



USAID | UGANDA

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Issuance Date: September 8, 2011
Bidders Conference (Kampala): September 23, 2011
Deadline for Submitting Questions: September 29, 2011
Closing Date: October 19, 2011
Closing Time: 4.00 p.m (Uganda-Kampala Time)

**SUBJECT: Request for Proposal (RFP) No. SOL-617-11-000009
Community Connector (CC) Project**

Dear Sir/Madam:

The United States Government, represented by the U.S. Agency for International Development (USAID), Uganda, is seeking proposals from qualified organizations interested in providing services to support the Uganda Community Connector Project. The purpose of this contract is to reduce poverty by enabling vulnerable households in Uganda to improve nutrition and achieve sustainable food and livelihood security. This will be achieved through integrated nutrition and agriculture interventions at the community and household level.

This procurement shall be conducted under full and open competition, under which any type of organization (U.S. and non-U.S. commercial for profit firms, educational institutions, non-profit organizations) is eligible to compete. The procedures set forth in FAR Part 15 shall apply.

USAID plans to award a 5-year Fixed Price Award Fee (FPAF) completion type contract for the implementation of this activity. The Government anticipates an award of an approximately \$24.5 million contract for the five year period; however, the Government is in no way obligated to make an award within the above range. Cost proposals shall be evaluated as a part of a Best Value determination for contract award.

A Bidders Conference will be held in Kampala, Uganda on September 23, 2011. The exact time and location of the conference has not been determined and will be posted on the website along with the RFP. If substantive questions are received which affect the response to the solicitation, or if changes are made to the closing date and time, as well as other aspects of the RFP, this solicitation will be amended. Any amendments to this solicitation will be issued and posted on the website along with the RFP. Offerors are encouraged to check the FedBizOpps website (<http://FedBizOpps.gov>) periodically.

Interested Vendor List is not included in this solicitation. Offerors can register and use the Interested Vendor List (IVL) on the FedbizOpps page, so that firms can contact one another for consideration of teaming arrangements in response to this solicitation.

It is the responsibility of the recipient of this solicitation document to ensure that it has been received from the internet in its entirety and USAID bears no responsibility for data errors resulting from transmission or conversion processes.

Offerors are encouraged to read the entire solicitation, which includes the closing date and time, all pertinent contract requirements, and the conditions and instructions required for submitting a proposal. Offerors may submit questions via email within twenty-two (22) calendar days from the date of issuance of this RFP.

Issuance of this solicitation does not in any way obligate the U.S. Government to award a contract nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of a proposal. Furthermore, the Government reserves the right to reject any and all offers, if such action is considered to be in the best interest of the Government.

Thank you for your interest in USAID programs.

Sincerely,

John May
Regional Contracting Officer

SOLICITATION, OFFER AND AWARD		1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)		RATING		PAGE OF PAGES 1 2	
2. CONTRACT NUMBER		3. SOLICITATION NUMBER SOL-617-11-000009		4. TYPE OF SOLICITATION <input type="checkbox"/> SEALED BID (IFB) <input checked="" type="checkbox"/> NEGOTIATED (RFP)		5. DATE ISSUED 09/08/2011	
7. ISSUED BY USAID Uganda		CODE UGANDA		8. ADDRESS OFFER TO (If other than Item 7)			
6. REQUISITION/PURCHASE NUMBER REQ-617-11-000023							

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

SOLICITATION

9. Sealed offers in original and _____ copies for furnishing the supplies or services in the Schedule will be received at the place specified in Item 8, or if hand carried, in the depository located in _____ until 1600 LT local time 10/19/2011
(Hour) (Date)

CAUTION: LATE Submissions, Modifications, and Withdrawals: See Section L, Provision No. 52.214-7 or 52.215-1. All offers are subject to all terms and conditions contained in this solicitation.

10. FOR INFORMATION CALL:	A. NAME Nathaniel scott	B. TELEPHONE (NO COLLECT CALLS)			C. E-MAIL ADDRESS nscott@usaid.gov
		AREA CODE	NUMBER	EXT.	

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OFFER (Must be fully completed by offeror)

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

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

13. DISCOUNT FOR PROMPT PAYMENT (See Section I, Clause No. 52.232.8)	10 CALENDAR DAYS (%)	20 CALENDAR DAYS (%)	30 CALENDAR DAYS (%)	CALENDAR DAYS (%)
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14. ACKNOWLEDGEMENT OF AMENDMENTS (The offeror acknowledges receipt of amendments to the SOLICITATION for offerors and related documents numbered and dated):	AMENDMENT NO.	DATE	AMENDMENT NO.	DATE

15A. NAME AND ADDRESS OF OFFEROR	CODE	FACILITY	16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER (Type or print)		
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15B. TELEPHONE NUMBER	15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE.	17. SIGNATURE	18. OFFER DATE
AREA CODE NUMBER EXT.	<input type="checkbox"/>		

AWARD (To be completed by government)

19. ACCEPTED AS TO ITEMS NUMBERED	20. AMOUNT	21. ACCOUNTING AND APPROPRIATION	
22. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION: <input type="checkbox"/> 10 U.S.C. 2304 (c) () <input type="checkbox"/> 41 U.S.C. 253 (c) ()		23. SUBMIT INVOICES TO ADDRESS SHOWN IN (4 copies unless otherwise specified)	ITEM
24. ADMINISTERED BY (If other than Item 7)	CODE	25. PAYMENT WILL BE MADE BY	CODE
26. NAME OF CONTRACTING OFFICER (Type or print) John May		27. UNITED STATES OF AMERICA (Signature of Contracting Officer)	28. AWARD DATE

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

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
SOL-617-11-000009

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	Community Connector Project to improve lives through community-level integrated nutrition and agriculture interventions Project to improve lives SB Plan: NO Delivery Location Code: USAID/UGANDA USAID/UGANDA U.S. Mission Compound, South Wing Plot 1577 Ggaba Rd PO Box 7856 Kampala, Uganda				
0001	Technical assistance to implement a food security, nutrition and livelihood project				
0002	Technical Assistance to implement food security, nutrition and livelihood project.				

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PART I: THE SCHEDULE

SECTION B: SUPPLIES AND SERVICES/PRICES

B.1: PURPOSE

USAID/Uganda anticipates awarding a 5-year contract to reduce poverty by enabling vulnerable households in Uganda to improve nutrition and achieve sustainable food and livelihood security. This will be achieved through integrated nutrition and agriculture interventions at the community and household level.

B.2: CONTRACT TYPE

This is a Fixed-Price-Award-Fee (FPAF) completion type contract. For the consideration set for the below, the Contractor shall provide the deliverables or outputs described in Section C and F, in accordance with performance standards specified in Attachment 3.

B.3: ESTIMATED COST, AWARD FEE AND OBLIGATED AMOUNT

(a) The estimated fixed price for the performance of the work required hereunder, exclusive of award fee, if any, is \$23,330,000. The award fee, if any, is \$1,170,000. The estimated Fixed Price Award Fee, if any, is \$24,500,000.

(b) Within the estimated Fixed-Price-Award-Fee (if any) specified in paragraph (a) above, the amount currently obligated and available for disbursement (and payment of fee, if any) for performance hereunder is \$5,000,000. The Contractor shall not exceed the aforesaid obligated amount in accordance with the Limitation of Funds Clause, FAR 52.232.22

(c) Funds obligated hereunder are anticipated to be sufficient through TBD.

SECTION C: STATEMENT OF WORK

COMMUNITY CONNECTOR

Improving Lives through Community-level Integrated Nutrition and Agriculture Interventions

C.1 INTRODUCTION

C.1.1 Summary

USAID/Uganda¹ anticipates awarding a 5-year contract to reduce poverty by enabling vulnerable households in Uganda to improve nutrition and achieve sustainable food and livelihood security. This will be achieved through integrated nutrition and agriculture interventions at the community and household level that will lead to two intermediate results:

IR1: Improved Nutritional Status of Women and Children.

IR2: Livelihoods of vulnerable populations improved in an equitable and sustainable manner

The Community Connector (CC) will focus on reducing poverty, food insecurity and undernutrition through a comprehensive and multi-sectoral approach targeting those communities that witness disproportionate levels of each. The program will be implemented using an approach that aligns with five core principles: 1) Use of local systems and local capacity; 2) Comprehensive approach to assessing household status; 3) Clarity on the role of gender dynamics in households and communities; 4) Enhancing existing models; and, 5) Ability to learn and adapt program approaches based on research and program experience. Additionally, the program will be implemented following the National Development Plan, the Food and Nutrition Policy, Economic Policy (SACCOs), The Comprehensive Africa Agriculture Development Program (CAADP) Policy, the National Agricultural and Advisory Services, the National Health Policy II, the Health Sector Strategic and Investment Plan, Primary Health Care Strategy, and the Uganda Minimum Health Care Package.

Based on available resources, the program will scale up to eventually operate in 18 districts with high levels of undernutrition and poverty. This effort will be multiplied by strategically implementing the Community Connector in geographic areas that allow for an overlay with other USAID-supported activities promoting improved agricultural production, market development, health and nutrition.

C.1.2 Background

C.1.2.1 Overview of Determinants of Undernutrition and Food Insecurity in Uganda

Uganda has one of the fastest growing economies in Africa, yet the rural poor are left behind as witnessed by continued poverty, food insecurity and undernutrition. More than 7.7 million Ugandans are living in poverty, and over 90% of the poor reside in rural areas². The majority of households in Uganda depend on subsistence agriculture as a source of income; almost 80% of households participate in agricultural activities and include agriculture as a livelihood source. Six point three (6.3%) of households in Uganda are food insecure, and 21.3% of households are moderately food insecure and at risk of becoming food insecure if conditions deteriorate³.

Undernutrition and food insecurity are surprisingly high for a nation with such vast agricultural potential. The national level of stunting is 38% of children under-five, rates of vitamin A deficiency among children and women stands at 20% and 19% and anemia at 75% and 49% respectively⁴. Although Uganda produces food sufficient to meet the needs of its growing population and is a net exporter, seven out of ten people in Uganda are unable to access nutrient-dense foods. About 11% of children are born already

¹ This activity will be jointly managed by two Development Objective (DO) teams: DO1, *Economic growth from agriculture and the natural resource base expanded in selected areas and population groups*, and DO3, *Improved health and nutrition status in focus areas and population groups*.

² USAID Uganda Feed the Future Multi-Year Strategy.

³ World Food Programme. *Comprehensive Food Security and Vulnerability Analysis*. April 2009.

⁴ An estimated 50% of cases of anemia are due to iron deficiency while other cases are associated with malaria, helminth infections and high fertility rates.

stunted (HAZ < -2) and 16% of Uganda children are wasted (WHZ < -2) at birth due to high fertility rates, short birth intervals, young maternal age, and maternal undernutrition. Chronic undernutrition among children is higher in rural areas (39.5%) than urban areas (25.5%) and higher among women with no education (48%) compared to women with secondary or higher education (less than 40%). While the highest wealth quintile sees the lowest levels of stunting (24%), all other wealth categories are associated with high levels of child undernutrition (all above 37%). These rates provide some evidence that undernutrition affects various levels of society and not only among the most vulnerable.

Accordingly, **increasing incomes alone will not have a significant impact on undernutrition**. Household survey data across countries has regularly confirmed that income growth, even if uniformly distributed, has only modest impacts on undernutrition. Uganda-specific research has shown that “at a 5% rate of per capita income growth (substantially larger than the average for the last decade) it would take 33 years to reduce current underweight rates by half.”⁵ On the other hand, evidence shows that improved nutrition does have an impact on physical, mental and cognitive development which can increase overall productivity and learning potential which can subsequently lend to improved outcomes in the next generation. In other words, improved nutrition has a causal relationship to increased agricultural production and therefore the interplay between nutrition and productivity should direct programs, not restrict them.

It is estimated that undernutrition costs Uganda’s economy up to \$210 million per year and thus its connection to poverty and national GDP is inextricably linked. Recent studies have shown that a stunted child is not only less productive over the course of his or her life, but also suffers from decreased cognitive development, poor academic performance, and a weakened immune system, leading to increased risk of disease and death, and overall lower earning potential than a child who is well nourished. Evidence shows that the window of opportunity to reach these children is during the first 1000 days of development – conception through 24 months of age – when physical and mental development is at a critical stage. In addition to stunting, other micronutrient deficiencies such as iron deficiency anemia and Vitamin A deficiency also affect many children and women, compounding negative health and development outcomes.

Undernutrition is caused by a culmination of factors, including: child care and hygiene practices in the home, access to sufficient diverse and quality foods, access to and utilization of maternal, child health and nutrition services, and traditional/cultural beliefs regulating attitude, conduct and practice regarding health and nutrition⁶. Undernutrition rates in Uganda have been minimally affected by increases in income. In fact, some of the highest rates of child undernutrition are in the most food secure regions of the country (Southwest). In these areas, undernutrition may be further exacerbated by population growth and the rapid decline in available land and other natural resources per farmer. This land fragmentation has led to decreases in food production, a phenomenon not exclusive to the Southwest.

In Northern Uganda, on the other hand, undernutrition in vulnerable populations is more closely tied to poverty and limited agricultural productivity and know-how. In many parts of Northern Uganda, people who have spent the majority of their formative years in IDP camps are now returning to villages. These populations are re-establishing farms and other livelihoods, and food security is at risk because of limited access to agricultural inputs, poor post-harvest practices, plant pests and diseases, erratic climates, poor market access, diminished agricultural skills, and lack of livelihood options beyond agriculture⁷. A lack of labor and equipment to clear land, poor dissemination and adoption of productivity enhancing technologies, and lack of access to financial services and monetary assets are other key constraints. Furthermore, an inability to adequately meet household food consumption requirements is likely hidden by existing programs that provide food aid to the region. This food aid provides approximately 20% of the household food basket, and when food aid programming ceases in the region recipient populations will likely require assistance in establishing sustainable livelihoods that enable people to access their own food.

Gender inequity is also a major contributor to overall poverty and undernutrition in Uganda. Women make up the majority of the agricultural labor force yet they have less control than men over the means of production and rewards from their efforts. The average Ugandan woman spends nine hours a day on care labor activities such as fetching water, firewood and caring for the sick. With burdensome work-loads and high fertility rates, women often bear the brunt of household food insecurity and in turn are unable to provide adequate care to children, such as exclusive breastfeeding, complementary feeding or even caring for a sick child. The lack

⁵ Alderman, H. Stimulating Economic Growth through Improved Nutrition. Disease Control Priorities Project, 2007

⁶ Some examples of cultural norms and beliefs that have come out of focus group discussions include: malnourished children are a result of punishment from ancestors, witchcraft, or inadequate blood circulation; pregnant women should not eat eggs or liver; and women should not give colostrum to babies. See the *Evaluation of the Gender Informed Nutrition and Agriculture (GINA) II Project in Uganda* for additional information.

