

Request for Application (RFA)

Collaborating, Learning, and Adapting (CLA)

Issuance Date: March 22, 2016

RFA Title: Collaborating, Learning, and Adapting (CLA)

RFA Number: KDAD-16-0006-RFA

Grant Ceiling Amount: \$100,000

Issued under **USAID Prime Contract *Feed the Future Knowledge-Driven Agricultural Development (KDAD)***

Questions Closing Date: March 30, 2016

Answers provided by: 14 calendar days prior to closing date

Closing Date: April 30, 2016 CLOSE OF BUSINESS

The QED Group, LLC, (QED) through its subcontract with Insight Systems Corporation (Insight) under the United States Agency for International Development (USAID)-funded contract *Feed the Future Knowledge-Driven Agricultural Development Project* is seeking applications from organizations from the United States and developing countries (Geographic Code 937). However waivers are possible for applicants from all non-restricted countries subject to USAID Contracting Officer approval. We encourage applications from a wide spectrum of offerors. These applications are for a Grants Under Contract mechanism to provide assistance for the program entitled “*Collaborating, Learning, and Adapting (CLA)*”. The authority for the RFA is found in USAID Prime Contract Provision H. 23 GRANTS UNDER CONTRACTS. The sum of the proposed activity is not to exceed the amount of \$100,000 beyond an 18 month period based on a Standard Cost Reimbursement Grant. Please refer to Section I – Funding Opportunity Description for a complete statement of goals and expected results.

Issuance of this RFA does not constitute an award commitment on the part of QED, nor does it commit QED to pay for costs incurred in the preparation and submission of an application.

To be eligible for award, the applicant must provide all required information in its application, including the requirements found in any attachments to this opportunity. This RFA consists of this cover letter plus the following Sections:

1. Section I – Funding Opportunity Description
2. Section II – Award Information
3. Section III – Eligibility information
4. Section IV – Application and Submission Information
5. Section V – Application and Review Information
6. Section VI – Award Administration Information
7. Section VII – QED Contacts
8. Attachments:
 - A. Budget Template
 - B. Progress Report Template
 - C. Collaborating, Learning and Adapting (CLA) Approach
 - D. Learning Network
 - E. Certifications and Assurances
 - F. Other Provisions

This funding opportunity is posted on www.usaidlearninglab.org and may be amended. Potential applicants should regularly check the website to ensure they have the latest information pertaining to this RFA. If you have difficulty accessing this document, please contact the QED Group LLC via email at grants@qedgroupllc.com.

QED reserves the right to make an award based on initial submission without discussion: hence, applications should be initially submitted with the most favorable terms, from a technical and price perspective, which the applicant can

submit to QED. However, QED reserves the right, to enter into discussions with one or more applicants in order to obtain clarifications, additional detail, or to suggest refinements in the program description, budget, or other aspects of an application. QED also reserves the right to make no award under this solicitation if, at QED's sole discretion, QED determines that the applications submitted do not satisfy the needs of the KDAD project.

Under no circumstances will QED or USAID be liable for any costs incurred by those responding to this solicitation, nor shall QED or USAID be liable for any anticipated outcome from the submission of an application in response to this solicitation.

All applications shall be submitted in English except such documents as may originally be issued in a foreign language. Translation of the application documents may be submitted for clarification purposes. Where there is an ambiguity or confusion in the English document, if a foreign language document is provided, the reviewers shall look to the foreign language for clarification; however, the English-language document shall be considered controlling for the purpose of any dispute resolution.

Interested applicants must submit their application with the required information to the address specified below. Applications may be submitted via email. However, if required at any time, QED may request hard copies. If you decide to submit an application, it must be received no later than on the closing date and time indicated above. Applications received after the specified closing date may not be considered and may be rejected, at QED's sole discretion. All written applications submitted must be valid for a period of not less than ninety (90) calendar days from the stated closing date. All correspondence should be submitted with the name and address of the applicant and the subject RFA No. stated above, inscribed thereon, to:

The QED Group, LLC
1820 N. Fort Meyer Drive, Suite 700
Arlington, VA 22209
ATTN: Rishiv Khattar
E-Mail: grants@qedgroupllc.com
Telephone: 703-678-4700 (main)

Any explanation desired by an applicant regarding the meaning or interpretation of this request for application must be requested in writing, in English, to the contact person and address specified herein and must be submitted no later than the date and time specified in the Questions Due line stated above. This will allow sufficient time for a reply/amendment to reach all of the applicants before they submit their responses. Answers to all questions will be provided via email to all applicants by the date specified above. Any information that substantially changes the requirements of this solicitation shall be released through the issuance of an amendment to the solicitation. QED may, at its own discretion, extend the deadline for the submission of applications.

Sincerely,

Fred Smith
Chief of Party
Feed the Future Knowledge-Driven Agricultural Development (KDAD) Project

SECTION I – FUNDING OPPORTUNITIES DESCRIPTION

I. PROGRAM DESCRIPTION

“To fulfill its responsibilities, USAID bases policy and investment decisions on the best available empirical evidence, and uses the opportunities afforded by project implementation to generate new knowledge for the wider community.”

- USAID Evaluation Policy, 2011

The aim of this activity is to better understand, measure, assess, and demonstrate the results, contributions, and potential impact of time and material investments in strategic collaboration, program and organizational learning, and adaptive management, in service of improved development outcomes. USAID’s Bureau of Policy, Planning and Learning seeks partners to participate in a Learning Network and engage in a co-creation process to collaboratively advance our understanding of how to measure and demonstrate the effects and potential impact of such investments. Specifically, partners will jointly advance approaches to answering the following questions:

Does an intentional, systematic and resourced approach to collaborating, learning and adapting contribute to development outcomes?

If so, how? And under what conditions?

Ultimately, PPL is seeking partners who will work together to help transform the way USAID and others in the knowledge management/organizational learning and international development sectors understand the value and approach of collaborating, learning and adapting.

II. PROBLEM STATEMENT

Bilateral and multilateral donor agencies and implementers increasingly recognize that development models need rethinking in order to better adapt to complex and changing conditions. In order for our international development aid to be more effective, we need to be more dynamic and adaptable in our strategy, design and implementation; more evidence-based; and better at aligning with and complementing work done by others. This in turn requires that we place more emphasis on sharing knowledge and learning – in order that we and our implementing partners coordinate our efforts, learn what works and doesn’t, improve our understanding of the contexts in which we work, and adapt in a timely fashion to new learning and changes in context for maximum aid effectiveness. Many development organizations believe these things to be true, and consequently invest in collaboration, knowledge management, and learning strategies, and methods for managing adaptively. All struggle with how to understand what (if any) kind of value is created as a result, in terms of aid effectiveness.

Collaborating, Learning, and Adapting (CLA)

Learning has always been a part of USAID’s work; it is clearly not new. USAID staff and implementing partners (IPs) have always sought ways to better understand the development process and USAID’s contribution to it, share the successes and lessons of USAID’s initiatives, and institute improvements to our operating modes and mindsets. Learning is always taking place – but it is not generally systematically planned or adequately resourced, nor is it always facilitated or acted on in ways that are strategic and maximize results. A learning approach involves adjusting existing systems and processes to improve internal and external coordination to learn and adapt toward more effective programming. Building an evidence base for improving knowledge management and learning in the Agency, and thereby enhancing the impact of the Agency’s programs, has long been an objective for PPL and continues to be a priority as collaborating, learning, and adapting (CLA) practices are integrated into our operational and programmatic work.

USAID organizes its work through a Program Cycle of strategy, planning, implementation, and assessment practices designed to improve development results. A key element of this Program Cycle is the integration of CLA throughout Program Cycle processes (see Attachment C). While it's not expected that applicants necessarily use the same terminology, successful candidates will have experience with similar efforts that aim to improve shared learning and adaptive management for better performance and results.

Collaborating intentionally happens when USAID and stakeholders identify areas of shared interest and work together where it makes sense, reduce duplication of efforts, and share knowledge across sectoral and institutional boundaries.

Learning systematically takes place when USAID and stakeholders utilize performance monitoring data, take time to pause and reflect on implementation, and review and synthesize relevant assessments and evaluations. This helps us draw on evidence and experience from many sources to share what works and what doesn't, and employ participatory development methodologies that catalyze learning for stakeholders.

Adapting effectively happens when USAID and partners apply learning and make iterative course corrections during implementation to increase the impact of development assistance.

By combining strategic collaboration, continuous learning and adaptive management in a systemic approach and integrating it throughout the Program Cycle, USAID hopes to ensure that its programs are coordinated with others, grounded in a strong evidence base, and iteratively adapted to remain relevant throughout implementation. In this way, CLA is meant to increase the effectiveness of development programs and the organizations that undertake them.

