
Question 6 - “Key Individual” means (i) Any large shareholder: defined as owning 10% or more of an equity stake in the organization, whether publically or privately held; (ii) Principal officers of the organization’s governing body (e.g., chairman, vice chairman, treasurer or secretary of the board of directors or board of trustees); (iii) The principal officer and deputy principal officer of the organization (e.g., executive director, deputy director; president, vice president); (iv) The program manager or chief of party for the USAID-financed program; and (v) Any other person with significant responsibilities for administration of USAID financed activities or resources (while a comprehensive list is not possible, this would include any person acting in a role substantially similar to those outlined in (i)-(iv). For Private Security Companies, this would include leadership roles down to the level of field commanders). Complete for each of these four categories or indicate “N/A” if a category does not apply. Use additional pages as needed. Attach copies of photo ID for each “key individual”.

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

**Part II**

Individual filling out form must read the Certification and print their name where indicated, sign where indicated, print their title and the name of their organization where indicated, and print the date where indicated.

**Part III**

This section is not for individual’s information and will be completed by the USG vetting official.
ANNEX 8: BUDGET SUMMARY SPREADSHEETS

**BUDGET SUMMARY SPREADSHEET: DOLLAR COSTS**

*Please provide the information requested for each year of the contract including all subawards, the totals and a by line item explanation. All amounts in US $.*

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**BUDGET SUMMARY SPREADSHEET: LEVEL OF EFFORT**

Please provide the estimated Person Days Level of Effort by Labor Category.

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Please list the personnel proposed, their job title, current annual salary and proposed starting salary.

<table>
<thead>
<tr>
<th>Person</th>
<th>Position</th>
<th>Current Annual Salary</th>
<th>Proposed Annual Salary</th>
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**BUDGET SUMMARY SPREADSHEET: SUBCONTRACTS DOLLAR COSTS**

*Please provide the information requested for each year of the contract including all subawards, the totals and a by line item explanation. All amounts in US $.*

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<tr>
<th>ITEMS</th>
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