⁷ United Nations OCHA. Uganda Humanitarian Profile 2011.

of resources for the household and high levels of poverty in these regions increase the risk of undernutrition, while undernourished women and children suffer limited productive potential and thus perpetuate the cycle of poverty, food insecurity and undernutrition.

There are many notable differences between male headed households (MHH) and women headed households (WHH) in Ugandan agriculture. The table below provides an overview of these differences⁸.

Element	Characteristics of Men and MHHs	Characteristics of Women and WHHs
Landholding	MHHs hold between 80% and 90% of the ownership rights of the land available in Uganda. MHHs hold more than twice the land size held by FHHs. MHHs are able to use land as collateral to access credit.	Low asset levels restrict income growth. WHHs are more likely to deplete assets in order to meet basic needs of food, medicine, and health care. Access to credit is difficult without land titles.
Agricultural Activities	MHHs often can act as employers within the agricultural sector. When household agricultural products are sold, men tend to control the income from the sale.	WHHs are largely employees or self-employed. Crop income, if any, is rarely controlled by women.
Crop Preferences	MHHs allocate much less land to growing beans and cassava than WHHs. Where coffee is grown, MHHs allocate 40% of their land to coffee. More MHHs grow high-value commodities such as rice, pineapples, oranges, cabbages, tea, and tobacco.	WHHs prefer to grow matooke, maize, beans, and cassava. Where coffee is grown, WHHs allocate less than 20% of the land to coffee. WHHs are less likely to grow cash crops and focus on food crops.
Agricultural Input Use	Use of agricultural inputs is low in both MHHs and WHHs. Utilization of inputs is reported more in MHHs than WHHs. Cost and availability are key reasons for non-use.	WHHs report that limited access to information and knowledge as the key reason for non-use. Limited networking and low mobility further hinders access to inputs and information.
Livestock	Men are generally responsible for larger livestock, particularly cattle.	Women are responsible for small-scale livestock rearing.
Asset Ownership	Men are more likely to own productive assets, such as pangas, hoes, and means of transportation.	Women may own basic household assets for domestic chores, such as saucepans or pots.
Land Use	Men often decide how to use land.	Women have little control over decisions regarding which crops to plant.

Women and FHHs face several additional specific challenges in Uganda. Women’s mobility is restricted due to family and care labor responsibilities, resulting in time poverty and an inability to produce enough food, adopt new technologies, and engage in new economic activities. This necessary prioritization of food cultivation can prevent women and FHHs from diversifying their crops or engaging in more lucrative or commercially viable activities. In turn, women are less well-equipped to cope with seasonal stresses or unpredictable livelihood shocks. In instances where men control all the resources and make decisions without consultation, the lack of control has negative implications for women’s willingness to invest in land and/or new technologies.

To break the cycle, household and community interventions must focus on the unique role of Ugandan women as both primary care givers and producers and processors of food, and increase women’s ability to cope with unexpected shocks, such as illness, as well as

⁸ This table provides an overview of gender dynamics in agriculture. As with all top-level summaries, deviations from this pattern can and will exist. All information paraphrased from Nabbumba Nayenga, Rosetti. Nabbumba Nayenga, Rosetti. “Gender Dynamics in Agriculture in Uganda: What are the Key Policy Considerations?” July 2008.

increase opportunities for women to build assets and function as economic actors in value chains. This is not to say that women should be the sole focus of interventions; past experience has shown that the support of men and community leaders is required for program interventions to gain traction.

The USAID Gender Informed Nutrition and Agriculture (GINA) Project, implemented by the Food Science and Technology Department of Makerere University, is one example of a past program that demonstrated in one sub-region that an integrated nutrition education and agricultural development initiative, coupled with improved hygiene and food safety and an approach informed by gender analysis can increase food security and incomes and reduce the prevalence of underweight children within a short time⁹. This initiative showed impressive results in a short time (24 months), and demonstrated how a focus on gender equity can support the integration of agricultural and nutritional efforts. However, GINA was conducted on a pilot basis, and the lessons learned from this activity need to inform any efforts to scale up similar approaches. Similarly, other organizations working in Uganda have also demonstrated integrated models that promote food security, household incomes and nutrition among small holder farmers in Uganda.

The opportunities to transform agriculture production into improved nutrition outcomes are clearer at the household level (mainly through the production of diverse foods) where combined drivers of under-nutrition are not stove-piped by sectors. However, working at the household level alone is not sufficient. Community norms related to gender, nutrition and hygiene care practices, and agricultural production will need to be addressed and reinforced in order to create an enabling environment, and to address behavior change among a larger audience than those specifically targeted vulnerable households. Working at the household and community level affords the opportunity to address economic, health, and gender norms, while reducing barriers to improved nutrition.

C.1.2.2 USAID's Feed the Future (FTF) Initiative

FTF is the comprehensive global hunger, food security, and poverty reduction initiative recently launched by the U. S. Government. It invests in country-owned plans that support results-based programs and partnerships to promote inclusive agriculture sector growth and improve nutritional status, especially of women and children. It also features cross-cutting priorities of gender equality and expanded opportunities for women and girls, as well as environmentally sustainable and climate resilient agricultural development integrated into all FTF investments. Other key principles include strengthening strategic coordination, leveraging the benefits of multilateral organizations, and delivering on sustained and accountable commitments. Uganda was selected as a focus country for FTF because of its adoption of both the CAADP Compact and the Development Strategy and Investment Plan (DSIP), as well as because of its high levels of undernutrition and rural poverty.

The FTF initiative is based on the twin goals of increasing agricultural growth and improving nutritional status, especially for women and children. The USAID/Uganda FTF program will support a set of interventions under each of these pillars that will sustainably increase agricultural productivity and competitiveness of smallholders, improve the functioning of markets and trade as well as increase access to diverse and high-quality diets, improve nutrition-related behaviors and increase usage of maternal and child health and nutrition services.

The five FTF goals of USAID/Uganda include:

1. Increasing agricultural productivity;
2. Eliminating perennial food and nutrition insecurity;
3. Improving the effectiveness of humanitarian assistance;
4. Reducing poverty; and
5. Strengthening government capacity to support growth in the agriculture sector.

C.1.2.3 USAID's Global Health Initiative (GHI)

Similar to FTF, the GHI also places women and children at the forefront of USG development efforts. With a plan to work with host countries to improve health outcomes through strengthened systems, focus is placed on improving the health of women and children through programs including infectious disease, nutrition, maternal and child health, family planning, and safe water. GHI principles further include strategic coordination and integration, leveraging partnerships and private sector engagement, improving metrics, monitoring and evaluation and promoting research and innovation. Nutrition programs and goals link the FTF and GHI programs in the USG's broader development efforts.

⁹ USAID, Gender-Informed Nutrition and Agriculture (GINA) Project Evaluation, 2008.

C.1.2.4 Paul Simon Water for the Poor

In Uganda, poor hygiene and sanitation causes three-quarters of the disease burden. Clean water means fewer diseases for rural villages, yet the national coverage level for safe drinking water is only 63 percent, while coverage in northern Uganda is even lower at about 55 percent. The coverage in northern Uganda is reducing as communities leave internally displaced camps and return to their original homes, where infrastructure has been degraded by the insurgency. Traveling long distances or waiting long hours to collect water is a common practice, with women and children bearing primary responsibility.

Using Paul Simon Water for the Poor resources, U.S. goals are to:

- Improve access to water supply and sanitation, and promote better hygiene
- Improve water resources management
- Improve water productivity

USAID/Uganda's water program focuses on increasing the accessibility of drinking water and sanitation services to communities.

C.1.2.5 The President's Emergency Plan for AIDS Relief (PEPFAR)

USAID/Uganda has been supporting the national response to Vulnerable Children (VC) in Uganda since the late 1990s, and has been the key USG Agency leading the VC response. Since 2004, PEPFAR has provided critical services for Vulnerable Children affected by HIV/AIDS as part of a comprehensive, multisectoral response to the HIV/AIDS epidemic. The momentum of PEPFAR programming along with alliances built with national institutions for a more comprehensive response to VC has led to a robust USG portfolio to address the needs of VC in Uganda, which include nutrition and economic strengthening. New VC programs supported by the USG in Uganda are taking the approach of working with vulnerable households to address the needs of VC. The vulnerable households approach to VC programming by USAID/Uganda has many parallels to the approach that is called for in the CC. The CC program will collaborate with the VC programs supported by PEPFAR to share best practices and lessons learned in supporting Uganda's vulnerable households. As the programs will likely apply some overlapping approaches, USAID's Vulnerable Children program, called SCORE, and the CC will not be operating in the same districts.

C.1.2.6 Peace Corps

As part of its efforts to contribute to USG goals under Feed the Future, USAID/Uganda and Peace Corps Uganda are exploring opportunities to leverage resources. This will include the deployment of food security volunteers and the integration of food security training into Peace Corps orientation.

C.1.2.7 Conclusion

The roll-out of new USG initiatives, a resource for improving access to clean water, and the opportunity to collaborate with other development programs seeking to address the needs of vulnerable populations provides an unprecedented opportunity to leverage and integrate our development resources into new investments that recognize the centrality of women and children to the long-term health and wellbeing of families and communities. This activity will be one of many to come in Uganda that foster the development and expansion of high-performing and sustainable initiatives, by building on the strengths, skills and knowledge of different sectors, to bring about substantive changes in the lives of the individuals, families and communities that are being supported.

C.2 STATEMENT OF WORK

The Community Connector (CC) will be USAID/Uganda's flagship program to provide a comprehensive and multi-sectoral approach to poverty, food insecurity, and undernutrition in Uganda, targeting those communities that witness disproportionate levels of each. As prioritized in the Feed the Future (FTF) Initiative, the Community Connector will integrate nutrition and agriculture/livelihood interventions, with a distinct emphasis on working with vulnerable populations at the household and community levels. Going beyond traditional sectoral interventions, CC will place increased focus on the role of women in the household, especially regarding food security, decision-making processes, and the use and distribution of resources.

The CC will aim to sustainably enhance food security, nutrition and reduce poverty. In some areas, where income and production is higher and more nutritious and better quality foods are more easily accessible, behaviors and practices related to care practices, food consumption patterns, hygiene and sanitation remain the major barriers. In other communities, the sheer absence of diverse and

quality foods through monetary (i.e. livelihood provides a source of income to purchase foods) and non-monetary means (i.e. household production used for consumption) poses a threat to the nutritional status of women and children. Given the differing sources of livelihoods, nutrition related behavioral and access issues among Uganda's regions, interventions should be tailored to the community needs and implementation methodologies should be adaptable to the local situation.

The program will also aim to reduce the economic vulnerability of households – meaning their ability to cope with the effects of the various risks they face – and thereby improve their resiliency to future shocks. This resiliency will be particularly critical in vulnerable and women headed households. Likewise, linking vulnerable households to growth strategies is vital for building assets, further reducing vulnerability, and increasing consumption levels. This pathway out of poverty will provide a more sustainable impact for targeted households.

C.2.1 Alignment with USAID/Uganda Strategy

President Obama's new U.S. Global Development Policy directs USAID to formulate Country Development Cooperation Strategies (CDCS) that are results-oriented and partner with host countries to focus investments. USAID/Uganda's CDCS implements this policy in the Ugandan context, making considered choices that focus and deepen programs and take closer account of the host country and donor context, while maintaining close coordination with USG partners.

The five-year CDCS has the following Goal Statement, echoing the Government of Uganda's (GOU) vision for national development in Uganda:

- ***Uganda's transition to a modern and prosperous country accelerated***

This Goal will be pursued through three Development Objectives (DOs) and one Special Objective (SpO):

- ***DO1: Economic growth from agriculture and the natural resource base expanded in selected areas and population groups***
- ***DO2: Democracy and governance systems strengthened and made more accountable***
- ***DO3: Improved health and nutrition status in focus areas and population groups***
- ***SpO1: Peace and security improved in Karamoja***

USAID/Uganda will shape its work around the relationships between DOs and the CDCS overall Goal. A brief description of that relationship for the two DOs specific to CC is included here:

CDCS DO1: Economic growth from agriculture and the natural resource base increased in selected areas and population groups

The relationship between this DO and the Goal is straightforward: prosperity is derived from economic growth. A "prosperous country" implies however, that growth is broadly distributed as well. This DO will pursue that broad-based growth by working comprehensively in specific agricultural value chains, on projects that address nutrition and the vulnerable, and on the environmental aspects of two additional drivers of growth, the oil industry and ecotourism. Increased nutrition is both an element of prosperity and a driver of increased growth and productivity. Our development hypothesis linking DO1 to the Goal is that if we increase broad-based economic growth by working in targeted areas of the agriculture sector, improve nutrition and livelihoods for the vulnerable, and focus on environmental aspects of two environmentally sensitive, high growth industries, we will accelerate prosperity in Uganda.

CDCS DO3: Improved health and nutrition status in focus areas and population groups

The third DO will help the government and Ugandan private sector to tackle the heavy disease burden, malnutrition, and unmet need for family planning by improving health service delivery systems. Improved child literacy is an important IR as it has a causal relationship to achieving this DO and contributes to achievement of the other two DOs. A large part of the strategy will rely on strengthening the health systems that underlie service delivery performance.

Improved health and nutrition status for Ugandans is an important end in itself and has implications for all components of the nation's development trajectory, including economic growth, responsible participation in the democratic process, and regional

stability. This DO is linked to the CDCS Goal Statement as follows: if we strengthen health systems, we will improve health and nutrition service delivery; and, if we strengthen service delivery and the demand for these services, we will in turn improve health and nutrition status.

As an integrated agriculture and nutrition program, CC will contribute to the achievement of the two DOs listed above through the following CDCS intermediate results¹⁰:

CDCS DO1: Economic growth from agriculture and the natural resource base expanded in selected areas and population groups
- CDCS IR 1.1 Socio-economic and nutritional status of vulnerable groups improved

CDCS DO3: Improved health and nutrition status in focus areas and population groups
- CDCS IR 3.1: More effective use of sustainable health services
- CDCS IR 3.1.1 Health seeking behavior increased

Of the development hypotheses listed in the USAID/Uganda’s CDCS, the following will be examined through the CC:

- If USAID invests in an integrated food security approach that includes both agriculture and nutrition interventions, the impact will be greater than an approach which only addresses one
- If an integrated approach focuses on empowering women at the household level, the overall socio-economic conditions of the household stand a greater chance of improving.