A Learning Network Approach

PPL seeks to continuously and iteratively examine its assumptions and approaches to CLA, to support the Agency and its partners in building capacity to be nimble learning organizations. There is a pressing need to capture and demonstrate the value of CLA, but there is a lack of empirical evidence of its potential benefits and impact, because of the challenges of measuring it using traditional approaches. Through this activity, PPL is seeking to test approaches to understand and demonstrate the contribution that investments in CLA make to development results, and build the evidence base that illustrates the value of these investments. In building this evidence base, we aim to address these questions: Does an intentional, systematic and resourced approach to collaborating, learning and adapting contribute to development outcomes? If so, how? And under what conditions? To answer these questions, we must first identify, and possibly develop, M&E methods and tools to help us quantify and qualify what we know about CLA's effects.

PPL anticipates this grant program to be a substantive partnership between PPL and each grantee as well as among the grantees themselves. This partnership should serve to enhance individual grantee efforts through access to specific experts and peer assistance in overcoming key challenges. PPL will sponsor a mandatory learning network for successful grantees to facilitate these kinds of partnerships, collaboration and learning (see Attachment D). Learning Network participants will pool their experience and know-how to explore, test, learn, and collectively develop insights and approaches that will shed new light on these familiar dilemmas and make important contributions to USAID and other organizations as they continue to advance how we understand and improve our development efforts.

The Need for New Approaches to Measure Investments in Learning

Traditional M&E tools used in the development field are not sufficient for capturing the impact/effect/contribution of CLA. It is not possible to isolate its influence from that of other factors, especially in the complex systems in which all development takes place. Exciting advances in the field of monitoring and evaluation have generated interest throughout the international development community in recent years. Donors, developing country governments, implementers, think tanks, academic institutions, the private sector, and other stakeholders are building capacity in this area. But effectively measuring the effect and potential

impact of improved collaboration, knowledge sharing, learning, and adaptive programming design and implementation remains elusive.

There continues to be a need for new approaches to measure and understand the effects of investments in learning. Many organizations still grapple with developing effective methods to capture intangible benefits and value added to development interventions beyond standard metrics. Examples include women's empowerment, resilience, democracy and governance, etc. Through this Learning Network, PPL will support two interrelated processes: (1) network partners' development, testing and refinement of methods for capturing/measuring the contributions of collaborating, learning and adapting; and (2) a collective process among network participants to engage in shared learning around these methods, capture that learning in a variety of formats, and share the learning with others who are in a position to adopt it, adapt it and take it forward.

Working in international development is deeply contextual and the evolution of change results from the dynamic product of multiple interrelated factors. Static, standardized approaches to planning and implementation are simply not effective in this regard. In complex adaptive systems, the only way to be effective is to embed in our implementation processes continuous learning that informs -- and adaptive management systems that support -- iterative course correction while implementation is ongoing and can be made more effective. When measuring impact/effect/contribution, we would then need to account for these processes.

A Vision for Measuring CLA

In the desire to create effective indicators and practical data collection methods to measure the effects of development initiatives, often what is easy to measure is mistaken for what is important to measure and efforts can be limited to measuring inputs and outputs. When this is the case, quantitative methods do not go far enough in being able to explain intangible benefits. While qualitative methods can be used to better capture context and texture, it can be difficult to aggregate data from a range of qualitative efforts to identify trends and patterns across different contexts and extended timeframes. This limits our capacity to extrapolate and replicate results, further hindering our ability to explain linkages between investments and results.

When looking at the constellation of outcomes, we can begin to examine a series of cascading results that may form a causal chain or merely influence each other in a positive direction. However, in complex adaptive systems, like those in which development programs take place, it's generally difficult to prove causality in terms of direct attribution. In these cases, it is more realistic to try to discern "plausible contribution." For this reason, this activity does not seek to directly attribute development outcomes and impact to CLA interventions. Instead, PPL seeks the approaches, methodologies and instruments to be able to discern that contribution and value (or otherwise) of these investments, and to make ongoing improvements by learning about what is effective in CLA, and what isn't. Ultimately, methods capable of capturing and linking indirect benefits to higher level outcomes would change the way we understand and explain the value of our work. Examples of this could be constructing a plausible "direct attribution" argument that "abc" activity led to "xyz" outcome, thereby resulting in demonstrable improvement, or to be able to make a viable "plausible contribution" case that something happened with positive effects that may not have otherwise happened. Direct attribution may not be possible, but better understanding the ripple effect of CLA investments is critical.

Over the past decade, alternative M&E approaches have been explored and seem to have promise, including: Complexity Aware Monitoring, Outcome Harvesting, Most Significant Change, benchmarking, feedback mechanisms, "predictors of success," adaptive evaluation methods, and other approaches that shift from an evaluative paradigm of "what happened" to an analytics paradigm of "what is happening and why."

Illustrative Areas of Interest

Promising applicants will have demonstrated interest in improving development impact through improved approaches for monitoring, evaluation, collaboration, learning, and adaptive management. New perspectives are sought through the co-creation process with participants who reflect a combination of the skills and experience below. A diversity of experience both in the development field and private sector innovations is considered important to develop innovative monitoring and evaluation methods to build the evidence base for CLA. Skills and experience in the areas below are illustrative and no one organization is expected to embody them all. Through the selection process we hope to build a network of organizations that collectively represent a robust cross-section of experience to build a dynamic learning environment for all participants.

Illustrative ideas include the following:

Organizational Enabling Conditions

- Establishing organizational and team culture supportive of CLA (organization development)
- Establishing knowledge management processes that support CLA integration
- Experience resourcing CLA practices and approaches

Approaches to Learning

- Planning for and implementing CLA approaches that allow and promote early and mid-course corrections through effective learning feedback loops
- Development and management of successful peer-to-peer networks in the CLA space
- Action research and other applied learning methods

Monitoring

- Design and implementation of complex program monitoring systems that will allow for rapid feedback loops and synchronize monitoring with the pace of change
- Develop monitoring tools that emphasize verification and contribution to impact
- Developing effective metrics (e.g. tracking changes in system behavior, information quality, maintenance costs, staff efficiency, process efficiency), staff morale, cultural change, staff learning

Evaluation and Analysis

- Rapid and flexible survey data collection and design
- Economic analyses (i.e. cost-benefit analysis, cost-effective analysis, etc.)
- Performance, impact, and developmental evaluations
- Testing the validity of theories of change, hypotheses, and assumptions embedded in results frameworks
- Qualitative Interviews
- Kirkpatrick's 4 Levels of Training Evaluation
- Benchmarking
- Most Significant Change
- Outcome Harvesting

- Network analysis
- Pathways analysis
- Approaches to measuring intangibles such as behavior change, social change, etc.

Systems Thinking

- Complex systems, outcome, and network mapping, modeling, and simulation for decision-making
- Collective impact approaches and contribution analysis
- Identifying and understanding complex enabling external and internal factors at all stages of CLA across the USAID program cycle

ROI

- ROI Tracking Systems to show returns on learning, knowledge management, and other intangible assets on programming efficiencies, staff time, staff empowerment, and development results

END OF SECTION I

SECTION II – AWARD INFORMATION

KDAD expects to award upward to a maximum of five (5) cost-reimbursement grants based on this RFA. The anticipated total federal funding amount for each grant is not to exceed U S \$100,000 each per organization. The period of performance is 18 months and with an anticipated start date of July 2016.

Neither financial data submitted with an application, nor representations concerning facilities or financing will form a part of the resulting agreement(s). No costs incurred prior to the proposed award may be incurred before receipt of either a fully executed grant agreement or a specific, written authorization from the QED's Director of Monitoring, Evaluation and Learning, Ami Henson.

1. Work plan: The designated project manager for this program is Joy Chen, Grants Manager, who will be responsible to review, approve, and make changes to the work plan.
2. Key Personnel: QED will be involved in approving specified key personnel. All recipient-recommended changes in key personnel must be submitted for review by the QED's Director of Monitoring, Evaluation and Learning in advance and in writing with a written justification in sufficient detail to permit evaluation of the impact on the activity.
3. Sub-awards: QED's Director of Monitoring, Evaluation and Learning will approve the selection criteria and selected sub-recipients or subcontractors and the technical and programmatic matters provisions of the sub-awards.

END OF SECTION II

SECTION III – ELIGIBILITY INFORMATION

To be considered eligible to apply under this RFA, the applicant organization must satisfy all conditions below

Awards to any organization will be administered in accordance with USAID Standard Provisions for U.S. and Non-U.S. Nongovernmental Organizations. Pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments such as a grant. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the grant program and are in accordance with applicable cost standards (22CFR 226, OMB Circular A-122 for non-profit organizations, OMB Circular A-21 for universities, and the Federal Acquisition Regulations (FAR) Part 31 for-profit organizations, may be paid under the grant.

To be eligible for award of a grant, in addition to other conditions of this RFA, organizations must have a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. Non-Discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.

Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all sub-awards issued under this grant.

Cost sharing or matching: Cost sharing is not required but may be a significant factor for the Award of Grant by the Customer. Should applicants offer cost-sharing, such costs must be necessary in the performance of the grant, and are subject to the applicable regulations stipulated in 22 CFR 226, and applicable Standard Provisions.

The authorized geographic codes for procurement of goods and services under this Award is 937 as described in 22 CFR 228 (U.S., recipient country, and developing countries).

International travel, if authorized, shall be subject as required in accordance to the Applicable Standard Provision "International Air Travel and Transportation."

Intellectual Property: Any award resulting from this RFA is subject to the following provision which will be part of the award: CONFIDENTIALITY AND OWNERSHIP OF INTELLECTUAL PROPERTY: In accordance with FAR 52.227-14, RIGHTS IN DATA – GENERAL, and 22 CFR 226.36 INTANGIBLE PROPERTY all reports generated and data collected during this project shall be considered the property of USAID 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 a duly authorized representative of USAID, through the Chief of Party of QED SYSTEMS CORPORATION. All findings, conclusions and recommendations shall be considered confidential and proprietary.

END OF SECTION III

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

I. GENERAL

Applicants should submit their application electronically, via e-mail to grants@qedgroupllc.com. The file size for each transmission shall not exceed 3 MB and multiple emails containing individual application content pieces (ie cover page, executive summary, etc) will be accepted. You may e-mail Rishiv Khattar at rkhattar@qedgroupllc.com to verify your application has been received.

If your organization decides to submit an application, it must be received by the closing date and time indicated at the top of the cover letter. The applicant must provide all required information in its application, including the requirements found in any attachments to this RFA. Applicants should retain for their records one copy of all enclosures which accompany their applications.

To be eligible for award, the application should be prepared according to the structural format set forth below in (II) Technical Application Format and (III) Cost/Business Application Format. Applications which are received late or are incomplete run the risk of not being considered in the review process. Late applications will be considered for award only if the QED determines it is in QED's and the Government's interest.

QED will consider only applications conforming to the format prescribed below. All applications received by the closing date and time indicated on the cover letter will be reviewed for responsiveness and programmatic merit in accordance with the specifications outlined in these guidelines and the application format. Section B addresses the selection criteria and procedures for the applications.

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes should:

a) Mark the title page with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a grant is awarded to this applicant as a result of - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the U.S. 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 pages TBD"; and

b) 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 application."

Other Submission Requirements:

1. Unnecessarily Elaborate Applications – Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this RFA are not desired and may be construed as an indication of the applicant's lack of cost consciousness. Elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

2. Telegraphic or Faxed Applications – Telegraphic or faxed applications will not be considered.

3. Language – All applications must be in English.

II. TECHNICAL APPLICATION FORMAT

Technical applications must be single spaced, utilizing Times New Roman 12-font size, typed on standard 8½"x11" sized paper with one-inch margins, numbered consecutively, and not exceed **15** pages. The cover letter, dividers, table of contents, annexes (e.g. performance monitoring plan, personnel resumes, past performance information, certificates, forms, acronym list, etc.) will not count toward the page limitation. Any pages that exceed the page limitation will not be considered by the Technical Evaluation Committee. There is no page limit on attachments or the cost application.

Applications will be evaluated on a Best Value basis. As such, the technical application will have more significance than the cost application in the selection of a successful applicant. The technical application should demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. Therefore, it should be specific, concise, and complete. It should take into account and be arranged in the order of the technical evaluation criteria specified in Section V.

Applicants should focus on describing how they propose to achieve the project objective(s) and make a significant contribution towards achieving the strategic goals and priorities identified in the project description. Applicants will present a convincing and compelling articulation of their technical approach and demonstrate why it is the most effective way to realize the objectives of this project, including a reasonable course of action and tasks relevant to the current needs of KDAD.

Applicants are required to present a technical approach that meets RFA objectives and anticipated results. USAID has provided illustrative activities to guide applicants' approach.

Application Contents: The technical application shall contain the following:

- a. Cover Page** - A single page with the names of the organizations/institutions involved in the proposed application and the lead or primary Applicant clearly identified. Any proposed sub grantees (hereafter referred to as the "subs") should be listed separately; including a brief narrative describing the unique capacities/skills brought to the program by each sub. In addition, the Cover Page should provide a contact person for the prime Applicant, including this individual's name (both typed and his/her signature), title or position with the organization/institution, address telephone and fax numbers. State whether the contact person is the person with authority to contract for the Applicant, and if not, that person should also be listed.
- b. Executive Summary** - Not to exceed one (1) page. This section should summarize the key elements of the Applicant's strategy, approach, and implementation plan.
- c. Implementation Plan**
 - The specific activities proposed by applicants need to respond to the specific opportunities and challenges they identify in their own organizational structure, systems, capacities, and operating contexts. However, successful applicants will propose activities that lead to transformative changes in the way their organizations acquire and apply CLA at both a strategic and operational level.
 - The implementation plan should, at a minimum, address the following elements in any order that the applicant deems appropriate:
 - Understanding of CLA and the applicant's alignment to USAID's vision and objectives.
 - Summary of organizational challenges and/or opportunities that impede the applicant's application and adaptation of the CLA approach.
 - Proposed approach, methodology and instruments that describe how the applicant would utilize grant funds and measure CLA, shifting from an evaluative paradigm of "what happened" to an analytics paradigm of "what is happening and why."
 - Commitment to active participation in the learning network, which includes attending all face-to-face workshops, contributing knowledge and ideas, participating in peer assist efforts and contributing to the development of a collective knowledge product.
 - Past experience applying innovative approaches to monitoring, evaluation, and learning, particularly when measuring outcomes that are difficult to measure, including behavior change, social change, and/or organizational change.
 - Respond to the selection criteria provided below in Section IV.
- d. Personnel Capability and Experience**

Applicants will provide 1) A staffing pattern with position titles and supervisory relationships; 2) the level and type of involvement and responsibilities of the applicant and any key partner organizations; 3) identification of no more than five key personnel positions; 4) Position Descriptions for key personnel and planned recruitment strategies during award.

Applicants must describe the capability of personnel planned to work on this project, including key personnel and staff to support the administrative, monitoring, and reporting requirements. The applicant should clearly indicate who will be designated to participate in the learning network and what knowledge or expertise they bring, as well as what they expect to gain from this co-creation process. Applicants are expected to select a minimum of two participants for the in-person meetings and any number of staff preferred for the online discussions.

The technical application must clearly describe the delineation of duties among the permanent staff positions, and indicate where additional consultants and short-term personnel will be engaged.

e. Institutional Capacity

- 1) Technical/Administrative Capabilities - Describe your organization's managerial, technical, and administrative experience and capabilities in conducting programs similar to the project being proposed, including information on key personnel, their knowledge of the subject, relevant prior work experience and general leadership and management skills.
- 2) Describe availability of financial systems, personnel procedures, and ability to manage donor resources.
- 3) Describe structure of support office(s)
- 4) Describe strategy to ensure an expedient, smooth, and effective launch of the activity.

f. Past Performance (maximum 2 pages)

The applicant should select and present no more than three relevant projects that incorporate M&E related efforts, particularly when measuring outcomes that are difficult to measure. The applicant should describe them in the order of most relevant first in a descending order.

III. COST/BUSINESS APPLICATION FORMAT

While the Cost Application will not be assigned points it is an important evaluation criterion, although less significant than non-cost (technical) factors. The Cost/Business Application is to be submitted under separate cover from the technical application.

The following sections describe the documentation that applicants for an Assistance award must submit to QED prior to award. While there is no page limit for the cost application, applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following (it is preferred that you use the provided template which you may adjust to present all the costs you budget, but not mandatory):

A detailed budget and budget notes should use or mirror the format of the budget template attached (Attachment B). The budget should include a summary of total expenses as planned over the 18 month course of the grant implementation period.

Applicants should be prepared to budget part of their grant funding and staff time for travel to two in-person workshops (for budget purposes, assume the location will be in Washington, DC) and for staff time to participate in online communications at quarterly intervals. Applicants should also consider any additional collaboration or assistance they would expect from this opportunity.

The budget should include:

- Cost share in a separate column.
- The breakdown of all costs associated with the project according to cost categories.
- Travel expenses for three in-person, two-day Learning Network workshops in Washington, DC and staff time for participation in an online learning network community.
- Comply with US government per diem rates for travel expenses.
- Abide by the USAID maximum daily rates for staff salaries.

- Submitted in US dollars and should address any exchange rates for staff salaries.
1. **Budget**, which provides a breakdown by elements of all costs associated with the program (e.g. personnel, fringe, equipment, travel, headquarters, regional and/or country offices if applicable and etc.) Non-expendable equipment is not an authorized cost under this grant.
 2. **Budget breakdown** of all costs according to each partner organization or subcontractor/subgrantee (if any) involved in the program; note that profit is not an allowable cost at all tiers.
 3. **Budget narrative**, which provides detailed budget explanations and supporting justification of each proposed budget line item. It must briefly describe programmatic relevance and clearly identify the basis of estimate (i.e. how the budget number was determined fair and reasonable) for each cost element, such as market surveys, price quotations, current salaries, historical experience, etc.

The budget must include:

- a. The breakdown of all costs associated with the project according to cost categories, including by headquarters, regional offices, if any;
- b. Potential contributions of non-USAID or private commercial donors to the expected grant; if any
- c. The name (if identified), annual salary, and expected level of effort of each candidate named or TBD and charged to the activity. Provide annual salary history for at least the three most recent years for all identified and proposed long-/short-term key and non-key personnel;
- d. If applicant applies indirect costs, other direct costs, and/or fringe benefits, applicant is required to have a negotiated indirect cost rate agreement (NICRA) with the U.S. Government which it must submit with its application.
- e. Travel, per diem and other transportation expenses detailed to include number of trips, expected itineraries, number of per diem days and per diem rates. Per diem rates must not exceed the U.S. Government allowed ceilings.