C.2.2 Relationship to Other FTF and Development Programs

The CC will complement large-scale efforts by USAID, the GOU, and other development partners to address the critical issues of undernutrition, food insecurity and poverty. While household and community interventions to improve access to diverse and quality foods and improve nutrition related behaviors are critical to reduce undernutrition, they are not sufficient, and must be linked to larger health sector efforts at both the community and facility level and integrated with food security and livelihoods activities for greater impact. Access to and use of health services are essential to nutrition, as are access to food and care practices. USAID and other partners’ health sector responses will largely address access to and use of health services to prevent and treat under-nutrition. In the districts where CC is operating, other USAID partners focused on health systems strengthening, improving service delivery, increasing access to family planning methods, preventing undernutrition through essential nutrition actions that are appropriate for delivery in a health care setting, treatment and management of severe/acute malnutrition, will be operating. Although the CC will be required to provide linkages and referrals to health services and to coordinate with health partners at the district level, either through district coordinating structures or other fora in place, CC will not have primary responsibility to provide health services through the health system.

The CC will focus on filling a gap that is often not sufficiently reached through the current health system by addressing food access issues and care practices in the home through preventive and curative approaches. Beyond referrals to USAID and other partner health services, the greatest area of potential “overlap” between the CC and complementary USAID health programs is in the support of Village Health Teams. At the community level, Village Health Teams represent the GOU’s extension of health services; the CC should link to, utilize, complement, or harmonize with VHT efforts where they are functional. However, there may be USAID or other partner programs also supporting VHTs in CC districts and communities. Participating in coordination efforts related to VHT support in order to avoid duplication of training, redundancies, or undue burden on VHTs will be required of the CC implementing partner. These coordination efforts most often occur at the district level, though the CC partner should be prepared to address

¹⁰ The complete CDCS results framework is available in the CDCS, found here: https://www.fbo.gov/index?s=opportunity&mode=form&id=f573abb95a1080cb1ccc621fc4108ca1&tab=core&_cview=0

different levels of support on a district-by-district basis. Furthermore, while support to VHTs will be supported under the CC, USAID recognizes that VHTs, at their various levels of performance and functionality in Uganda, are *necessary but not sufficient* to meet the significant community-level needs for nutrition counseling, behavior change, education, and skills building. CC, in relation to the CIP of “use of existing structures” will seek to empower community leaders and change agents that include, but are not limited to, VHTs, in order to improve nutrition care practices at the community and household level.

Community-and-household level efforts encompass one element of a complex nutrition strategy supported by USAID under FTF. Beyond district-level health efforts, USAID is supporting efforts related to food fortification, food and health sector policy, the production and distribution of ready-to-use therapeutic foods and complementary foods, and the management of severe/acute malnutrition. Though CC may establish linkages with these efforts, the CC will not have primary responsibility for efforts in these arenas.

Similarly, the CC’s efforts to address economic strengthening of vulnerable households and communities should complement other efforts by USAID, the GOU, and other development partners. In Northern Uganda, for example, USAID has supported vulnerable populations and returning Internally Displaced Persons (IDPs) through Title II Multi-Year Assistance Programs (MYAPs). These MYAPs have succeeded in providing a foundation for re-settling populations, but additional support will be required for establishing long-term sustainable livelihoods. To the extent possible, CC should seek to work with former Title II beneficiaries in order to continue their pathway towards achieving improvements in agriculture, livelihoods, market access, and health as well as build community-level social capital.

Community Connector will need to reconcile the need for both risk-sensitive and growth-oriented strategies. Households will be unable to transition from subsistence agriculture without market linkages, greater access to quality inputs, and an enabling environment that includes robust research to overcome disease and pest threats and improve soil and water management. However, these initiatives alone will not necessarily guarantee that CC target populations will be able to take advantage of these opportunities. CC will focus on filling a gap that is not always sufficiently addressed in traditional value chain activities by examining how specific individuals (vulnerable populations) operate within existing value chains and preparing those individuals to participate in market activities. Many of the CC beneficiaries are not currently involved in market opportunities, or are involved at a very minimal level. As such, CC will be tasked with building the capacity of beneficiaries to move into opportunities and assisting households to manage risks that may be associated with expanding household income. As the challenges facing populations are very different from one district to the next, the CC partner will need to understand the different target populations and the underlying livelihood and risk mitigation strategies. It is worth noting that, due to the interconnected design of CC with other USAID activities in agriculture, CC beneficiaries may find the best market opportunities lie in the FTF value chains of maize, beans, and coffee. However, household- and community-level production associated with improving nutritional outcomes will include other commodities, such as vegetables and “women’s crops.”

Apart from coordination with USAID partners and programs around agriculture productivity and value chains, CC, in relation to the CIP of “*Use of local systems and local capacity*” will seek to improve farm management and household productivity as well as uptake of new technologies through increasing linkages to GOU systems, such as National Agricultural Research Organisation (NARO) and National Agricultural Advisory Services (NAADS).

C.2.3 Geographic and Target Population Coverage

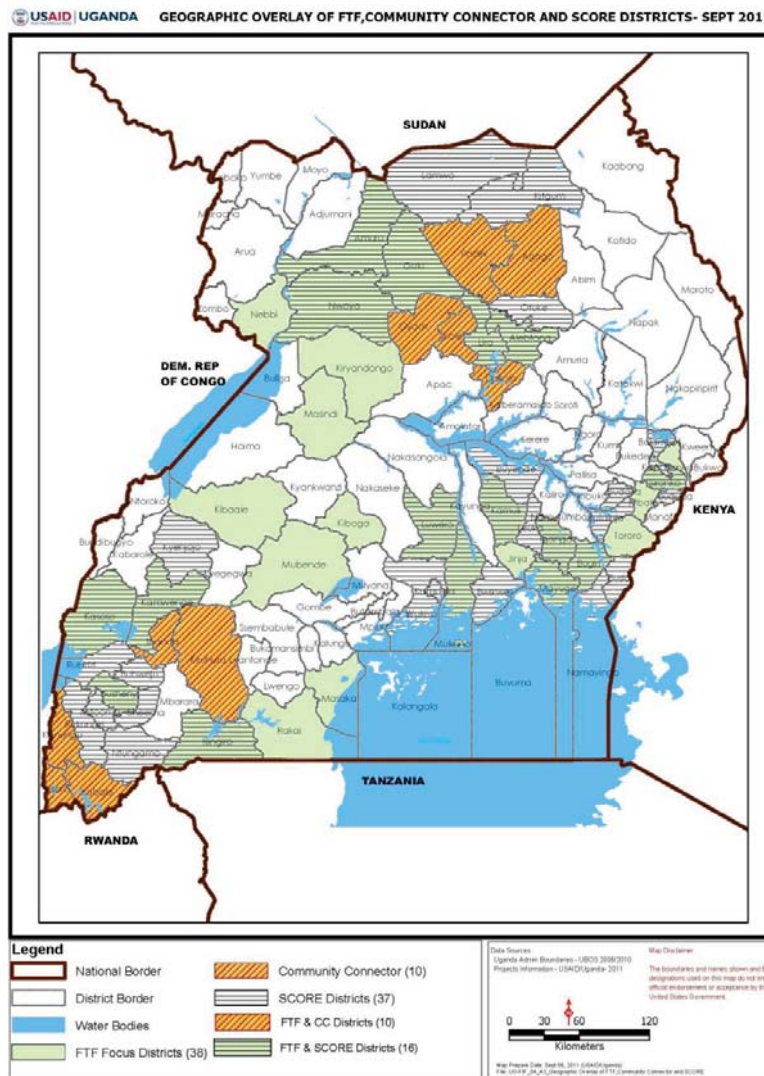
USAID/Uganda has identified 38 focus districts that will serve as key geographic targets for FTF activities. The CC will be targeted in districts within this zone of influence that have: 1) highest levels of undernutrition, poverty and food insecurity; 2) limited presence of comprehensive nutrition programs; and 3) potential for collaboration with other complementary programs. Due to their similar objectives and target populations, CC will not be implemented in districts where USAID/Uganda’s Orphans and Vulnerable Children (OVC) project SCORE will work.

The CC will initially begin work in 6 pilot districts. Based on the identified criteria and availability of resources, the CC should scale up over time to eventually operate in 18 districts (6 pilot plus 12 additional districts) predominantly in northern (excluding Karamoja and West Nile) and southwestern Uganda. Some districts in the western and central parts of the country may present opportunities for integration and linkages with other Mission and FTF programs, and thus CC may eventually operate in these regions. An initial list of CC implementation districts is included here. The successful offeror will identify those communities within these districts that have the highest likelihood for successful implementation during an initial assessment of potential target populations. Additional districts will be identified during the assessment Program Modules (PM 3) described in C.2.6.2.

	District Name	Region
1	Ibanda *	Southwestern
2	Kabale	Southwestern
3	Kanungu	Southwestern
4	Kiruhura	Southwestern
5	Kisoro	Southwestern
6	Agago	Northern
7	Dokolo	Northern
8	Kole	Northern
9	Oyam *	Northern
10	Pader *	Northern

* Districts with an asterisk are required for Phase 1 of implementation. Offerors may propose three additional pilot districts from this list to be included in the start-up phase.

Beyond these initial districts, the CC should scale up in FTF focus districts to the extent that it is programmatically feasible. The map below indicates FTS focus districts, CC initial focus districts (10 of the total 18), and SCORE districts.



Community Connector will target populations that experience high levels of poverty, food insecurity, and malnutrition. The table below provides an overview of several vulnerable population groups in Uganda who traditionally display these characteristics¹¹.

Poverty-Related	Conflict-Related	Demographic Categories
<ul style="list-style-type: none"> • Rural landless • Cash-crop farmers • Informal sector workers • Pastoralists 	<ul style="list-style-type: none"> • Internally Displaced Persons (IDPs) • Traumatized civilians • Households living in or near conflict zones • Refugees 	<ul style="list-style-type: none"> • Women¹² and Women headed households • Assetless widows and widowers • People with disabilities (PWD) • HIV/AIDS sufferers and caregivers

For nutrition interventions, the main target population will be in households with women of reproductive age and children under five; with a specific focus wherever feasible on pregnant and lactating women and children under two. The Lancet Nutrition Series establishes a solid base of evidence on the importance of aiming prevention of undernutrition on the ‘development window of opportunity’, between conception and two years of age, when children are growing most rapidly, are most vulnerable to growth faltering and are most responsive to nutrition interventions. This time period is also critical for long-term improvements in education and productivity: studies demonstrate that investing in improving nutrition during this short timeframe in early life will result in greater educational attainment and reduced poverty decades later. As such, in certain interventions we expect to more directly target pregnant and lactating women and their children under two years of age, recognizing that a broader window of targeting households with women of reproductive age and children under five may be more feasible and allow for longer-term support and monitoring of progress.

A family and community centered approach is required to change food and health related behaviors. Therefore, determining the various levels of influence (men, leaders, community level groups, etc.) should be considered as appropriate. Fathers, mothers and mothers-in-law, local leaders, community groups, youth organizations, local NGOs and others may all be involved in CC programs that seek to change societal norms about feeding practices, household and community hygiene, social exclusion, utilization of health services, and timing and spacing of pregnancies, among others.

C.2.4 Core Implementation Principles

The successful offeror will incorporate practices that USAID/Uganda identifies as Core Implementation Principles (CIP). USAID/Uganda will not prescribe how to achieve the program’s objective and IRs but will prescribe the principles believed to be necessary for success and for a more sustainable approach. The successful offeror will be required to demonstrate an approach that aligns with the following principles:

CIP 1 – Use of local systems and building of local capacity

As a long-term strategy for sustainability, the successful offeror must identify opportunities to strengthen partner-country public institutions and systems and build local civil society and private sector capacity. The partner must demonstrate a thorough knowledge of public and private sector efforts at the community and household levels already underway in Uganda and will be accountable for building upon these structures to address gender, nutrition, and agriculture more comprehensively¹³. The implementation methodology has to be adaptable to the local situation; particularly where existing systems are weak and strengthening of systems must be balanced with the delivery of benefits. In order to capture work under CIP 1, building sustainable

¹¹ Institute of Development Studies. “Social Protection in Uganda: Study to Inform the Development of a Framework for Social Protection in the Context of the Poverty Eradication Action Plan.” Prepared for the Social Protection Task Force. October 2002.

¹² Certain agricultural interventions (such as formation of farmers groups) may also include men, and successful past programming has indicated that the support and buy-in of men/husbands is critical for programmatic success.

¹³ A primary objective of USAID Forward is to strengthen local organizations to better meet the needs of their constituents (i.e. those they serve). For this reason, capacity building should result from a dialogue with local partners and be largely focused on improving an organization’s impact. Building capacity may involve a) strengthening procurement, financial management, and human resource systems, b) improving the technical capacity of the organization to serve its constituents, c) developing feedback loops that ensure the organization remains focused primarily on their constituents/ beneficiaries, and 3) financial sustainability where applicable.

systems, building partner country capacity and empowering partner country governments to implement food security and health projects will be considered project results.

CIP 2 – Comprehensive approach to assessing household status

The successful applicant will demonstrate the capacity to holistically assess and address community and household needs. Utilizing existing data and, when possible, working with existing structures with access and relationships to target populations and communities, the applicant must be able to build a “360-view” of household economic and nutritional status and gender norms, as well as related community norms. This requires a multidisciplinary and multi-sectoral fluency and comprehension of key drivers of poverty and under-nutrition.

CIP 3 – Clarity on the role of the gender dynamics in households and communities

The successful applicant will demonstrate a clear strategy and vision of how household-level gender relations will change as a result of the program, as well as give examples of specific approaches to apply to address gender relations and norms. Past programs, successful ongoing projects and research have led to the hypothesis that ‘more balance in the control of household resources and assets benefit overall family well-being’. A strategy to support the role of both women and men in improving their own health, the health of children and the economic well-being of the household is a necessary component of implementation.

CIP 4 – Enhancing existing models and structures

There are several programmatic models used by international and local organizations that have demonstrated success in improving nutrition, agricultural production/livelihoods and gender relations and elevating standards of living at the community level. However, many of these models remain largely sectoral, and do not fully optimize the opportunities for interventions at the household and community level to comprehensively address drivers of poverty, food insecurity, and under-nutrition. By identifying existing activities and identifying gaps and areas of improvement, CC can build upon the body of knowledge of what has worked (and not worked) in Uganda.

CIP 5 – Ability to learn and adapt program approaches based on research and program experience

The successful applicant must present a vision and strategy for program management that allows adaptation of program approaches based on program learning, experience, and inputs from both internal and external researchers and evaluators. Two external research partners will be involved in developing the Learning Agenda of the CC, and the implementing partner will be required to work closely with each evaluation partner. One partner will work closely on researching and evaluating discrete gender interventions applied by the CC, and another will serve as an external evaluator to assess the impact of the overall program. This focus on innovation for results as well as external evaluation to understand impact is in line with USAID’s new Evaluation Policy¹⁴. Applicants must describe approaches to collaboration with research and evaluation partners, as well as an internal monitoring and evaluation system that allows for mid-course corrections and adaptations to approaches as needed.