The following information should be taken into consideration when developing the budget:

Salaries and wages must be reflective of current salaries, or if applicable, the “market value”, for each position. Salaries and wages may not exceed the Applicant’s established written personnel policy and practice, including the Applicant’s established pay scale for equivalent classifications of employees, which shall be certified by the Applicant.

Base pay, or base salary, is defined as the employee’s basic compensation (salary) for services rendered. Taxes which are a responsibility or liability of the employee are inclusive of, and not additive to, the base pay or salary. The base pay excludes benefit and allowances, bonuses, profit sharing arrangements, commission, consultant fees, extra or overtime payments, overseas differential or quarters, cost of living or dependent.

Annual Salary Increases and/or promotional increase may be granted in accordance with the Applicant’s established policies but should be kept in line with the current Cost of Living Adjustment expectations.

Fringe Benefits. If accounted for as a separate item of cost, fringe benefits should be accounted in accordance with the applicant’s approved NICRA.

Supplies and Equipment. Differentiate between expendable supplies and nonexpendable equipment (NOTE: Non-Equipment is defined as tangible nonexpendable personal property including exempt property charged directly to the award having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit, unless the Applicant’s established policy establishes a lower threshold). List all equipment anticipated to be required to implement the project, specifying quantities and unit cost.

Travel and Per Diem. The narrative should indicate the purpose of trip(s), number of trips, domestic and international, and the estimated unit cost of each. Specify the origin and destination for each proposed trip, duration of travel and number of individuals traveling. Proposed per diem rates must be in accordance with the Applicant’s established policies and practices that are uniformly applied to federally financed and other activities of the Applicant. The per diem rates may not exceed the U.S. Government-established ceiling rates.

For Non-US locations: http://aoprals.state.gov/content.asp?content_id=184&menu_id=78

For US locations: <http://www.gsa.gov/portal/content/104877>

Other Direct Costs (ODC). could include costs such as communications, office rental, utilities, report preparation costs, passports, visas, medical exams and inoculations, insurance (other than the Applicant's normal coverage), other office operation costs, etc. The narrative, or supporting schedule, should provide a complete breakdown and support for each item of other direct costs.

Proposed (Sub) contracts/agreements. Applicants who intend to utilize subcontractors or sub recipients should indicate the extent intended and a complete cost breakdown, as well as all the information required herein for the Applicant. Extensive (sub) contract/agreement financial plans should follow the same cost format as submitted by the Applicant. Note that profit is not an allowable cost under any lower tier award.

Cost share. Although Cost Share is not a requirement under this grant it is highly desired. ADS 303.3.10 Cost Share defines cost share as "the resources a recipient contributes to the total cost of an agreement. It is the portion of project or program costs not borne by the Federal Government."

Responsibility Determination - An award shall be made only when QED makes a positive determination that the applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by QED. For the organizations that are new to USAID or QED, or organizations with outstanding audit findings, it may be necessary to perform a pre-award survey. The cost/business applications of all applicants submitting a technically acceptable application will be evaluated for general reasonableness, cost realism, allowability and allocability.

Applicants are required to submit Pre-Award Certifications, Assurances and other Statements of the Recipient as required by ADS 303 found at <http://transition.usaid.gov/policy/ads/300/303.pdf> Please note that these certifications are required for both the applicant and all subrecipients whether US or non-US organizations. Special Provision: In addition to the certifications as noted in paragraph 2 above,

Applicants are required to complete and submit the following certification:

- Certificate of Compliance: if available, submit a copy of your Certificate of Compliance if your organization's systems have been certified by the USAID/Washington's Office of Acquisition and Assistance (M/OAA).
- DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER
All U.S. Government recipients and contractors are required to secure a Data Universal Numbering System (DUNS) Number before an award can be made to them. The DUNS is a 9-digit number assigned by Dun and Bradstreet, Inc. (D&B) that uniquely identify the recipient's name and address. It can be obtained from D&B at <http://fedgov.dnb.com/webform>. Applicants may submit applications under this RFA without DUNS numbers. However, the selected applicant will be required to submit its DUNS number before it can receive an award. Therefore, applicants are encouraged to obtain a DUNS number early so that, if selected, award will not be delayed.
- EVIDENCE OF U.S. FEDERAL CONTRACTOR REGISTRATION
All U.S. Government recipients are required to be registered with the U.S. Federal Contractor Registration, formerly Central Contractor Registration (CCR), which was the U.S. Government repository into entities must provide information required for the conduct of business with the Government. The CCR is now incorporated into the System for Award Management (SAM). Information about registration procedures may be found at www.sam.gov. Applicants may submit applications under this RFA without SAM Registration. However, the apparently successful applicant will be required to register and must submit evidence of registration to QED. Therefore, applicants are encouraged to register with SAM early so that, if selected, award will not be delayed.
- EVIDENCE OF FINANCIAL RESPONSIBILITY

QED, at its own discretion, may request additional information to determine an applicant’s financial responsibility. When requested by QED, applicants shall submit any additional evidence of financial responsibility deemed necessary for QED to make a determination of responsibility to manage USG funds. The information submitted should substantiate that the Applicant:

- Has adequate financial, management and personnel resources and systems, or the ability to obtain such resources as required during the performance of the award;
- Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant, nongovernmental and governmental;
- Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance; and
- Has a satisfactory record of integrity and business ethics.

END OF SECTION IV

SECTION V – APPLICATION AND SUBMISSION INFORMATION

The technical applications will be evaluated in accordance with the Technical Evaluation Criteria set forth below. Applicants shall organize the narrative sections of their technical applications in the same order as the selection criteria. Technical evaluation of applications will be based on the extent and appropriateness of proposed approaches and feasibility of achieving the strategic objectives, in accordance with the following criteria.

If award is not made on the initial applications, QED may request clarification and supplemental materials from applicants whose applications have a reasonable chance of being selected for award. The entry into discussion is to be viewed as part of the evaluation process and shall not be deemed by QED or the applicants as indicative of a decision or commitment upon the part of QED to make an award to the applicants with whom discussions are being held.

TECHNICAL EVALUATION CRITERIA AND TECHNICAL INSTRUCTIONS

A technical evaluation committee, using the criteria shown in this Section, will evaluate the technical applications. The various functional elements of the technical criteria are assigned weighted scores, so that the Applicants will know which areas require emphasis in the preparation of applications. Where technical applications are considered essentially equal, cost may be the determining. Applicants should note that these criteria serve as the standard against which all applications will be evaluated and serve to identify the significant matters which applicants should address in their applications.

The relative importance of each criterion is indicated by the number of points assigned. A total of 100 points is possible. All sub-criteria are equal in weight.

EVALUATION FACTORS

The technical evaluation will evaluate the applicants using the following factors:

Factor	Factor Name	Points
1	Alignment of the CLA approach to the applicant’s vision and informed understanding of organizational opportunities to effectively measure the CLA approach	20
2	Credibility and importance of the proposed CLA measurement approach	45
3	Capacity to lead and implement illustrative activities as demonstrated by organizational profile, staffing plan and	20

	past performance.	
4	Fit of proposed approach with others selected for the network to achieve complementarity and synergy.	15
	TOTAL POINTS	100

COST EVALUATION

Cost has not been assigned a weight but will be evaluated for realism, reasonableness, allowability, allocability, and cost effectiveness. The pre-award evaluation of cost effectiveness will include an examination of the application’s budget detail to ensure it is a realistic financial expression of the proposed project and does not contain estimated costs which may be unallocable, unreasonable, or unallowable. Applications that have more efficient operational systems that reduce operation costs will be favorably considered.

Applications that maximize direct activity costs including cost sharing and that minimize administrative costs is encouraged. Other considerations are the completeness of the application adequacy of budget detail and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured by a responsibility determination

AWARD DECISION

Award will be made to the Applicant whose application offers the best value to QED. Best value is defined as the expected outcome of a solicitation that, in the QED’s estimation, provides the greatest overall benefit in response to the funding opportunity.

For this RFA, technical application merits are considered significantly more important than cost relative to deciding which Applicant might best implement the activity. Cost realism, effectiveness and reasonableness will be the determining factors in the event that the applications receiving the highest ratings are closely ranked. Therefore, after the final evaluation of the application, QED will make the award to the Applicant whose application offers the best value to QED, considering technical, cost and other factors.

Other areas of review and discussion will vary according to the circumstances pertaining to the application.