C.2.5 Intermediate Results

The goal of the program is to improve the livelihoods and nutritional status of vulnerable households in Uganda through household- and community-level action. This will be achieved through two intermediate results:

IR1: Improved Nutritional Status for Women and Children

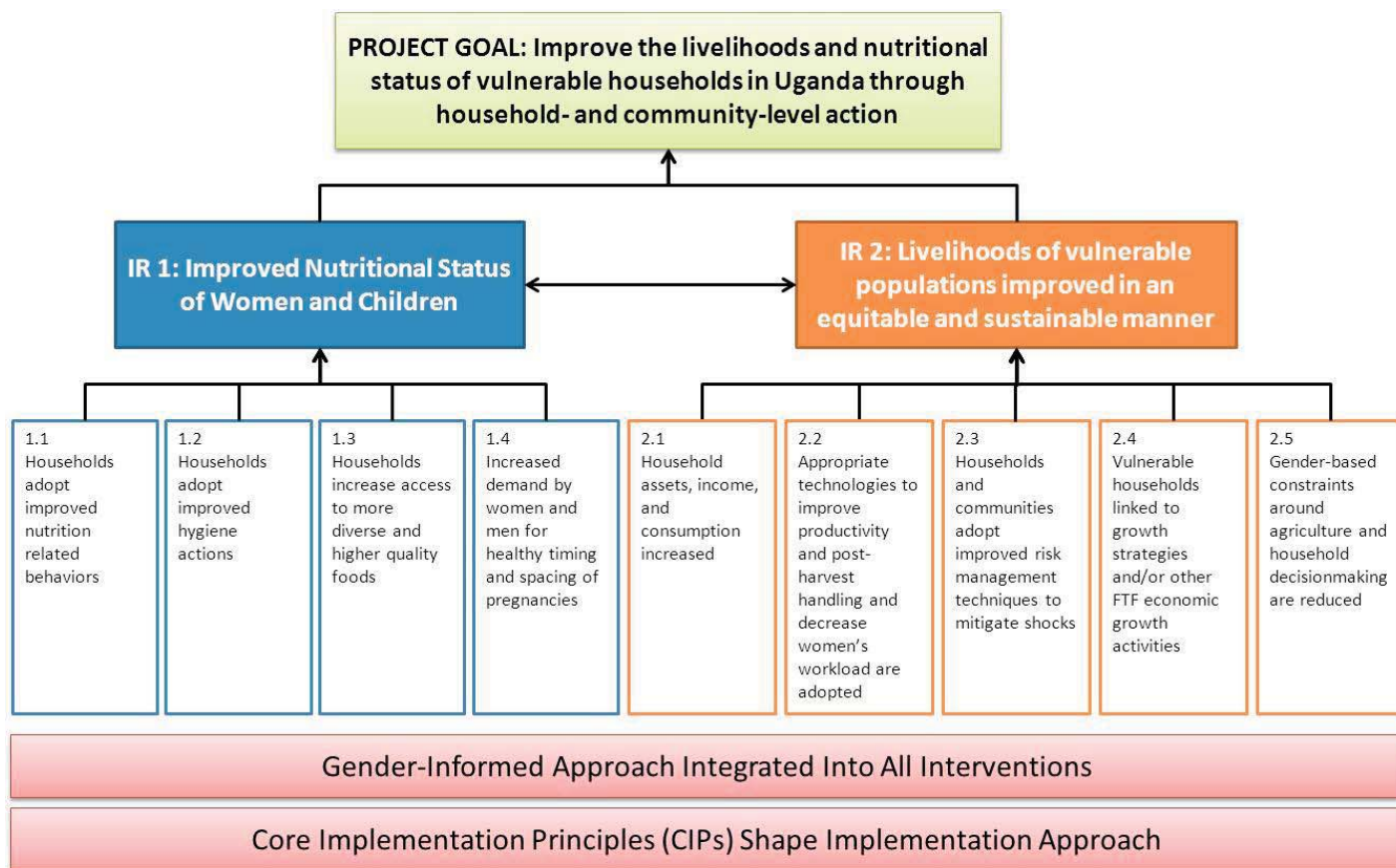
IR2: Livelihoods of vulnerable populations improved in an equitable and sustainable manner

These two results are inextricably linked and program approaches should not be separated into nutrition activities and livelihoods/agriculture activities, but implemented jointly at every opportunity. While technical competency within both IRs should be demonstrated, program approaches should clearly demonstrate the ability to link high-quality and evidence-based nutrition and livelihood/agriculture activities within the same program. The two IRs will require varying levels of effort and a tailoring of approaches based on differing regional needs and challenges.

¹⁴ For the full policy, please visit <http://www.usaid.gov/evaluation/>.

The successful offeror will demonstrate flexibility and an ability to respond to immediate needs as well as adapt to any uncertainty or instability that may arise. This includes a readiness to address increased difficulties in carrying out field work which may require new approaches.

The Results Framework for CC is below. The following sections provide more information about the background and aim of activities for each IR.



C.2.5.1 IR 1 – Improved nutritional status of women and children

This IR will be addressed through four sub-intermediate results:

1.1 Households adopt improved nutrition related behaviors;

1.2 Households adopt improved hygiene actions;

1.3 Households increase access to more diverse and higher quality foods; and

1.4 Increased demand by women and men for later timing and spacing of pregnancies.

There are three main determinants of nutrition status: food security, adequate care (especially feeding practices) and health status. In addition to access to nutritious and diverse foods, households need information on available foods and improved food preparation techniques as well as feeding and care practices to improve nutritional status. Cost-effective interventions to address these factors have already been introduced or have been implemented in Uganda¹⁵. However, the coverage is generally low (with the exception of twice annual distribution of vitamin A supplements to children). Other factors that exacerbate undernutrition and limit the impact of

¹⁵ Examples include promotion of breastfeeding and improved complementary feeding with own production from vegetable gardens, supplementation/fortification with key micronutrients for mothers and children as well as hygiene interventions, de-worming, insecticide treated bed nets, and treatment of severe acute malnutrition.

interventions to address the issue include limited access to safe water and sanitation, and lack of access to adequate nutrient-dense foods either through home production or purchase. Uganda's high fertility rate puts further pressure on the limited food available to household members, and further limits time for women and men to care for large numbers of children. The CC should include the integration of counseling and information related to healthy timing and spacing of pregnancies as well as referral to locally-available family planning programs, but the CC will not be directly responsible for the provision of contraceptive commodities. The CC should, where appropriate, build on the successes of existing programs such as home vegetable gardens, tippy taps for hand washing, dish drying racks, promoting local construction of improved latrines, and construction of rubbish pits. In some areas, where production is sufficient, food behaviors and practices remain the major barriers, while in other communities, the sheer absence of diverse foods poses a threat to the nutritional status of women and children.

In addition to targeting vulnerable households, community level strategies to address nutrition behaviors and care practices will be applied. Activities can include community discussions and education to identify norms and behaviors that can help improve nutrition practices as well as more focused efforts on interpersonal communication which are more individualized or family focused. Building community capacity and addressing community norms related to nutrition will help to ensure that the efforts supported under this program will become sustainable and that positive behaviors of individuals and households can be drawn on and supported.

Given the differing nutrition behavior and access issues between Uganda's regions, the successful offeror will need to be flexible and agile in the response required by each community – a uniform package will not be sufficient. Adhering to the CIPs, practical methods to target the poorest and often the most socially excluded households must be considered. When possible, all activities in the target communities should be coordinated with the Ministry of Health and MAAIF, especially in their operational units at the district level.

C.2.5.2 IR 2 – Livelihoods of vulnerable populations improved in an equitable and sustainable manner

This IR will be addressed through five sub-intermediate results:

2.1 Household assets, income and consumption increased;

2.2 Appropriate technologies to improve productivity and post-harvest handling and decrease women's workload are adopted;

2.3 Households and communities adopt improved risk management techniques to mitigate shocks;

2.4 Vulnerable households linked to growth strategies and/or other FTF economic growth activities; and

2.5 Gender-based constraints around agriculture and household decision making are reduced.

Income levels and livelihood strategies vary across regions and are influenced by various factors, such as availability and access to human, social, natural, physical and financial assets, knowledge and ability to put these assets to productive use, dissemination of productivity enhancing technologies, distance to markets, opportunities for employment or access to monetary and non-monetary resources, and access to or utilization of health care services. However, given the high probability of experiencing some form of shock, it is critically important that these livelihood strategies are sustainable and that households adopt risk management techniques. On average, 26% of households in Uganda have reported experiencing some form of covariate shock and 49% reported experiencing at least one idiosyncratic shock¹⁶. These shocks can be devastating to households that lack resiliency and coping mechanisms.

Achieving the overall goal of reducing poverty requires a robust plan to increase agricultural production, income and marketing – all strategies that will be employed in planned activities under USAID/Uganda's FTF Multi-Year Strategy. However, the market opportunities created by traditional economic growth activities will not necessarily prepare vulnerable households to participate in value chains. The CC should build household capacity to move into market opportunities, by supporting asset acquisition and working with households to adopt risk mitigation strategies. There is space for innovation in linking private sector and smallholder communities to low risk approaches that might yield higher adoption rates as well as approaches that yield higher average returns per unit of labor, land and other resources. By focusing on the gradual development of household assets and income, the CC should smooth consumption and increase household and community resiliency to both covariate and idiosyncratic shocks. In the districts where CC is operating, other USAID partners will be working on complementary programs to develop value chains and improve performance of value chain actors, increase access to agricultural inputs, and provide smallholder farmers access to markets by

¹⁶ World Food Programme. Comprehensive Food Security and Vulnerability Analysis. Page 77.

expanding the network of collection points and warehouses. Where appropriate, CC will provide beneficiaries linkages and referrals to these market-level initiatives¹⁷.

Women play a key role in maintaining household food security, yet their time poverty and inability to control household decisions regarding crops and input use provides a challenge that must be addressed. The CC should look to reduce gender-based constraints, while simultaneously introducing or promoting low risk labor-saving and productivity-enhancing technologies, such as simple rainwater harvesting techniques, multiplication and distribution of improved crop varieties and livestock and farm management techniques. Two of the most important areas for new technologies are post-harvest storage, handling and processing and climate change adaptation.

In addition to the activities focused on production and consumption, community level strategies to mitigate the effects of shocks and other community challenges are needed. Building community capacity will help to ensure that the efforts supported under this program will become sustainable and that communities will no longer need to rely on emergency assistance programs.

C.2.5.3 Illustrative Indicators and Targets

The indicators provided below are illustrative and intended to provide guidance. For further explanations on definition of indicators refer to the Feed the Future (FTF) Handbook Indicators¹⁸. The successful offeror may propose new indicators and targets but subject to the approval of USAID.

GOAL: Improve the livelihoods and nutritional status of vulnerable households in Uganda through household- and community-level action	
Indicator	Minimum Expected Target
Number of vulnerable households benefiting directly from USG interventions	Will be established by offerors in their proposals
Change in income (measured by expenditures) of targeted households	Increased by 35%
Prevalence of households with moderate or severe hunger in target districts	Decreased by 25%
Prevalence of underweight children under five years of age in target districts	Decreased by 10%

The following indicators are illustrative, and targets will be determined upon establishment of baseline data.

IR 1: Improved Nutritional Status for Women and Children
Prevalence of stunted children under five years of age in target districts
Prevalence of wasted children under five years of age in target districts
Percent of children 6-23 months that received a minimum acceptable diet children in USG-assisted households
Prevalence of underweight women

¹⁷ USAID/Uganda is in the process of designing these market development and value chain activities. Partners will be required to coordinate closely with the CC implementing partner. During the scale up phase of CC, it is expected that implementing partners of the CC and other FTF activities will collaborate on work plan design.

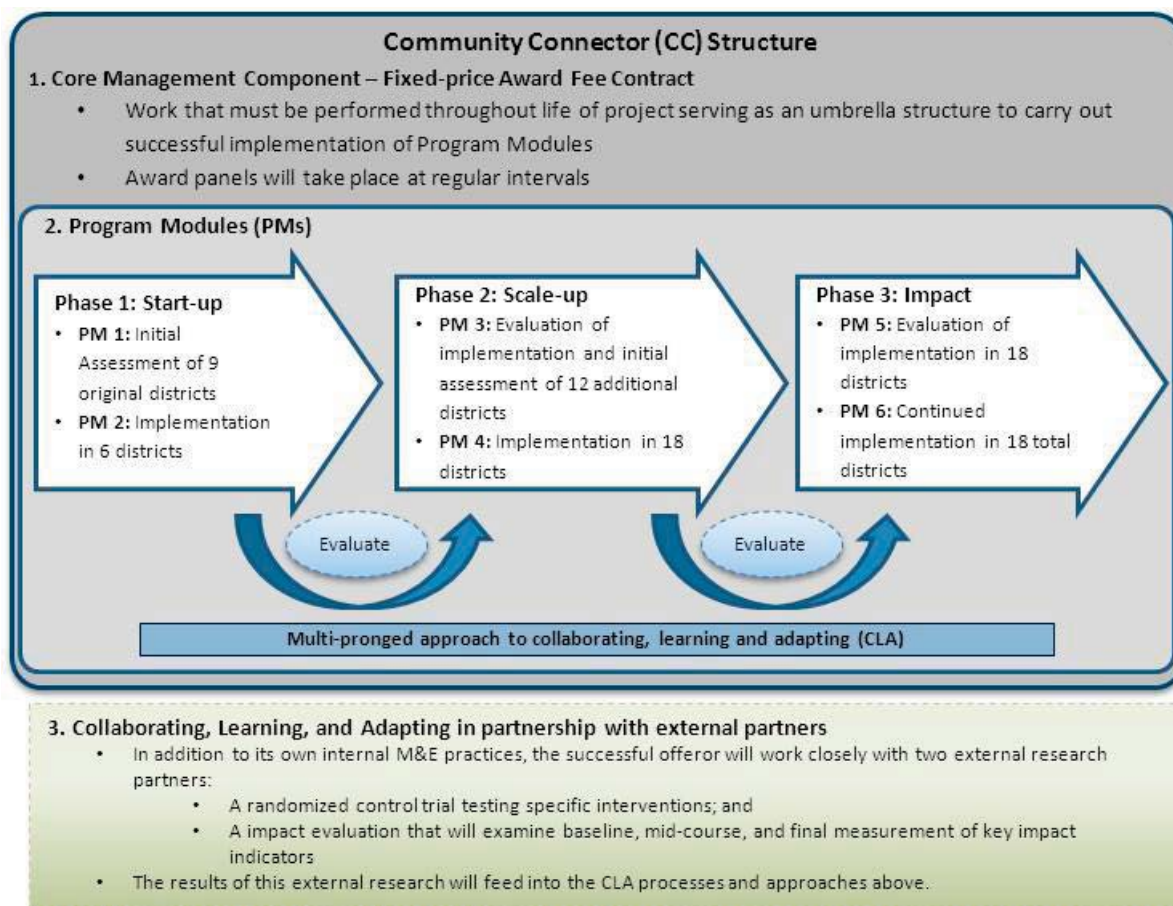
¹⁸ Available at <http://www.feedthefuture.gov/monitoringevaluation.html>.

Prevalence of anemia among women of reproductive age
Women’s Dietary Diversity: Mean number of food groups consumed by women of reproductive age
Number of people trained in child health and nutrition through USG supported programs

IR2: Improve Livelihoods of Vulnerable Populations in an Equitable Manner
Percent change in value of household assets among targeted households assisted with economic strengthening interventions
Number of people with a savings account or insurance policy as a result of USG assistance
Gender Perceptions Index (under development)
Number of farmers and others who have applied new technologies or management practices as a result of USG assistance
Number of CC beneficiaries referred to other USAID activities on value chains
Prevalence of households with moderate or severe hunger

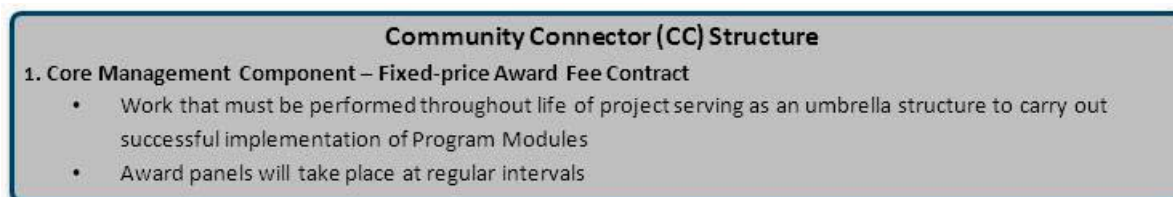
C.2.6 Program Structure

Community Connector will be awarded to one partner to manage and oversee the implementation of several sequenced stages of activity. The successful offeror will present an overall management approach that aligns with the Core Implementation Principles described in section C.2.4



The overall concept of the CC is illustrated above. Each of the three CC components will be discussed in more detail below. The successful offeror will present a strategy for using this structure to maximize impact on nutrition and livelihoods. USAID/Uganda is looking for approaches that focus on bringing evidence of effective interventions to scale, values innovation and creativity, and also supports adaptation based upon continuous learning about successes and failures in implementation. The successful offeror may use grants-under-contract or contracts-under-contract approaches, preferably working with local partners that currently employ models of nutrition and agriculture integration.

C.2.6.1 Program Structure – Core Management Component



The successful offeror will provide the overall management of CC. The Core Management Component will coordinate the effort to achieve program goals and design a process for selecting partners that will assist in implementing the Program Modules described below. Illustrative functions that the Community Connector successful offeror will be requested to perform are:

Service Delivery

- Provide state-of-the-art technical assistance to public sector or NGOs on improved service delivery programs and ways to increase access to nutrition and agriculture services, applying lessons learned from other countries;
- Design, in collaboration with local partners, service delivery interventions that will deliver improved results. This may entail

working with traditionally sectoral approaches and enhancing approaches to ensure a comprehensive cross-sectoral program is implemented;

- Coordinate and facilitate capacity-building programs in relevant technical areas;
- Support implementation of chosen interventions; and
- Provide technical support to establish community-based programs.

Community Mobilization and Individual Behavior Change

- Conduct formative research to develop behavior change strategies for context specific target populations
- Advise target groups on evidence-based behavior change activities and programs;
- Design and implement, in collaboration with local partners, behavior change interventions that lead to measurable impact and results; and
- Coordinate and facilitate capacity-building programs for behavior change in health and increased household level production and income.

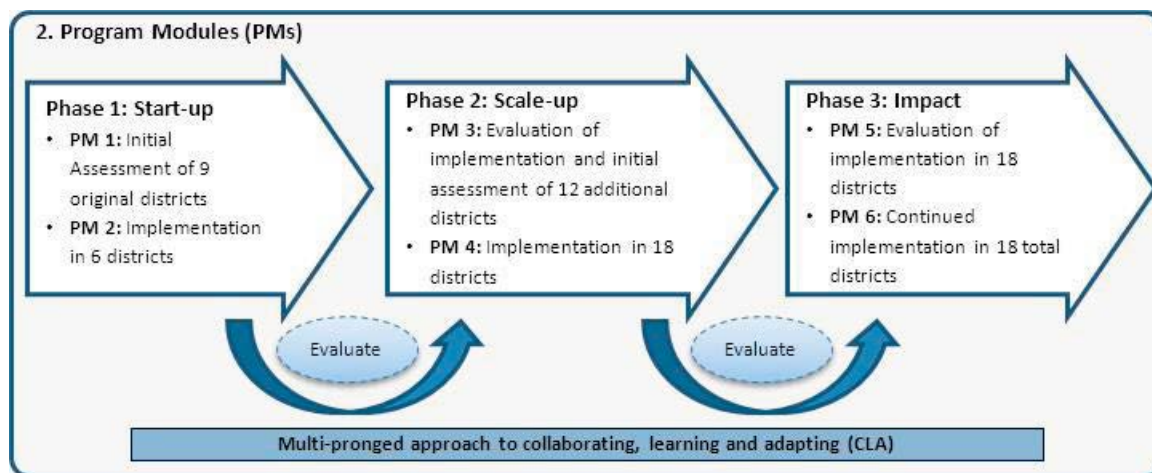
Monitoring and Evaluation

- Develop a mechanism to utilize the Collaborating, Learning, and Adapting (CLA) methodology in program implementation, actively incorporating lessons learned from both internal and external research and evaluation into program implementation, including modifying approaches and allowing for “course corrections” whenever necessary;
- Collaboration with external research and evaluation partners to define roles and responsibilities vis-à-vis various M&E efforts and ongoing communication plans;
- Prepare assessments of existing activities and structures that influence demand for services or household or community behaviors that affect programs;
- Conduct analyses and prepare assessments at all levels of service implementation activities; and
- Provide on-going monitoring and evaluation for specific programs areas and activities.

Management

- Meet regularly with USAID and other interested parties to coordinate implementation activities;
- Fulfill USAID reporting requirements; and
- Apply cost controls and day-to-day management of CC activities.

C.2.6.2 Program Structure – Program Modules and Learning and Assessment Activities



The objectives and intermediate results of CC will be achieved through the completion of a series of programmatic stages, called program modules (PM). Programmatic modules will be rolled out in three phases – an assessment and startup phase, a scale-up phase, and an impact phase. The PM system of program management has been selected in order to facilitate adaptations to the

program in an environment of continuous learning. By phasing program rollout and scale-up in modules, the successful offeror, in partnership with USAID and external evaluation partners, will be able to identify program successes and failures, and adapt program approaches in future PMs that incorporate lessons learned.

Each phase will include one program learning module and one program implementation module. Program learning modules will provide critical inputs to determine the scope of ongoing and upcoming program implementation modules. The implementation PMs will focus on the program rollout and scale up by the successful offeror over time, with an expanding geographic scope.

PMs should be implemented sequentially. However, it is expected that the successful offeror overlap portions of the assessment PMs with implementation PMs so as to fit within the 5-year program period and eliminate possibilities for gaps in service provision.

Program Module	Duration
1 (Assessment)	6 months
2 (Implementation)	12 months
3 (Assessment)	6 months
4 (Implementation)	24 months
5 (Assessment)	6 months
6 (Implementation)	18 months

Phase 1, Assessment and Start-up, will begin with an assessment PM of the original six pilot districts. PM 1 will include a comprehensive assessment of all activities, structures and actors that affect nutrition and livelihoods in the target communities. This assessment will be done in line with the Core Implementation Principles outlined above and will provide a 360-view of the nutrition, poverty, and food security status of potential beneficiaries. The assessment conducted, in conjunction with other baseline data provided by the external evaluation partners, will provide a comprehensive baseline of quantitative and qualitative information that will enable a clear vision for implementation in the districts assessed. Phase 1 will continue with an implementation PM (PM 2) in the initial six districts. PM 2 should be treated as a pilot phase; the period of implementation is 12 months to allow for the testing of different approaches (if needed). Any mobilization of resources and staff, including the development of roll-out plans, should take place during PM 1 so that the successful offeror will be equipped to begin implementation immediately upon the start of PM 2.

As Phase 1 comes to a close, Phase 2, Scale-up, will begin. The assessment PM (PM 3) in Phase 2 will begin an initial evaluation of PM 2 in order to identify promising approaches and eliminate approaches not gaining traction. PM 3 will also include an assessment of twelve additional districts conducted in a similar manner to PM 1. The learning PM at this point will be involved in the continued M&E of 18 districts, with a specific learning agenda of understanding successes and challenges of scale-up. The implementation PM (PM 4) will include continued intervention in the six original districts and new program scale-up in twelve additional districts.

Phase 3, Impact, will include in the learning PM (PM 5) an evaluation of the scale-up phase in order to identify the most successful interventions and approaches. The learning PM at this point will be involved in the continued M&E of 18 districts, with a specific learning agenda of understanding the program impact over time, and understanding the rate of change in key impact indicators achieved in different districts over time. The implementation PM (PM 6) will include continued intervention in the 18 prior districts; however, the successful offeror should describe a plan to turn over responsibilities to local organizations or entities during Phase 3 (if not before). Phase 3 will complete with evaluations of 18 districts at different stages of implementation and scale-up. Phase 3 will also include program close-out activities in both the implementation and learning PMs.

C.2.6.2.1 Learning Program Module Research Guidelines

Prior to the intervention phase of Community Connector, USAID/Uganda will require that the successful offeror assess the food security, livelihood and nutritional status of target districts and communities. Moreover, it is necessary to clearly identify and define the structures currently in place that affect all three. Successful implementation is dependent on this a thorough assessment and it will serve to accurately determine impact through the comprehensive learning agenda envisioned as a part of CC.

OBJECTIVE 1: Identification, assessment, and analysis of existing institutions (public, private, informal, ongoing USG and non-USG projects, beneficiary groups of past interventions) that would be used or supported to successfully achieve program goals and objectives.

Benchmarks:

- 1) Conduct district- and community- level situation analyses of existing structures to determine the following:
 - a. Stakeholders in the field (government, private, NGO, religious, etc.), their activities, and how CC can coordinate, collaborate and cooperate with them to increase impact for the beneficiaries;
 - b. The absorptive capacity for assistance of viable partners
 - c. Opportunities to build local government capacity for sustainability
- 2) Identification of the low, medium and high potential structures to engage for project implementation

OBJECTIVE 2: Holistic assessment of community and household needs, utilizing existing data and, when possible, working with existing structures with access and relationship to target populations and communities to determine drivers of poverty, under-nutrition and food insecurity.

Benchmarks:

- 1) A representational “360-view” of household economic and nutritional status and gender norms that determine the following:
 - a. Nutritional deficiency levels and their causes in the households and communities in the target districts and numbers of households affected.
 - b. Number of food insecure households and which communities are affected most and the causes of their food insecurity
 - c. Types of livelihoods that exist and the kinds of livelihoods the communities would be interested in doing relevant to food security and nutrition
 - d. Source of foods (purchased or grown)
 - e. Consumption patterns and what the communities would prefer to grow and eat.
 - f. Feeding practices for infants, young children pregnant and lactating women, in health and in sickness
 - g. Levels of hygiene and sanitation – coverage of latrines, bath shelters, rubbish pits, hand washing facilities, drying racks
 - h. Access to and utilization of key health services that have a bearing on maternal and child health and nutrition
 - i. Postharvest handling technologies exist, if any, and how they can be improved upon and also increase shelf life of stored foods until they are consumed or sold.
 - j. Household land ownership/ land availability for food production
 - k. Household labor and energy saving and agricultural production enhancement technologies that are available.
 - l. Coping mechanisms, level of resiliency to shocks, either environmental/climatic or economic.
- 2) Baseline surveys on key drivers of poverty and undernutrition of target beneficiaries and identifies potential points of intervention.

OBJECTIVE 3: Holistic assessment of gender norms that affect livelihoods, nutrition and income within target communities.

Benchmarks:

- 1) Conduct district- and community- level gender analyses.
- 2) Outline how findings and analysis will impact program implementation in target communities and districts.

OBJECTIVE 4: Identification and assessment of the models underway in Uganda today by international and local organizations that have demonstrated success in improving nutrition, agricultural production/livelihoods and gender relations and elevating standards of living at the community level.

Benchmarks:

- 1) Analysis of integrated models that simultaneously address livelihoods and nutrition at the household level, with special consideration to gender equity. Analysis should examine if and how these models should be built-upon, not merely replicated.
- 2) Identify areas for improvement and possible adjustments to address challenges and more closely align with programmatic objectives and other CIPs.

OBJECTIVE 5: For each district, the results of the assessment and learning described above yield a framework for implementation that is suitable to the unique nutrition, livelihoods and food security context.

Benchmarks:

- 1) Work plan for implementation will be developed based on the learning program module findings. This work plan will lay out the implementation plan for each district and justify the approach based on nutrition, livelihoods and food security context.
- 2) Demonstrate how work plan aligns to and complements GOU initiatives and district work plans.

C.2.6.3 Program Structure – Collaborating, Learning, and Adapting in partnership with external partners

3. Collaborating, Learning, and Adapting in partnership with external partners

- In addition to its own internal M&E practices, the successful offeror will work closely with two external research partners:
 - A randomized control trial testing specific interventions; and
 - A impact evaluation that will examine baseline, mid-course, and final measurement of key impact indicators
- The results of this external research will feed into the CLA processes and approaches above.

The guiding principle of CLA is the continuous assessment and adjustment of DO-defined causal pathways. The ultimate goal is increasingly effective courses of action within all our programs. Sound M&E and assessment activities provide this process with key information. CLA adds innovative learning approaches and continuous consultations with stakeholders to the information provided by M&E to position the Mission to be proactive and able to learn from missteps prior to a project's end. It is also important to avoid inhibiting candid knowledge sharing, by adopting an accountability approach where the more conducive approach to learning emphasizes analysis and problem solving.

The CC will apply the principles of CLA through a few key pathways:

- The successful offeror will apply strong internal M&E systems to the CC program for continuous learning and self-improvement;
- The successful offeror is required to work with two external research and evaluation partners who will be conducting randomized control trials on specific interventions within the CC and will be assessing the overall impact of the CC from a multisectoral perspective over the life of the program;

Each of these elements of CLA will be applied in conjunction with USAID program managers to ensure optimal collaboration and solid understanding of the roles and responsibilities of different partners. Each element is described in more detail below.