END OF SECTION V

SECTION VI – AWARD AND ADMINISTRATION INFORMATION

1. A written award mailed or otherwise furnished to the successful applicant within the application’s validity time as specified either in the application or in this RFA (whichever is later) shall result in a binding Grant which selected grantee will be required to countersign.
2. Applicants must set forth full, accurate and complete information as required by this RFA. The penalty for making false statements is prescribed in 18 U.S.C. 1001.
3. Neither financial data submitted with an application nor representations concerning facilities or financing, will form a part of the resulting Award unless explicitly stated otherwise in the agreement.
4. QED 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 agreement duties under the project conditions; (2) a review of the prime recipient’s financial condition, business and personnel procedures, etc.; and (3) site visits to the prime recipient’s institution.
5. Relevant Policy and Regulatory References: Resulting awards to U.S. non-governmental organizations will be administered in accordance with Chapter 303 of USAID’s Automated Directives System (ADS-303); 22 CFR 226 - Administration of Assistance Awards to U.S. Non-Governmental Organizations; 2 CFR 230

Cost Principles for nonprofit organizations (formerly OMB Circular A-122), 2 CFR 200 Uniform Administrative Requirements, OMB Circular A-21 - Cost Principles for Educational Institutions, and OMB Circular A-133 for both universities and non-profit organizations, and Standard Provisions for U.S. Nongovernmental Organizations.

6. Authority to Obligate. No costs chargeable to the proposed Grant may be incurred before issuance and acceptance of either a fully executed Grant or a specific, written authorization from QED's Director of Knowledge Management and Learning, Andy Reuter.

7. Performance Monitoring and Reporting Requirements:

As required and applicable to the type of Organization this Grant is Awarded, the policies and federal regulations that are applicable and must be applied, are available at the following web sites:

a) ADS-303: <http://www.usaid.gov/policy/ads/300/303.pdf>

b) OMB Circular 122 "Cost Principles for Non-Profit Organizations"
https://www.whitehouse.gov/omb/circulars_a122_2004/22CFR226

c) 2CFR230: (formerly OMB Circular A-122) or OMB Circular A-21 respectively

<http://www.gpo.gov/fdsys/granule/CFR-2012-title2-vol1/CFR-2012-title2-vol1-part230/content-detail.html>

http://www.whitehouse.gov/omb/circulars_a021_2004/

OMB Circular A-133 - Audits of States, Local Governments and Non-Profit Organizations:

http://www.whitehouse.gov/sites/default/files/omb/assets/a133/a133_revised_2007.pdf

d) Standard Provisions for U.S. Nongovernmental Organizations:

<http://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf>

e) Standard Provisions for Non-U.S. Nongovernmental Organizations:

<https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>

f) PART 200—Uniform Administrative Requirements, Cost Principals, And Audit Requirements for Federal Awards

[eCFR — Code of Federal Regulations](#)

8. The Recipient shall be responsible for delivery of the following items: A definitive reporting period shall be established at the time of the award.

a) Implementation Plan: The recipient must provide a draft implementation plan for the program components described in the program description within 30 days of award. The recipient must provide annual implementation plans, including annual monitoring and evaluation plans that will be approved by the QED Grants Manager. As the length of the project may require the 2nd and subsequent year implementation plans shall be submitted within 30 days after expiring of previous year implementation plan. Annual implementation plans may be revised on an occasional basis, as needed and with the concurrence of the QED Grants Manager, to reflect changes on the ground.

b) Quarterly Progress Reports: The recipient must submit quarterly progress reports within 10 days from the end of the first full quarter of the project. These reports should summarize progress on major activities during the period of performance, indicating any problems encountered and the steps that were taken or will be taken to resolve those issues as appropriate and also include success stories. The recipient should promptly notify the QED Grants Manager of any problems, delays, or adverse conditions, which materially impair the recipient's ability to meet the requirements of the Agreement

c) Monthly Meetings: As requested, the recipient must hold monthly (or more frequently as necessitated by conditions related to project performance) meetings with the QED Grants

Manager, and/or the his designate, to discuss progress, identify opportunities for program improvement, and resolve problems as required.

- d) Annual Reporting: As applicable for any project that exceeds a Fiscal Year, the recipient must submit an annual report for each Fiscal Year, describing program activities from the four quarters (a separate fourth quarter report is not necessary) and providing an assessment toward achieving the annual objectives set forth in the annual implementation plan. This report is due 30 days after the end of the fiscal year.

At the end of implementation, the recipient must prepare a final program report. The recipient should prepare periodic success stories and other outreach materials that can be utilized by USAID.

Final Report: The Recipient is required to submit final report will be submitted within thirty (30) calendar days after the estimated completion date of the Award. The Recipient shall submit one copy of a Final Report to:

Joy Chen
Grants Manager
KDAD Project
1301 Pennsylvania Ave NW, Suite 403
Washington, DC 20004
E-mail jchen@kdad.org

The Final Report shall contain the following information as described in 22 CFR 226.51(d), covering the full period of the Award: an executive summary of the accomplishments and results achieved; an overall description of the activities and accomplishments; a summary of problems/obstacles encountered during implementation; success stories; an assessment of the comments and recommendations; other pertinent information.

This report should eliminate politically sensitive or proprietary information. Reports should incorporate as many graphics (maps, photos, charts, etc.) as possible and should include all project and evaluation tools and materials, in annex.

- e) Financial Reporting:
The recipient must submit a detailed payment request. Additionally, the Financial Expenditures Report in accordance with the Agreement budget must be submitted quarterly.

9. Branding Strategy and Marking Plan (M/P Plan)

It is a federal statutory and regulatory requirement (see Section 641, Foreign Assistance Act of 1961, as amended and 22 CFR 226.91) that all USAID-funded programs, projects, activities, public communications, and commodities that USAID partially or fully funds under a USAID grant or cooperative agreement or other assistance award or sub-award must be marked appropriately with the USAID identity. In accordance with ADS 320.3.3 Branding and Marking Requirements for Assistance Awards USAID's policy is that programs, projects, activities, public communications, or commodities implemented or delivered under co-funded instruments – such as grants, cooperative agreements, or other assistance awards that usually require a cost share – generally are “co-branded and co-marked.”

The successful applicant will be required to work with QED staff to develop an appropriate branding strategy and marking plan that satisfies the needs of the grant program. The KDAD-approved plan is provided as an attachment. More information on Branding strategy and Marking plan are available at

<http://www.usaid.gov/work-usaid/branding/assistance-awards>

The branding strategy and marking plan will become a material element of the grant.

END OF SECTION VII

SECTION VII – QED CONTACTS

Any prospective applicant desiring an explanation or interpretation of this RFA must request it in writing via email by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants and may result in an amendment of this RFA.

Any questions or comments concerning this RFA must be submitted in writing by email to Rishiv Khattar at grants@qedgroupllc.com by the deadline for questions indicated at the top of this RFA's cover letter.

END OF SECTION VII

Attachment A Budget Template

Grants-Under-Contract Budget with Cost Share						
Grant Title:						
Grantee Name:						
Date:						
I. Direct Costs						
		Rate / Price	x	Units	=	
a. Staff Salaries and Rates						
I. Name		\$0.00	x	0	=	
						\$0.00
Subtotal						\$0.00
						\$0.00
b. Fringe Benefits		0.00%				\$0.00
						\$0.00
c. Consultants						
I. Name		\$0.00	x	0.00	=	
						\$0.00
Subtotal						\$0.00
						\$0.00
d. Travel						
Airfare		\$0.00	x	0	=	\$0.00
Ground Transport		\$0.00	x	0	=	\$0.00
Hotels		\$0.00	x	0	=	\$0.00
Per Diem		\$0.00	x	0	=	\$0.00
Subtotal						\$0.00
						\$0.00
e. Equipment and Supplies						
Equipment		\$0.00	x	0	=	\$0.00
Communications		\$0.00	x	0	=	\$0.00
Supplies		\$0.00	x	0	=	\$0.00
Subtotal						\$0.00
						\$0.00
f. Facilities / Other						
Conference room		\$0.00	x	0	=	\$0.00
Catered lunch		\$0.00	x	0	=	\$0.00
Subtotal						\$0.00
						\$0.00
II. Indirect Costs						
Indirect Rate		0.00%				\$0.00
						\$0.00
IV. Total Cost						
Grand Total						\$0.00
						\$0.00

Attachment B: Progress Report Template

Progress Report
Grant Number:
Grantee:
Reporting Period: Day / Month / Year to Day / Month / Year
Program Highlights:
Program Progress: I. Milestone Achieved: a. Activities Completed: b. Results:
Lessons Learned from Learning Network Activities:
Planned Activities for Next Reporting Period:

Attachment C: Collaborating, Learning, and Adapting (CLA) Approach

USAID' is committed to learning and continual program improvement. USAID's **Program Cycle** is meant to be iterative; planning, implementation, and monitoring and evaluation all usually happen concurrently, while learning and adapting happen throughout programming.

The central function of USAID's **Collaborating, Learning and Adapting (CLA) approach** is to ensure that progress toward development objectives is guided by continuous learning through analysis of a wide variety of information and knowledge, including M&E data, innovations, and collected observations from those with particularly deep or unique insight in a given area, and iterative adaptation of program implementation and, where relevant, strategy. The intent is to continuously assess the causal pathway to desired outcomes and adjust activities as necessary to yield the most effective course of action. CLA is a key component of the Program Cycle and involves:

Collaborating: Working with others where it makes sense to avoid duplication of efforts and outdated practice, increase synergy, and share knowledge about what works and what doesn't.

Learning: Drawing on evidence and experience to develop strategies and design programs that are grounded in good practice and tailored to the local context and to inform implementation.

Adapting: Making iterative course corrections throughout implementation to maintain the relevance and accelerate the effectiveness of USAID's programming.

Although CLA is not currently required by the ADS, it is recommended, and many Missions are incorporating CLA processes and practices into their work. Each Mission has its own particular needs, requiring varying approaches to meet those needs, and therefore, CLA looks somewhat different in each Mission.

Examples of CLA in practice include:

1. Collaboration mapping
2. Adaptive management
3. Peer Learning Networks

To learn more about these three examples, view USAID's Learning: The Difference video: <http://usaidlearninglab.org/lab-notes/interactive-infographic-three-approaches-learning-and-adapting>

To learn more about CLA, visit:

- USAID's Learning Lab website: <https://usaidlearninglab.org/>
- Collaborating, Learning, and Adapting Resources and Contacts: <http://usaidlearninglab.org/library/collaborating-learning-and-adapting-resources-and-contacts>
- Collaborating, Learning, and Adapting for More Effective Development Programs video: <http://usaidlearninglab.org/library/collaborating-learning-and-adapting-more-effective-development-programs>
- CLA Overview Course: <http://usaidlearninglab.org/library/cla-overview-course>
- A CLA Dialogue: Missions and Partners Share Experiences and Best Practices: <http://usaidlearninglab.org/library/cla-dialogue-missions-and-partners-share-experiences-and-best-practices>
- [CLA Framework](#)
- [CLA Maturity Matrix overview](#)

- [CLA Case Competition](#)
- [Community Connector and CLA: Proving the Concept](#)
- [USAID/Indonesia and CLA: Using Open Space Technology for Strategy Development](#)

Appendix D: Learning Network

A **learning network** is a facilitated, peer-to-peer learning approach that can be highly effective at generating, capturing and sharing knowledge among donors and implementing partners to help strengthen a particular technical area. Learning networks promote innovation through the development and piloting of new approaches that can be brought to scale. While similar to other peer-learning tools and approaches, such as communities of practice, USAID learning networks are often more structured, with a smaller group size and a focus on outputs.

Characteristics of a Learning Network

USAID defines learning networks as having the following characteristics:

- **Composition:** A small group of organizations whose common interest is the development and pursuit of a shared learning agenda to be explored over a pre-determined period of time
- **Focus:** Learning at three distinct levels—individual organization, learning network, and sector/industry
- **Process:** A facilitated learning process with an integrated approach to the knowledge cycle, including knowledge generation, capture, dissemination, and application
- **Deliverables:** Member organizations complete deliverables associated with the three levels of learning
- **Resources:** Resources are provided to the organizations represented in the learning network, often through a competitive process including a dedicated network facilitator to work closely with the network to foster learning and collaboration

Phases of a Learning Network

Although each learning network is different, they typically go through six key phases over the course of the network period:

1. **Network Design:** The focus of the learning network is defined by the funding organization, a call for network partners is issued, and qualified partners are selected through a competitive grant process.
2. **Network Launch:** Network partners come together to brainstorm organizational learning agendas and develop work plans.
3. **Organizational Learning:** Network partners work on organizational learning agendas, engage in peer-to-peer learning, and receive regular technical support from other network members and industry experts.
4. **Broader Group Engagement:** Engagement with network partners increases and a deeper network-level learning begins to develop.
5. **Network Learning:** The group shifts from a singular focus on organizational learning to network learning and refines a network-level learning agenda.
6. **Industry Engagement:** The learning network finalizes deliverables and shares out learning with the larger development community.

To learn more about learning networks, visit USAID's Learning Network Resource Center at: <http://usaidlearninglab.org/learning-networks>

Attachment E: CERTIFICATIONS AND ASSURANCES

1. CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, 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 in connection with the awarding of any Federal contract, the making of any Federal Cooperative Agreement, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than 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 in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance.

The undersigned states, to the best of his or her knowledge and belief, that: If any 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 in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

2. PROHIBITION ON ASSISTANCE TO DRUG TRAFFICKERS FOR COVERED COUNTRIES AND INDIVIDUALS (ADS 206)

USAID reserves the right to terminate this Agreement, to demand a refund or take other appropriate measures if the Grantee is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140. The undersigned shall review USAID ADS 206 to determine if any certifications are required for Key Individuals or Covered Participants.

If there are COVERED PARTICIPANTS: USAID reserves the right to terminate assistance to or take other appropriate measures with respect to, any participant approved by USAID who is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

3. **CERTIFICATION REGARDING TERRORIST FINANCING IMPLEMENTING EXECUTIVE ORDER 13224**

By signing and submitting this application, the prospective recipient provides the certification set out below:

1. The Recipient, 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 Recipient to comply with its obligations under paragraph 1:
 - a. Before providing any material support or resources to an individual or entity, the Recipient 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/eotffc/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 Recipient.
 - b. Before providing any material support or resources to an individual or entity, the Recipient 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, Usama 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 Recipient should refer to the consolidated list available online at the Committee's website: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.
 - c. Before providing any material support or resources to an individual or entity, the Recipient 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 Recipient 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.un.org/English/Terrorism.asp>); or
 - (ii) an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational 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 Recipient 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 Recipient's obligations under paragraph I are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Recipient 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.

This Certification is an express term and condition of any agreement issued as a result of this application, and any violation of it shall be grounds for unilateral termination of the agreement by USAID prior to the end of its term.

Signed: _____
 (Typed Name and Title) _____
 (Name of Organization) _____ Date _____

4. CERTIFICATION OF RECIPIENT

By signing below the recipient provides certifications and assurances for (1) the Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs, (2) the Certification Regarding Lobbying, (3) the Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206) and (4) the Certification Regarding Terrorist Financing Implementing Executive Order 13224 above.

RFA No. _____
 Date of Application _____ Name of Recipient _____
 Typed Name and Title _____ Signature _____
 Date _____

5. KEY INDIVIDUAL CERTIFICATION NARCOTICS OFFENSES AND DRUG TRAFFICKING

I hereby certify that within the last ten years:

- 1. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.
- 2. I am not and have not been an illicit trafficker in any such drug or controlled substance.
- 3. I am not and have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

Signature: _____

Date: _____
Name: _____
Title/Position: _____
Organization: _____
Address: _____
Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain key individuals of organizations must sign this Certification.
2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

6. PARTICIPANT CERTIFICATION NARCOTICS OFFENSES AND DRUG TRAFFICKING

1. I hereby certify that within the last ten years:
 - a. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.
 - b. I am not and have not been an illicit trafficker in any such drug or controlled substance.
 - c. I am not or have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.
2. I understand that USAID may terminate my training if it is determined that I engaged in the above conduct during the last ten years or during my USAID training.

Signature: _____ Name: _____
Date: _____
Address: _____
Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain participants must sign this Certification.
2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

7. SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS

All applications must include the Survey on Ensuring Equal Opportunity for Applicants as an attachment to the RFA package. This survey can be found at the following website:

8. HOMELAND SECURITY PRESIDENTIAL DIRECTIVE -12 (HSPD-12) (Sept. 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 is applying the requirements of HSPD-12 to applicable assistance awards. USAID will begin issuing HSPD-12 “smart card” IDs to applicable recipients (and recipient employees), using a phased approach. Effective October 27, 2006, USAID will begin issuing new “smart card” IDs to new recipients (and recipient employees) requiring routine access to USAID controlled facilities and/or access to USAID’s information systems. USAID will begin issuance of the new smart card IDs to existing recipients (and existing recipient employees) on October 27, 2007. (Exceptions would include those situations where an existing recipient (or recipient employee) loses or damages his/her existing ID and would need a replacement ID prior to Oct 27, 2007. In those situations, the existing recipient (or recipient employee) would need to follow the PIV processes described below, and be issued one of the new smart cards.)

Accordingly, before a recipient (including a recipient 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 recipients (and recipient employee) must contact the USAID Security Office to obtain the list of acceptable forms of documentation, and recipients 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 recipient (or employee) to receive a building access ID, and before access will be granted to any of USAID’s information systems. All recipients (or employees) must physically present these two source documents for identity proofing at their USAID/W or Mission Security Briefing. The recipient (or employee) must return any issued building access ID and remote authentication token to USAID custody upon termination of the individual’s employment with the recipient or completion of the award, whichever occurs first.

The recipient must comply with all applicable HSPD-12 and PIV procedures, as described above, as well as any subsequent USAID or government-wide HSPD-12 and PIV procedures/policies, including any subsequent applicable 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 Agreement Officer.

The recipient is required to include this clause in any subawards (including subcontracts) that require the subawardee or subawardee employee to have routine physical access to USAID space or logical access to USAID’s information systems.