Internal M&E systems of the CC program

Within the CC implementation, the successful offeror will work closely with USAID/Uganda immediately after award to develop dynamic M&E practices which contribute to the CLA function. This will include developing a Performance Monitoring Plan that will monitor program implementation of this program across multiple DOs. The learning PMs will provide opportunities for intensive analysis, reflection, and evaluation; traditional activity monitoring will continue throughout CC implementation. In addition to traditional monitoring, other CLA efforts by the successful offeror may include:

- Use GIS and other technology to map activities aligned with relevant CC development objectives, establishing a central repository of relevant information and overlaying key data sets on nutrition, livelihoods, etc.
- Serve as a vital component of program-level evaluations and strategically targeted impact evaluations
- Contribute to knowledge centers within the Mission, to improve the sharing of key data that informs implementation and partnerships
- Serve as the evidence base for supporting CC-specific testable hypotheses throughout the CDCS Results Framework.

Perhaps most importantly, the successful offeror will describe a system for continuous communication with the two established external evaluation partners, and demonstrate an ability to take critical inputs, feedback, and assessments from evaluation partners to inform changes in program approaches and scale-up. While some roles and responsibilities of the successful offeror versus the external evaluation partner are defined herein, the successful offeror will also work closely with USAID and evaluation partners to further define roles and responsibilities for M&E in order to avoid duplication of efforts or gaps in critical data sharing.

Role of the External Evaluation Partners

1. Role of the external evaluation partner conducting RCTs on CC interventions

Under a separate award¹⁹, USAID/Uganda will be working with an independent research partner to rigorously evaluate the impact of two approaches to improving gender equity and how each one works in combination with the health/nutrition component of the CC program. The CC approach aims to go beyond traditional interventions and places increased focus on the role of the women in household decision-making processes. Initial findings from the RCT should be available during PM3, so that findings can be used for mid-stream adjustment prior to the start of Phase 2 of implementation. Additional findings and analysis will be available prior to Phase 3 of implementation.

The successful offeror will be expected to work closely with the research partner so that the randomized control trial can be successfully executed. The interventions will be undertaken in selected districts with high levels of under-nutrition and poverty. The RCT will be limited to certain CC districts.

Pending approval of the slate of interventions proposed by offerors, the two specific gender-related development hypotheses to be tested within the project are:

- (a) Increased gender equity makes health, nutrition and livelihoods interventions more effective at achieving their objectives, particularly improved maternal and child health.
- (b) Household decision making can be gender equitable if women are empowered.

Upon award, USAID/Uganda will work collaboratively with the CC partner as well as both evaluation partners to establish a working partnership and a work plan to carry out the RCT. In the event that the activities proposed by the offeror are not appropriate for the gender-focused RCT, USAID will work with the implementing partner and the research partner to negotiate an appropriate alternative topic for examination. The successful offeror will be responsible for working closely with the RCT partner to ensure that the right balance of applying rigorous research on specific interventions and allowing for appropriate implementation of evidence-based strategies to address poverty and undernutrition is achieved. While the successful offeror will have responsibility for implementing activities to be tested under the RCT, the RCT partner will be responsible for relevant data collection, randomization, and analysis. This process will be shared openly with the CC successful offeror. The CC successful offeror will also be responsible for developing a scale-up plan for any intervention found to be effective through the RCT.

2. Role of the external evaluation partner on overall impact of the CC

In compliance with new USAID Evaluation Policy which calls for rigorous external evaluation of all major programs, the CC will work in partnership with an external evaluation partner through the life of the program. The USAID/Washington Nutrition CRSP program, awarded to Tufts University, has been selected to assist with specific research and evaluation questions to assess the impact of USAID nutrition-related FTF programs. The Nutrition CRSP is intended to investigate effective ways of translating research results into widespread development practice. The CRSP anticipates the development of a well-balanced research strategy that is both innovative and problem-solving and responds to the food and nutrition scientific needs, as well as capacity development requirements of Uganda. The Mission, through the CRSP, will be better positioned to build more effective strategies and programs, while establishing a research capacity within the Mission and the country as a whole. Within individual programs such as CC, the CRSP will be an active participant in identifying and rigorously measuring testable hypotheses related to nutrition, health and food security. The successful offeror will collaborate with USAID/Uganda and the CRSP partner to coordinate research and evaluation priorities that lend themselves to implementation of CC.

In its evaluation capacity, the Nutrition CRSP will be primarily responsible for baseline, mid-course, and final measurement of key

¹⁹ USAID is currently in negotiations to award this component. Additional details will be released as soon as this is available.

impact indicators (i.e. prevalence of stunting in children under five) for the CC as well as the examination of the effectiveness and elements of process of implementation (how it works) and the potential barriers and challenges and issue/constraints for implementation as well as conditions that are likely to affect scale up of interventions. It will be critical for the successful offeror and the CRSP to establish at the program start, in collaboration with USAID and the RCT evaluation partner, roles and responsibilities for collection of different data. It will also be critical for interactions of implementing partners. While the CC successful offeror will need to demonstrate some data collection and analysis capacity for program management, by and large the Nutrition CRSP will have responsibility for surveys and other data collection efforts that will establish baselines for high-level impact indicators as well as monitor these indicators over time.

END OF SECTION C

SECTION D: PACKAGING AND MARKING

D.1 AIDAR 752.7009 MARKING (JAN 1993)

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

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

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

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

D.2 BRANDING AND MARKING POLICY

Branding Strategy Implementation and Markings under this contract shall comply with the “USAID Graphics Standards Manual” available at <http://www.usaid.gov/branding> or any successor branding policy, as detailed in ADS Chapter 320.

D.3 BRANDING STRATEGY

In accordance with ADS 320 – Branding and Marking, and USAID’s overall policy, all assistance delivered through this program should be clearly credited to the American People. This Branding Strategy (BS) outlines the framework in which materials and communications used to promote the program deliver the message that the assistance is from the American People, as well as to ensure appropriate use of the USAID identity markings. To implement the BS, offerors shall develop two separate plans with different but related purposes as described below:

A. Branding Implementation Plan

The BIP shall describe how the program will be promoted to beneficiaries and host country citizens, specifically how the offeror shall incorporate, and publicize the message. “This assistance is from the American People”, in its communications and materials.

B. Marking Plan

The MP shall detail the public communications, commodities, program materials and other items that will visibly bear or be marked with the USAID identity.

Both plans shall be prepared in accordance with ADS 320.3.2. The BIP and MP shall be submitted as part of the Offeror’s response to the RFP and along with the Technical Proposal. Neither should exceed three pages and neither will be subject to the 30-page limit imposed on the Technical Proposal

Branding Strategy for the Community Connector Project

The branding strategy for this contract as specified in USAID ADS 320.3.2.1 is as follows:

Program Name: **The Community Connector Project**

Positioning: The branding shall incorporate the message: The assistance is “from the American People sponsored by

USAID.”

Level of Visibility: USAID identity shall be prominently displayed in: commodities or equipment; audio, visual or electronic public communications; studies, reports, publications, web sites, and all promotional and informational products; and events.

Other Organizations: The branding may acknowledge other organizations deemed as partners of an event or deliverable.

D.4. DELIVERABLES IN PAPER FORM

- (a) The cover page of all deliverables submitted in paper form shall include the USAID logo (or the name of the Agency written out) prominently displayed, the contract number (see the cover page of this contract), Offeror name, the publication or issuance date of the document, document title, author name(s), project/activity number, and project/activity title). All materials shall include the name, organization, address and telephone/fax/internet number/address of the person submitting the materials.
- (b) Deliverables submitted in paper form shall be prepared on non-glossy paper (preferably recycled and white or off-white) using black print. Elaborate art work, multicolor printing and expensive bindings are not to be used. Whenever possible, pages shall be printed on both sides.

D.5 DELIVERABLES IN ELECTRONIC FORM

- (a) Deliverables submitted in electronic form must utilize the Windows 2003 operating system and be in a Microsoft Word 2003 or Microsoft Excel 2003 application and shall be submitted with the following descriptive information:
 - (i) Name of application software used to create the files on the diskette;
 - (ii) The format for any graphic and/or image files included, *e.g.*, TIFF-compatible; and
 - (iii) Any other necessary information, *e.g.*, special backup or data compression routines/software used for storing/retrieving submitted data.

SECTION E: INSPECTION AND ACCEPTANCE

E.1. NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE

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

NUMBER	TITLE	DATE
	FEDERAL ACQUISITION REGULATION (48 CFR Chapter 1)	
52.246-4	INSPECTION OF SERVICES—FIXED-PRICE	AUG 1996

E.2. INSPECTION AND ACCEPTANCE

USAID inspection and acceptance of services, reports and other required deliverables or outputs shall take place at:

USAID/Uganda
US Mission Compound South Wing
Plot 1577 Ggaba Road
Kampala, Uganda

Or at any other location where the services are performed and reports and deliverables or outputs are produced or submitted. The COTR listed in Section G has been delegated authority to inspect and accept all services, reports and required deliverables or outputs.

E.3. QUALITY ASSURANCE SURVEILLANCE PLAN (QASP)

The progress, success and impact of the Offeror's performance under this contract will be monitored and evaluated as a part of the overall activity results. The QASP is a management tool with the intent of encouraging maximum performance, efficiencies and cost effectiveness by the Offeror and can be modified at any time by the Government. The QASP will be used as a Government document to enforce the inspection and acceptance clauses of the contract. The QASP might require revision after selection for award to reflect the Offeror's known strengths and weaknesses. This is intended to be a "living" document that should be reviewed and updated on an annual basis. It is based on the premise that the Offeror, not the Government, is responsible for managing and ensuring that quality controls meet the terms of the contract.

The Government reserves the right to modify performance standards and/or metrics during the life of this contract, in order to ensure that the right outcomes are being assessed and that the performance standards are appropriate. The COTR will ensure that QASP is implemented and updated.

A variety of mechanisms might be used to monitor the progress/success of the activity and the Offeror's performance:

- a. Weekly contract mobilization meetings during the first three months of contract implementation
- b. Monthly progress review meetings with the implementation teams
- c. Review of Offeror's scheduled reports (see Section F)
- d. Feedback from Governments and collaborating partners in Uganda
- e. Site visits by USAID personnel
- f. Quarterly reviews of work plan with performance milestones
- g. Periodic impact evaluations

SECTION F - DELIVERIES OR PERFORMANCE

F.1 NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE

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

NUMBER	TITLE	DATE
	FEDERAL ACQUISITION REGULATION (48 CFR Chapter 1)	
52.242-15	STOP-WORK ORDER	AUG 1989

F.2 PERIOD OF PERFORMANCE

The period of performance for this contract is five years effective the date of the Contracting Officer's signature on the cover page.

F.3 PLACE OF PERFORMANCE

Performance of this contract will be principally in Uganda.

F.4 ANNUAL WORK PLAN

Within 60 days of signing the contract, the Community Connector contractor will submit a detailed work plan for the first year of performance to the COTR for approval. Subsequent integrated work plans will be submitted on or before the anniversary date of this contract. The Work Plan is the key document for contract performance against which contractor performance shall be monitored and evaluated by USAID. During the implementation of this contract, the work plan may be updated if necessary, subject to the Contract Officer Technical Representative's (COTR) approval. USAID Mission staff and host government officials will review the updates in order to provide comments, thereon and recommend changes. Such comments and changes, however, if accepted by the Offeror, shall not constitute a change from the terms of this contract. The work plan shall specify a time table for the implementation of planned activities and a summary program budget (by result category). The updates shall include a brief summary report on contract performance to-date. The work plan is intended to be a working document for the use of the Offeror and USAID; much of the information may be presented in tabular format.

The Contractor shall immediately notify the COTR and the Contracting Officer, in writing, in the event that circumstances arise that has or might have an adverse impact on timely performance of the contract or the occurrence of unanticipated costs under this contract. This requirement is applicable to all subcontracts as well as to the prime.

F.5 REPORTS AND DELIVERABLES OR OUTPUTS

In addition to the requirements set forth for submission of reports in Sections I and J and in the AIDAR clause 752.242-70, Periodic Progress Reports, the Contractor shall submit the below listed deliverables or outputs to the COTR specified in Section G. All reports shall be submitted by the due date for approval of the COTR. Additional reports requiring review and clearances, when necessary, are listed under each requirement. The Contractor will consult the COTR on the format and expected content of reports prior to submission. Reports will be submitted in hard copy and electronically, either by e-mail or CD-ROM to USAID.

(1) Quarterly Summary Activity Reports

The performance monitoring reports shall be submitted to the COTR within 30 days following the end of the reporting period. Reports should briefly document on-going activities, and relate actual accomplishments toward the results. Every third monthly report shall be a summary for the quarter just completed, and the last report of the year shall be a summary of the progress and results for the year ending. Each report should follow a special format agreed to by USAID. The quarterly summary reports, should include

the following:

- a) Summary of activities and progress towards results under this award during the timeframe of the report;
- b) Explanation of quantifiable output of the tasks, if appropriate and applicable;
- c) Reasons why established targets were not met, if appropriate;
- d) Analysis and explanation of any cost overruns or high unit costs (the Contractor shall immediately notify USAID of developments that have a significant impact on award-supported activities);
- e) Notification to USAID of problems, delays or adverse conditions which materially impair the ability to meet the objectives of the award. These notifications shall include a statement of the action taken or contemplated, and any assistance needed to resolve the situation;
- g) Planned activities for the following month.

(2) Annual Report

The Contractor must annually submit an annual report by a date agreed upon by USAID and the Contractor. The annual reports should contain, at a minimum, the following:

- Achievement of results, sub-results and targets for all indicators;
- Difficulties or challenges encountered in the implementation of the Community Connector Project;
- An outline of priority areas of action for the following year.

(3) Final Report

Within 90 days of the completion date of this project, the Contractor shall submit a final report which includes: an executive summary of the Contractor's accomplishments in achieving the activities and conclusions about areas that need future support; an overall description of the Contractor's activities and attainment of results during the life of the project; an assessment of progress made toward accomplishing the activities; significance of these activities; comments and recommendations; a section on how the program will be sustained after termination of USAID funding; and a fiscal report.

The end of project report will contain, at a minimum, the following:

- Achievement of results, sub-results and targets for all indicators;
- Difficulties or challenges encountered in the implementation of the Community Connector Project;
- Sustainability of the activities after the project has ended.
- Documentation on lessons learnt and best practices

The final/completion report shall also contain an index of all reports and information products produced under this contract. The report shall be submitted within 90 days after the estimated completion date of this contract. Along with the Final Report, a CD-ROM depository will be submitted, containing all written documents, reports and presentations. The depository shall be organized in a user-friendly system, easy to handle and to search through.

(4) Ad Hoc Reports

The Contractor shall be prepared to submit ad hoc reports on the status of their activities as requested by the USAID mission. The reason for such ad hoc request might be, for example, for purposes of annual reporting, strategic planning, VIP visitors, etc.

(5) Financial Reports

The Community Connector contractor shall submit a quarterly financial report for approval by the COTR, not later than 45 calendar days after the end of each quarter. The quarterly expenditure report shall include, at minimum, expenditures to date and the balance remaining.

F.6 TECHNICAL APPROVALS REQUIREMENTS

The Contractor is required to seek the following approvals through the COTR:

- Approval of annual work plans and modifications that describe the specific activities to be carried out under the contract;
- Approval of specified key personnel; and

- Approval and acceptance of the work plan, reporting and other key documents.
- In addition, the COTR may visit all sites where the Contractor is working, including but not limited to, offices, communities and field sites for monitoring or other purposes.

F.7 EVALUATION OF CONTRACT PERFORMANCE

Evaluation of the contractor's performance shall be conducted in accordance with the performance standards and indicator targets set forth herein (section C.5.2.3). Evaluation by the COTR and the Contracting Officer (CO) will be conducted jointly and shall form the basis of the Contractor's performance record with regard to this contract as required in FAR Part 42.15 and AIDAR 742.15.

F8. ENVIRONMENTAL COMPLIANCE REPORTING

All USAID funded activities should comply with CFR 216. The Community Connector activities fall under the Economic Growth Objective (Development Objective – DO1) and Improved Health and Nutrition Status in Focus Areas and Populations (Development Objective – DO3) umbrella Initial Environmental Examinations (IEE) for these sectors, which expire at the end of FY 2014. The Contractor shall be responsible for ensuring that all environmental mitigation measures either proposed in the IEE or developed as a result of Environmental Screening of activities during implementation are implemented. The Contractor will collaborate with the COTR and the Mission Environmental Officer for compliance and guidance on any CFR 216 issues. The Contractor is expected to provide a few paragraphs on environmental compliance as part of the fixed schedule that will be set by the COTR. As required by ADS 204.5.4, USAID will “actively monitor and evaluate whether the environmental features designed for the activity resulting from the 22 CFR 216 process are being implemented effectively and whether there are new or unforeseen consequences arising during implementation that were not identified and reviewed in accordance with 22 CFR 216.” USAID shall specify who will monitor IEE compliance, how they will monitor and how they will determine if there are “new or unforeseen circumstances.”

F.9 KEY PERSONNEL

(a) The personnel listed below (or specified in the contract schedule) are considered essential to the work being performed under this contract:

1. Chief of Party
2. Deputy Chief of Party
3. Monitoring and Evaluation Specialist
4. Senior Technical Advisor
5. Senior Technical Advisor

(b) Before removing, replacing or diverting any of the listed or specified personnel, the Contractor shall (1) notify the Contracting Officer reasonably in advance and (2) submit justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on this contract.

(c) The Contractor shall make no diversion without the Contracting Officer's written consent; provided that the Contracting Officer may ratify in writing the proposed change, and that ratification shall constitute the Contracting Officer's consent required by this clause.

F.10 752.7005 SUBMISSION REQUIREMENTS FOR DEVELOPMENT EXPERIENCE

DOCUMENTS (JAN 2004)

- (a) Contractor Reports and information/Intellectual Products.
- (1) The Contractor shall submit to USAID's Development Experience Clearinghouse (DEC) copies of reports and information products which describe, communicate or organize program/project development assistance activities, methods, technologies, management, research, results and experience as outlined in the Agency's ADS Chapter 540. Information may be obtained from the COTR. These reports include: assessments, evaluations, studies, development experience documents, technical reports and annual reports. The Contractor shall also submit two copies of information products including training materials, publications, databases, computer software programs, video and

SECTION G: CONTRACT ADMINISTRATION DATA

G.1. 752.7003 DOCUMENTATION FOR PAYMENT (NOV 1998)

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

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

TOTAL EXPENDITURES (Document Number: XXX-X-XX-XXXX-XX)			
<i>Line Item No.</i>	<i>Description</i>	<i>Amt. Vouchered To Date</i>	<i>Amt. Vouchered this Period</i>
0001	Product/Service Desc. for Line Item 0001	\$XXXX.XX	\$XXXX.XX
0002	Product/Service Desc. for Line Item 0002	\$XXXX.XX	\$XXXX.XX
Total		\$XXXX.XX	\$XXXX.XX

(2) The fiscal report shall include the following certification signed by an authorized representative of the Contractor:

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

BY: _____

TITLE: _____

DATE: _____

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

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

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

G.2. ADMINISTRATIVE CONTRACTING OFFICE

The Administrative Contracting Office is:

Local Address

USAID/Uganda
Acquisition and Assistance Office
US Mission Compound, South Wing
Plot 1577 Ggaba Road
Kampala, Uganda
Telephone: 256-414-306001

International Address

USAID/Uganda
Acquisition and Assistance Office
2190 Kampala Place
Washington DC 20521-2190

G.3. CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVE (COTR)

The Contracting Officer's Technical Representative is TBD. A separate Administrative letter issued by the Contracting Officer at the time of contract award will designate the COTR. The Contracting Officer will provide a copy of the COTR designation letter to the Contractor.

G.4. TECHNICAL DIRECTIONS/RELATIONSHIP WITH USAID

(a) Technical Directions is defined to include:

- (1) Written directions to the Contractor which fill in details, suggest possible lines of inquiry, or otherwise facilitate completion of work;
- (2) Provision of written information to the Contractor which assists in the interpretation of drawings, specifications, or technical portions of the work statement;
- (3) Review and, where required, provide written approval of technical reports, drawings, specifications or technical information to be delivered. Technical directions must be in writing, and must be within the scope of the work as detailed in Section C.

(b) The COTR is authorized by designation to take any or all action with respect to the following which could lawfully be taken by the Contracting Officer, except any action specifically prohibited by the terms of this Contract:

- (1) Assure that the Contractor performs the technical requirements of the contract in accordance with the contract terms, conditions and specifications.
- (2) Perform or cause to be performed, inspections necessary in connection with a) above and require the Contractor to correct all deficiencies; perform acceptance for the Government.
- (3) Maintain all liaison and direct communications with the Contractor. All requests from the contractor to the Contracting Officer must be through the COTR.
- (4) Issue written interpretations of technical requirements of Government drawings, designs and specifications.
- (5) Monitor the Contractor's production or performance progress and notify the Contractor in writing of deficiencies observed during surveillance, and direct appropriate action to effect correction. Record and report to the Contracting Officer incidents of faulty or nonconforming work, delays or problems.
- (6) Obtain necessary security clearance and appropriate identification if access to Government facilities is required. If to be provided, ensure that Government furnished property is available when required.

(c) **COTR LIMITATIONS:** The Contractor is hereby notified that the COTR is not empowered to award, agree to, or sign any contract (including delivery or purchase orders) or modifications thereto, or in any way to obligate the payment of money by the US Government. The COTR may not take any action which might impact on the contract schedule, funds, scope or rate of utilization of

LOE. All contractual agreements, commitments or modifications which involve prices, quantities, quality and schedules shall be made only by the Contracting Officer.

- (1) In the separately-issued COTR designation letter, the CO designates an alternate COTR to act in the absence of the designated COTR, in accordance with the terms of the letter.
- (2) Contractual Issues - Contractual issues, of any nature, that might arise during the life of the contract must be handled in conformance with specific public laws and regulations (i.e. Federal Acquisition Regulation and Agency for International Development Acquisition Regulation). The Contractor, through the COTR, shall bring all contracting issues to the immediate attention of the Contracting Officer. Only the Contracting Officer is authorized to formally resolve such issues. The Contracting Officer will be responsible for resolving legal issues, determining contract scope and interpreting contract terms and conditions. The Contracting Officer is the sole authority authorized to approve changes in any of the requirements under this contract. Notwithstanding any clause contained elsewhere in this contract, the said authority remains solely with the Contracting Officer. These changes include, but will not be limited to the following areas: scope of work, price, quantity, technical specifications, delivery schedules, and contract terms and conditions. In the event the Contractor effects any changes at the direction of any other person other than the Contracting Officer, the change will be considered to have been made without authority.
- (3) Failure by the Contractor to report to the Contracting Office any action by the Government considered to a change, within the specified number of days contained in FAR 52.243-7 (Notification of Changes), waives the Contractor's right to any claims for equitable adjustments.

G.5. PAYING OFFICE

The paying office for this contract is:

USAID/Uganda
Financial Management Office
US Mission Compound, South Wing
Plot 1577 Ggaba Road
Kampala, Uganda

G.6 ACCOUNTING AND APPROPRIATION DATA

Budget Fiscal:
Operating Unit:
Strategic Objective:
Team/Division:
Benefiting Geo Area:
Object Class:
Amount Obligated:

SECTION H: SPECIAL CONTRACT REQUIREMENTS

H.1 NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE

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

NUMBER	TITLE	DATE
	FAR (48 CFR Chapter 1) AIDAR (48 CFR Chapter 7)	
752.7027	PERSONNEL	DEC 1990

H.2 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this contract is 935.

H.3 LOGISTIC SUPPORT

The Contractor shall be responsible for furnishing all logistic support in the United States and overseas. In addition, and in accordance with the post policy as from time-to-time amended, the Mission may help the Contractor.

- Provide custom and/or tax exemption certificates for long-term expatriate staff for UAB, HHE, POV, office and residential furniture, appliances, equipment, hotels;

- May provide letters to facilitate the Contractor's establishing bank accounts, leasing housing and Contractor's office space, and obtaining visas.

H.4 CONSENT TO SUBCONTRACT

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

<u>Contractor Name</u>	<u>Services to be Performed</u>
------------------------	---------------------------------

[TBD at time of award]

The Contractor shall request Contracting Officer consent and submit the information required by the aforementioned clause for any subcontracts requiring consent but not listed here.

Include Subcontracting Plans (if applicable)

H.5 EXECUTIVE ORDER ON TERRORISM FINANCING (FEB 2002)

The Contractor/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 responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/subawards issued under this contract/agreement.

H.6 REPORTING OF FOREIGN TAXES

- (a) Reports. The Contractor must annually submit an annual report by April 16 of the next year.
- (b) Contents of Report. The reports must contain:

- (i) Contractor 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 U.S. 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 Lesotho 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 Lesotho (or South Africa).
 - (vi) Any reimbursements received by the Contractor 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 Contractor 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 contractor/recipient did not pay any taxes during the report period.
 - (ix) Cumulative reports may be provided if the contractor/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.
- (c) Where. Submit the reports to:
- The Controller
 Financial Management Office
 US Mission Compound – South Wing,
 1577 Ggaba Road, P.O. Box 7856, Kampala.
- (e) Subagreements. The Contractor must include this reporting requirement in all applicable subcontracts, subgrants and other subagreements.
- (f) For further information see <http://www.state.gov/m/rm/c10443.htm>.

H.7 USAID DISABILITY POLICY - ACQUISITION (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://www.usaid.gov/about/disability/DISABPOL.FIN.html>.
- (b) USAID therefore requires that the contractor not discriminate against people with disabilities in the implementation of USAID programs and that it make every effort to comply with the objectives of the USAID Disability Policy in performing this contract. To that end and within the scope of the contract, the contractor's actions must demonstrate a comprehensive and consistent approach for including men, women and children with disabilities.

H.8 TITLE TO AND CARE OF PROPERTY

In accordance with AIDAR clause 752-245.71 mentioned in Section I, the Contracting Officer hereby designates the Contractor to keep control of all non-expendable property purchased under this contract.

H.9 752.7007 PERSONNEL COMPENSATION (JULY 2007)

- (a) Direct compensation of the Contractor's personnel will be in accordance with the Contractor's established policies, procedures, and practices, and the cost principles applicable to this contract.
- (b) Reimbursement of the employee's base annual salary plus overseas recruitment incentive, if any, which exceed the USAID Contractor Salary Threshold (USAID CST) stated in USAID Automated Directives System (ADS) Chapter 302 USAID Direct Contracting, must be approved in writing by the Contracting Officer, as prescribed in 731.205-6(d) or 731.371(b), as applicable.

H.10 ORGANIZATIONAL CONFLICT OF INTEREST

Any concerns/issues related to Organizational Conflict of Interest MUST be brought to the attention of the Cognizant Contracting Officer as soon as it appears. See CIB 99-17:

http://www.usaid.gov/business/business_opportunities/cib/pdf/cib9917.pdf

H.11 INFORMATION TECHNOLOGY REQUIREMENT

The Contractor shall comply with the requirements contained in ADS 548 which require review and approval by the Office of Information Resource Management (M/IRM) in USAID/W of information technology components in which the life-cycle cost of commodities or services (e.g., installation, maintenance, and technical assistance) exceeds \$100,000.

H.12 MANAGEMENT OF INFORMATION TECHNOLOGY RESOURCES

1. Pursuant to ADS 547, Information Technology (IT) is defined as follows:

Information Technology

(A) The term 'information technology', with respect to an executive agency means any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency. For purposes of the preceding sentence, equipment is used by an executive agency if the equipment is used by the executive agency directly or is used by a contractor under a contract with the executive agency which (i) requires the use of such equipment, or (ii) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product.

(B) The term 'information technology' includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources.

(C) Notwithstanding subparagraphs (A) and (B), the term 'information technology' does not include any equipment that is acquired by a Federal contractor incidental to a Federal contract. (Source: Clinger-Cohen Act) (Chapters 541-548, 552).

2. The Contractor shall maintain accountable property records of IT resources. These records must identify each accountable item of U.S. Government-funded property acquired or furnished under the contract in a format acceptable to the Contracting Officer and must be furnished to the Contracting Officer six months after the effective date of the contract or task order and thereafter annually based on the effective date of the contract.

In the event any IT resources are lost, stolen, destroyed or damaged beyond economical repair, the Contractor must promptly notify both the COTR and the Contracting Officer.

3. As part of the Property Disposition Plan, the Contractor will provide a separate and final inventory of IT resources. After consultation with the COTR and the USAID Office of Information Resource Management, the Contracting Officer will provide

disposition instructions to the Contractor. The Contractor shall provide a final report to the COTR and Contracting Officer on the final disposition of all IT resources.

H.13 VALUE ADDED TAX AND CUSTOMS DUTIES

Pursuant to bilateral agreements with the GOU, all imports and expenditures under this contract by the Contractor and by non-local subcontractors will be exempt from Value-Added Tax (VAT) and Customs Duties imposed by the GOU. Therefore, in accordance with paragraph (a) of FAR 52.229-8, Taxes—Foreign Cost-Reimbursement Contracts (3/90), GOU VAT customs duties shall not constitute allowable costs under this contract.