OTHER STATEMENTS OF RECIPIENT

1. AUTHORIZED INDIVIDUALS

The recipient represents that the following persons are authorized to negotiate on its behalf with QED and to bind the recipient in connection with this application or grant:

Name: _____
Title: _____
Telephone No. _____

2. TAXPAYER IDENTIFICATION NUMBER (TIN)

If the recipient is a U.S. organization, or a foreign organization which has income effectively connected with the conduct of activities in the U.S. or has an office or a place of business or a fiscal paying agent in the U.S., please indicate the recipient's TIN:

TIN: _____

3. DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER

- (a) In the space provided at the end of this provision, the recipient should supply the Data Universal Numbering System (DUNS) number applicable to that name and address. Recipients should take care to report the number that identifies the recipient's name and address exactly as stated in the proposal.
- (b) The DUNS is a 9-digit number assigned by Dun and Bradstreet Information Services. If the recipient does not have a DUNS number, the recipient should call Dun and Bradstreet directly at 1-800-333-0505. A DUNS number will be provided immediately by telephone at no charge to the recipient.

The recipient should be prepared to provide the following information:

- (1) Recipient's name.
- (2) Recipient's address.
- (3) Recipient's telephone number.
- (4) Line of business.
- (5) Chief executive officer/key manager.
- (6) Date the organization was started.
- (7) Number of people employed by the recipient.
- (8) Company affiliation.

(c) Recipients located outside the United States may obtain the location and phone number of the local Dun and Bradstreet Information Services office from the Internet Home Page at <http://www.dbisna.com/dbis/customer/custlist.htm>. If an offeror is unable to locate a local service center, it may send an e-mail to Dun and Bradstreet at globalinfo@dbisma.com.

The DUNS system is distinct from the Federal Taxpayer Identification Number (TIN) system.

DUNS: _____

4. LETTER OF CREDIT (LOC) NUMBER

If the recipient has an existing Letter of Credit (LOC) with USAID, please indicate the LOC number:

LOC: _____

5. PROCUREMENT INFORMATION

- (a) **Applicability.** This applies to the procurement of goods and services planned by the recipient (i.e., contracts, purchase orders, etc.) from a supplier of goods or services for the direct use or benefit of the recipient in conducting the program supported by the grant, and not to assistance provided by the recipient (i.e., a sub-grant or subagreement) to a sub-grantee or subrecipient in support of the subgrantee's or subrecipient's program. Provision by the recipient of the requested information does not, in and of itself, constitute USAID approval.
- (b) **Amount of Procurement.** Please indicate the total estimated dollar amount of goods and services which the recipient plans to purchase under the grant: \$_____
- (c) **Nonexpendable Property.** If the recipient plans to purchase nonexpendable equipment which would require the approval of the Agreement Officer, please indicate below (using a continuation page, as necessary) the types, quantities of each, and estimated unit costs. Nonexpendable equipment for which the Agreement Officer's approval to purchase is required is any article of nonexpendable tangible personal property charged directly to the grant, having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

TYPE/ DESCRIPTION (Generic)	QUANTITY	ESTIMATED UNIT COST
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- (d) **Source, Origin, and Component of Goods.** If the recipient plans to purchase any goods/commodities which are not of U.S. source and/or U.S. origin, and/or does not contain at least 50% component, which are not at least 50% U.S. source and origin, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, and probable source and/or origin, to include the probable source and/or origin of the components if less than 50% U.S. components will be contained in the commodity. "Source" means the country from which a commodity is shipped to the cooperating country or the cooperating country itself if the commodity is located therein at the time of purchase.

However, where a commodity is shipped from a free port or bonded warehouse in the form in which received therein, "source" means the country from which the commodity was shipped to the free port or bonded warehouse. Any commodity whose source is a non-Free World country is ineligible for USAID financing. The "origin" of a commodity is the country or area in which a commodity is mined, grown, or produced.

A commodity is produced when, through manufacturing, processing, or substantial and major assembling of components, commercially recognized new commodity results, which is substantially different in basic characteristics or in purpose or utility from its components. Merely packaging various items together for a particular procurement or relabeling items do not constitute production of a commodity. Any commodity whose origin is a non-Free World country is ineligible for USAID financing. "Components" are the goods, which go directly into the production of a produced commodity. Any component from a non-Free World country makes the commodity ineligible for USAID financing.

TYPE/DESCRIPTION PROBABLE (Generic)	QUANTITY UNIT COST	ESTIMATED GOODS COMPONENTS SOURCE	PROBABLE GOODS COMPONENTS ORIGIN
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- (e) **Restricted Goods.** If the recipient plans to purchase any restricted goods, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, intended use, and probable source and/or origin. Restricted goods are Agricultural Commodities, Motor Vehicles, Pharmaceuticals, Pesticides, Rubber Compounding Chemicals and Plasticizers, Used Equipment, U.S. Government-Owned Excess Property, and Fertilizer.

TYPE/DESCRIPTION (Generic)	QUANTITY UNIT COST	ESTIMATED SOURCE	PROBABLE ORIGIN	INTENDED USE
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- (f) Supplier Nationality. If the recipient plans to purchase any goods or services from suppliers of goods and services whose nationality is not in the U.S., please indicate below (using a continuation page, as necessary) the types and quantities of each good or service, estimated costs of each, probable nationality of each non-U.S. supplier of each good or service, and the rationale for purchasing from a non-U.S. supplier. Any supplier whose nationality is a non-Free World country is ineligible for USAID financing.

TYPE/DESCRIPTION	QUANTITY	ESTIMATED	PROBABLE SUPPLIER
NATIONALITY RATIONALE	UNIT COST	(Non-US Only)	for NON-US

(Generic)

- (g) Proposed Disposition. If the recipient plans to purchase any nonexpendable equipment with a unit acquisition cost of \$5,000 or more, please indicate below (using a continuation page, as necessary) the proposed disposition of each such item.

Generally, the recipient may either retain the property for other uses and make compensation to USAID (computed by applying the percentage of federal participation in the cost of the original program to the current fair market value of the property), or sell the property and reimburse USAID an amount computed by applying to the sales proceeds the percentage of federal participation in the cost of the original program (except that the recipient may deduct from the federal share \$500 or 10% of the proceeds, whichever is greater, for selling and handling expenses), or donate the property to a host country institution, or otherwise dispose of the property as instructed by USAID.

TYPE/DESCRIPTION	QUANTITY	ESTIMATED UNIT COST	PROPOSED DISPOSITION
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(Generic)

6. TYPE OF ORGANIZATION

The recipient, by checking the applicable box, represents that -

- (a) If the recipient is a U.S. entity, it operates as a corporation incorporated under the laws of the State of, an individual, a partnership, a nongovernmental nonprofit organization, a state or local governmental organization, a private college or university, a public college or university, an international organization, or a joint venture; or
- (b) If the recipient is a non-U.S. entity, it operates as a corporation organized under the laws of _____ (country), an individual, a partnership, a nongovernmental nonprofit organization, a nongovernmental educational institution, a governmental organization, an international organization, or a joint venture.

7. TYPE OF ORGANIZATION

The recipient, by checking the applicable box, represents that -

- (a) If the recipient is a U.S. entity, it operates as a corporation incorporated under the laws of the State of, an individual, a partnership, a nongovernmental nonprofit organization, a state or local governmental organization, a private college or university, a public college or university, an international organization, or a joint venture; or
- (b) If the recipient is a non-U.S. entity, it operates as a corporation organized under the laws of _____ (country), an individual, a partnership, a nongovernmental nonprofit organization, a nongovernmental educational institution, a governmental organization, an international organization, or a joint venture.

8. ESTIMATED COSTS OF COMMUNICATIONS PRODUCTS

The following are the estimate(s) of the cost of each separate communications product (i.e., any printed material [other than non- color photocopy material], photographic services, or video production services) which is anticipated under the grant. Each estimate must include all the costs associated with preparation and execution of the product. Use a continuation page as necessary.

Attachment F: Other Provisions

1. MARKING UNDER ASSISTANCE INSTRUMENTS

(a) Definitions

Commodities mean any material, article, supply, goods or equipment, excluding recipient offices, vehicles, and non-deliverable items for recipient's internal use, in administration of the USAID funded grant, cooperative agreement, or other agreement or subagreement.

Principal Officer means the QED Project Manager..

Programs mean an organized set of activities and allocation of resources directed toward a common purpose, objective, or goal undertaken or proposed by an organization to carry out the responsibilities assigned to it.

Projects include all the marginal costs of inputs (including the proposed investment) technically required to produce a discrete marketable output or a desired result (for example, services from a fully functional water/sewage treatment facility).

Public communications are documents and messages intended for distribution to audiences external to the recipient's organization. They include, but are not limited to, correspondence, publications, studies, reports, audio visual productions, and other informational products; applications, forms, press and promotional materials used in connection with USAID funded programs, projects or activities, including signage and plaques; Web sites/Internet activities; and events such as training courses, conferences, seminars, press conferences and so forth.

Sub-recipient means any person or government (including cooperating country government) department, agency, establishment, or for profit or nonprofit organization that receives a USAID sub-award, as defined in 22 C.F.R. 226.2.

Technical Assistance means the provision of funds, goods, services, or other foreign assistance, such as loan guarantees or food for work, to developing countries and other USAID recipients, and through such recipients to sub-recipients, in direct support of a development objective – as opposed to the internal management of the foreign assistance program.

USAID Identity (Identity) means the official marking for the United States Agency for International Development (USAID), comprised of the USAID logo or seal and new brandmark, with the tagline that clearly communicates that our assistance is “from the American people.” The USAID Identity is available on the USAID website at www.usaid.gov/branding and USAID provides it without royalty, license, or other fee to recipients of USAID-funded grants, or cooperative agreements, or other assistance awards.

(b) Marking of Program Deliverables

(1) All recipients must mark appropriately all overseas programs, projects, activities, public communications, and commodities partially or fully funded by a USAID grant or cooperative agreement or other assistance award or subaward with the USAID Identity, of a size and prominence equivalent to or greater than the recipient's, other donor's, or any other third party's identity or logo.

(2) The Recipient will mark all program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) with the USAID Identity. The Recipient should erect temporary signs or plaques early in the construction or implementation phase. When construction or implementation is complete, the Recipient must install a

permanent, durable sign, plaque or other marking.

(3) The Recipient will mark technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities and other promotional, informational, media, or communications products funded by USAID with the USAID Identity.

(4) The Recipient will appropriately mark events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities, with the USAID Identity. Unless directly prohibited and as appropriate to the surroundings, recipients should display additional materials, such as signs and banners, with the USAID Identity. In circumstances in which the USAID Identity cannot be displayed visually, the recipient is encouraged otherwise to acknowledge USAID and the American people's support.

(5) The Recipient will mark all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies, and other materials funded by USAID, and their export packaging with the USAID Identity.

(6) The Agreement Officer may require the USAID Identity to be larger and more prominent if it is the majority donor, or to require that a cooperating country government's identity be larger and more prominent if circumstances warrant, and as appropriate depending on the audience, program goals, and materials produced.

(7) The Agreement Officer may require marking with the USAID Identity in the event that the recipient does not choose to mark with its own identity or logo.

(8) The Agreement Officer may require a pre-production review of USAID-funded public communications and program materials for compliance with the approved Marking Plan.

(9) Sub-recipients. To ensure that the marking requirements "flow down" to sub-recipients of sub-awards, recipients of USAID funded grants and cooperative agreements or other assistance awards will include the USAID-approved marking provision in any USAID funded sub-award, as follows:

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

(10) Any 'public communications', as defined in 22 C.F.R. 226.2, funded by USAID, in which the content has not been approved by USAID, must contain the following disclaimer:

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

(11) The recipient will provide the Cognizant Technical Officer (CTO) or other USAID personnel designated in the grant or cooperative agreement with two copies of all program and communications materials produced under the award. In addition, the recipient will submit one electronic or one hard copy of all final documents to USAID's Development Experience Clearinghouse.

(c) Implementation of marking requirements.

(1) When the grant or cooperative agreement contains an approved Marking Plan, the recipient will implement the requirements of this provision following the approved Marking Plan.

(2) When the grant or cooperative agreement does not contain an approved Marking Plan, the recipient will propose and submit a plan for implementing the requirements of this provision within [**Agreement Officer fill-in**] days after the effective date of this provision. The plan will include:

(i) A description of the program deliverables specified in paragraph (b) of this provision that the recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the USAID Identity.

(ii) the type of marking and what materials the applicant uses to mark the program deliverables with the USAID Identity,

(iii) when in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking,

(3) The recipient may request program deliverables not be marked with the USAID Identity by identifying the program deliverables and providing a rationale for not marking these program deliverables. Program deliverables may be exempted from USAID marking requirements when:

(i) USAID marking requirements would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials;

(ii) USAID marking requirements would diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent;

(iii) USAID marking requirements would undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as “by” or “from” a cooperating country ministry or government official;

(iv) USAID marking requirements would impair the functionality of an item;

(v) USAID marking requirements would incur substantial costs or be impractical;

(vi) USAID marking requirements would offend local cultural or social norms, or be considered inappropriate;

(vii) USAID marking requirements would conflict with international law.

(4) The proposed plan for implementing the requirements of this provision, including any proposed exemptions, will be negotiated within the time specified by the Agreement Officer after receipt of the proposed plan. Failure to negotiate an approved plan with the time specified by the Agreement Officer may be considered as noncompliance with the requirements is provision.

(d) Waivers.

(1) The recipient may request a waiver of the Marking Plan or of the marking requirements of this provision, in whole or in part, for each program, project, activity, public communication or commodity, or, in exceptional circumstances, for a region or country, when USAID required marking would pose compelling political, safety, or security concerns, or when marking would have an adverse impact in the cooperating country. The recipient will submit the request through the Cognizant Technical Officer. The Principal Officer is responsible for approvals or disapprovals of waiver requests.

(2) The request will describe the compelling political, safety, security concerns, or adverse impact that require a waiver, detail the circumstances and rationale for the waiver, detail the specific requirements to be

waived, the specific portion of the Marking Plan to be waived, or specific marking to be waived, and include a description of how program materials will be marked (if at all) if the USAID Identity is removed. The request should also provide a rationale for any use of recipient's own identity/logo or that of a third party on materials that will be subject to the waiver.

(3) Approved waivers are not limited in duration but are subject to Principal Officer Review at any time, due to changed circumstances.

(4) Approved waivers "flow down" to recipients of sub-awards unless specified otherwise. The waiver may also include the removal of USAID markings already affixed, if circumstances warrant.

(5) Determinations regarding waiver requests are subject to appeal to the Principal Officer's Cognizant Assistant Administrator. The recipient may appeal by submitting a written request to reconsider the Principal Officer's waiver determination to the Cognizant Assistant Administrator.

(e) **Non-retroactivity.** The requirements of this provision do apply to any materials, events, or commodities produced prior to January 2, 2006. The requirements of this provision do not apply to program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) where the construction and implementation of these are complete prior to January 2, 2006 and the period of the grant does not extend past January 2, 2006.

2. IMPLEMENTATION OF E.O. 13224 -- EXECUTIVE ORDER ON TERRORIST FINANCING (MARCH 2002)

The Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all contracts/subawards issued under this agreement.

3. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 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://pdf.dec.org/pdf_docs/PDABQ631.pdf

b. USAID therefore requires that the recipient not discriminate against people with disabilities in the implementation of USAID funded programs and that it make every effort to comply with the objectives of the USAID Disability Policy in performing the program under this grant or cooperative agreement. To that end and to the extent it can accomplish this goal within the scope of the program objectives, the recipient should demonstrate a comprehensive and consistent approach for including men, women and children with disabilities.

4. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JAN 2002)

Funds in this agreement may not be used to finance the travel, per diem, hotel expenses, meals, conferences fees or other conference costs for any member of a government's delegation to an international conference sponsored by a public international organization, except as provided in the ADS Mandatory Reference

“Guidance on Funding Foreign Government Delegations to International Conferences” or as approved by the Agreement Officer.

5. REPORTING OF FOREIGN TAXES (MARCH 2006)

APPLICABILITY: This provision is applicable to all USAID agreements that obligate or subobligate FY 2003 or later funds except for agreements funded with Operating Expense, Pub. L. 480 funds, or trust funds, or agreements where there will be no commodity transactions in a foreign country over the amount of \$500.

a. The recipient must annually submit two reports annually:

- (i) an interim report by November 17, and;
- (2) a final report by April 16 of the next year.

b. Contents of Report. The report must contain:

- (i) Contractor/recipient name.
- (ii) Contact name with phone, fax and email.
- (iii) Agreement number(s).
- (iv) 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 USAID. (foreign assistance) funds under this agreement during the prior U.S. fiscal year.
- (v) Only foreign taxes assessed by the foreign government in the country receiving U.S. assistance are to be reported. Foreign taxes by a third party foreign government are not to be reported. For example, if an assistance program for Senegal involves the purchase of commodities in South Africa using foreign assistance funds, any taxes imposed by South Africa would not be reported in the report for Senegal (or South Africa).
- (vi) Any reimbursements received by the Recipient during the period in (iv) regardless of when the foreign tax was assessed plus, for the interim report, any reimbursements on the taxes reported in (iv) received by the Recipient through October 31 and for the final report, any reimbursements on the taxes reported in (iv) received through March 31.
- (vii) The final report is an updated cumulative report of the interim report.
- (viii) Reports are required even if the recipient did not pay any taxes during the report period.
- (viii) Cumulative reports may be provided if the recipient is implementing more than one program in a foreign country.

c. Definitions. For purposes of this clause:

- (i) “Agreement” includes USAID direct and country contracts, grants, cooperative agreements and interagency agreements.
- (ii) “Commodity” means any material, article, supply, goods, or equipment.
- (iii) “Foreign government” includes any foreign governmental entity.
- (iv) “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: QED Project Manager

e. Subagreements. The recipient must include this reporting requirement in all applicable subcontracts, subgrants and other subagreements.

f. For further information, see <http://www.state.gov/m/rm/ci0443.htm>

Subagreements. The contractor/recipient must include this reporting requirement in all applicable subcontracts, subgrants and other subagreements.