USAID will assist the Contractor to obtain customs exemption certificate on imports. In cases where GOU VAT cannot be avoided, the Contractor shall obtain original VAT tax invoices/receipts from the vendors. Receipts must be submitted to USAID's Financial Management Office on a monthly basis to enable USAID to obtain VAT refunds from VAT authorities. The Contractor is responsible for ensuring that subcontractors and sub grantees comply with this requirement. All VAT claims for subcontractors and sub grantees shall be submitted to USAID through the Contractor.

With each monthly statement (progress payment invoice / request), the Contractor will furnish USAID as part of the required supporting documentation and in addition to the monthly submissions as discussed in the previous paragraph, a copy of all certified VAT tax receipts showing the portion of the amount of progress payment requested which is attributable to VAT taxes paid to local subcontractors from amounts earned and requested for payment.

H.14 752.7032 INTERNATIONAL TRAVEL APPROVAL AND NOTIFICATION REQUIREMENTS (JAN 1990)

Prior written approval by the Contracting Officer is required for all international travel directly and identifiably funded by USAID under this contract. The Contractor shall therefore present to the Contracting Officer an itinerary for each planned international trip, showing the name of the traveler, purpose of the trip, origin/destination (and intervening stops), and dates of travel, as far in advance of the proposed travel as possible, but in no event less than three weeks before travel is planned to commence. The Contracting Officer's prior written approval may be in the form of a letter or telegram or similar device or may be specifically incorporated into the schedule of the contract. At least one week prior to commencement of approved international travel, the Contractor shall notify the Contracting Officer's Technical Representative, with a copy to the Contracting Officer, of planned travel, identifying the travelers and the dates and times of arrival.

H.18 EMPLOYMENT COSTS OF THIRD COUNTRY NATIONALS AND COOPERATING COUNTRY NATIONALS

(a) The following are unallowable costs for third country nationals (TCN's) and cooperating country nationals (CCN's) unless the Contracting Officer provides a written determination that such costs are allowable for specifically named individuals:

- 1) Compensation, including merit or promotion increases, that exceeds the prevailing compensation paid to personnel performing comparable work in the cooperating country.
- 2) Payment of compensation to TCN and CCN employees in other than the currency of the local country.
- 3) Allowances and Differentials.

(b) Unless otherwise approved by the Contracting Officer, the maximum prevailing compensation will be the same as the maximum salary under the Uganda Mission Local Compensation Plan.

(c) The Contracting Officer will only determine the above costs to be allowable if and to the extent that the Mission Director approves such exceptions, and also subject to the usual considerations of reasonableness and allocability to the contract.

(d) Even if the contract ceiling price is based on a cost proposal that estimated such payments, a specific allowability determination from the Contracting Officer is required in order for such costs to be reimbursed under the contract.

(e) Employee agreements or contracts entered into by contractors and CCN/TCNs must reflect a fixed annual or monthly salary, denominated in local currency with a provision for annual salary increases that have been approved by the Contracting Officer through negotiations.

PART II - CONTRACT CLAUSES

SECTION I: CONTRACT CLAUSES

I.1 NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE

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

NUMBER	TITLE	DATE
FEDERAL ACQUISITION REGULATION (48 CFR Chapter 1)		
52.202-1	Definitions.	(JUL 2004)
52.203-3	Gratuities.	(APR 1984)
52.203-5	Covenant Against Contingent Fees.	(APR 1984)
52.203-6	Restrictions on Subcontractor Sales to the Government.	(SEP 2006)
52.203-7	Anti-Kickback Procedures.	(OCT 2010)
52.203-8	Cancellation, Rescission, and Recovery of Funds for Illegal or Improper Activity.	(JAN 1997)
52.203-10	Price or Fee Adjustment for Illegal or Improper Activity.	(JAN 1997)
52.203-12	Limitation on Payments to Influence Certain Federal Transactions.	(OCT 2010)
52.203-13	Contractor Code of Business Ethics and Conduct.	(APR 2010)
52.204-4	Printed or Copied Double-Sided on Postconsumer Fiber Content Paper.	(May 2011)
52.204-9	Personal Identity Verification of Contractor Personnel.	(JAN 2011)
52.204-10	Reporting Executive Compensation and First-Tier Subcontract Awards.	(JUL 2010)
52.209-6	Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment.	(DEC 2010)
52.215-2	Audit and Records - Negotiation.	(OCT 2010)
52.215-8	Order of Precedence - Uniform Contract Format.	(OCT 1997)
52.215-15	Pension Adjustments and Asset Reversions.	(OCT 2010)
52.215-18	Reversion or Adjustment of Plans for Postretirement Benefits (PRB) Other Than Pensions.	(JUL 2005)
52.215-23	Limitations on Pass-Through Charges.	(OCT 2009)
52.217-2	Cancellation Under Multi-year Contracts.	(OCT 1997)
52.222-1	Notice to the Government of Labor Disputes.	(FEB 1997)
52.222-3	Convict Labor.	(JUN 2003)
52.222-21	Prohibition of Segregated Facilities.	(FEB 1999)
52.222-26	Equal Opportunity.	(MAR 2007)
52.222-29	Notification of Visa Denial.	(JUN 2003)
52.223-6	Drug-Free Workplace.	(MAY 2001)
52.223-18	Encouraging Contractor Policies to Ban Text Messaging While Driving.	(AUG 2011)
52.225-13	Restrictions on Certain Foreign Purchases.	(JUN 2008)
52.225-25	Prohibition on Engaging in Sanctioned Activities Relating to Iran-Certification.	(SEP 2010)
52.226-6	Promoting Excess Food Donation to Nonprofit Organizations.	(MAR 2009)
52.227-3	Patent Indemnity.	(APR 1984)
52.228-3	Workers' Compensation Insurance (Defense Base Act).	(APR 1984)
52.230-2	Cost Accounting Standards.	(OCT 2010)
52.230-3	Disclosure and Consistency of Cost Accounting Practices.	(OCT 2008)
52.230-4	Disclosure and Consistency of Cost Accounting Practices--Foreign Concerns.	(JUN 2010)
52.230-6	Administration of Cost Accounting Standards.	(JUN 2010)
52.232-1	Payments.	(APR 1984)
52.232-9	Limitation on Withholding of Payments.	(APR 1984)
52.232-17	Interest.	(OCT 2010)
52.232-18	Availability of Funds.	(APR 1984)
52.232-23	Assignment of Claims.	(JAN 1986)
52.232-25	Prompt payment.	(OCT 2008)

52.232-33	Payment by Electronic Funds Transfer - Central Contractor Registration.	(OCT 2003)
52.233-1	Disputes.	(JUL 2002)
52.233-3	Protest after Award.	(AUG 1996)
52.233-4	Applicable Law for Breach of Contract Claim.	(OCT 2004)
52.237-3	Continuity of Services.	(JAN 1991)
52.242-1	Notice of Intent to Disallow Costs.	(APR 1984)
52.243-1	Changes - Fixed-Price. (AUG 1987) - Alternate I	(APR 1984)
52.243-1	Changes - Fixed-Price. (AUG 1987) - Alternate II	(APR 1984)
52.244-6	Subcontracts for Commercial Items.	(DEC 2010)
52.245-1	Government Property.	(AUG 2010)
52.246-2	Limitation of Liability - Services.	(FEB 1997)
52.249-1	Termination for Convenience of the Government (Fixed-Price) (Short Form).	(APR 1984)
52.249-8	Default (Fixed-Price Supply and Service).	(APR 1984)
52.253-1	Computer Generated Forms.	(JAN 1991)

AIDAR 48 CFR CHAPTER 7

752.202-1	Definitions	
752.209-71	Organizational Conflict of Interest After Award	
752.211-70	Language and Measurement	(JUN 1992)
752.216-70	Award Fee	(MAY 1997)
752.225-70	Source, Origin and Nationality Requirements	(FEB 1997)
752.225-71	Local Procurement	(FEB 1997)
752.228-3	Worker's Compensation Insurance (Defense Base Act)	
752.228-7	Insurance-Liability to Third Persons	
752.228-70	Medical Evacuation Services	(MAR 1993)
745.245-70	Government Property – USAID Reporting Requirements	
752.245-71	Title to and Care of Property	(APR 1984)
752.7001	Biographical Data	(JUL 1997)
752.7002	Travel and Transportation	(JAN 1990)
752.7006	Notices	(APR 1984)
752.7007	Personnel Compensation	(JUL 1996)
752.7008	Use of Government Facilities or Personnel	(APR 1984)
752.7010	Conversion of U.S. Dollars to Local Currency	(APR 1984)
752.7011	Orientation and Language Training	(APR 1984)
752.7013	Contractor- Mission Relationships	(OCT 1989)
752.7014	Notice of Changes in Travel Regulations	(JAN 1990)
752.7015	Use of Pouch Facilities	(JUL 1997)
752.7025	Approvals	(APR 1984)
752.7028	Differentials and Allowances	(JUL 1996)
752.7029	Post Privileges	(JUL 1993)
752.7033	Physical Fitness	(JUL 1997)
752.7004	Emergency Locator Information	(JUL 1997)
728.309	Contract Clause for Worker's Compensation Insurance	

I.2 52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)

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

I.3 52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT (MAR 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor within 30 days before the contract

expires; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 days before the contract expires. The preliminary notice does not commit the Government to an extension.

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

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 5 years.

I.4 52.222-50 COMBATING TRAFFICKING IN PERSONS (Aug 2007)

(a) *Definitions.* As used in this clause—

“Coercion” means—

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

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

(3) The abuse or threatened abuse of the legal process.

“Commercial sex act” means any sex act on account of which anything of value is given to or received by any person.

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

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

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

(1) Any scheme, plan, or pattern intended to cause a person to believe that, if the person did not enter into or continue in such conditions, that person or another person would suffer serious harm or physical restraint; or

(2) The abuse or threatened abuse of the legal process.

“Severe forms of trafficking in persons” means—

(1) Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or

(2) The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

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

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

(1) Engage in severe forms of trafficking in persons during the period of performance of the contract;

(2) Procure commercial sex acts during the period of performance of the contract; or

(3) Use forced labor in the performance of the contract.

(c) *Contractor requirements.* The Contractor shall—

(1) Notify its employees of—

(i) The United States Government’s zero tolerance policy described in paragraph (b) of this clause; and

(ii) The actions that will be taken against employees for violations of this policy. Such actions may include, but are not limited to, removal from the contract, reduction in benefits, or termination of employment; and

(2) Take appropriate action, up to and including termination, against employees or subcontractors that violate the policy in paragraph (b) of this clause.

(d) *Notification.* The Contractor shall inform the Contracting Officer immediately of—

(1) Any information it receives from any source (including host country law enforcement) that alleges a Contractor employee, subcontractor, or subcontractor employee has engaged in conduct that violates this policy; and

(2) Any actions taken against Contractor employees, subcontractors, or subcontractor employees pursuant to this clause.

(e) *Remedies.* In addition to other remedies available to the Government, the Contractor’s failure to comply with the requirements of paragraphs (c), (d), or (f) of this clause may render the Contractor subject to—

(1) Required removal of a Contractor employee or employees from the performance of the contract;

(2) Required subcontractor termination;

(3) Suspension of contract payments;

- (4) Loss of award fee, consistent with the award fee plan, for the performance period in which the Government determined Contractor non-compliance;
- (5) Termination of the contract for default or cause, in accordance with the termination clause of this contract; or
- (6) Suspension or debarment.

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

I.5 52.227-23 RIGHTS TO PROPOSAL DATA (TECHNICAL) (JUN 1987)

Except for data contained on pages none, it is agreed that as a condition of award of this contract, and notwithstanding the conditions of any notice appearing thereon, the Government shall have unlimited rights (as defined in the "Rights in Data--General" clause contained in this contract) in and to the technical data contained in the proposal dated N/A upon which this contract is based.

I.6 52.229-6 TAXES—FOREIGN FIXED-PRICE CONTRACTS. (JUN 2003)

(a) To the extent that this contract provides for furnishing supplies or performing services outside the United States and its outlying areas, this clause applies in lieu of any Federal, State, and local taxes clause of the contract.

(b) *Definitions*. As used in this clause—

“Contract date” means the date set for bid opening or, if this is a negotiated contract or a modification, the effective date of this contract or modification.

“Country concerned” means any country, other than the United States and its outlying areas, in which expenditures under this contract are made.

“Tax” and “taxes” include fees and charges for doing business that are levied by the government of the country concerned or by its political subdivisions.

“All applicable taxes and duties” means all taxes and duties, in effect on the contract date, that the taxing authority is imposing and collecting on the transactions or property covered by this contract, pursuant to written ruling or regulation in effect on the contract date.

“After-imposed tax” means any new or increased tax or duty, or tax that was exempted or excluded on the contract date but whose exemption was later revoked or reduced during the contract period, other than excepted tax, on the transactions or property covered by this contract that the Contractor is required to pay or bear as the result of legislative, judicial, or administrative action taking effect after the contract date.

“After-relieved tax” means any amount of tax or duty, other than an excepted tax, that would otherwise have been payable on the transactions or property covered by this contract, but which the Contractor is not required to pay or bear, or for which the Contractor obtains a refund, as the result of legislative, judicial, or administrative action taking effect after the contract date.

“Excepted tax” means social security or other employment taxes, net income and franchise taxes, excess profits taxes, capital stock taxes, transportation taxes, unemployment compensation taxes, and property taxes. “Excepted tax” does not include gross income taxes levied on or measured by sales or receipts from sales, property taxes assessed on completed supplies covered by this contract, or any tax assessed on the Contractor’s possession of, interest in, or use of property, title to which is in the U.S. Government.

(c) Unless otherwise provided in this contract, the contract price includes all applicable taxes and duties, except taxes and duties that the Government of the United States and the government of the country concerned have agreed shall not be applicable to expenditures in such country by or on behalf of the United States.

(d) The contract price shall be increased by the amount of any after-imposed tax or of any tax or duty specifically excluded from the contract price by a provision of this contract that the Contractor is required to pay or bear, including any interest or penalty, if the Contractor states in writing that the contract price does not include any contingency for such tax and if liability for such tax, interest, or penalty was not incurred through the Contractor’s fault, negligence, or failure to follow instructions of the Contracting Officer or to comply with the provisions of paragraph (i) of this clause.

(e) The contract price shall be decreased by the amount of any after-relieved tax, including any interest or penalty. The Government of the United States shall be entitled to interest received by the Contractor incident to a refund of taxes to the extent that such interest was earned after the Contractor was paid by the Government of the United States for such taxes. The Government of the United States shall be entitled to repayment of any penalty refunded to the Contractor to the extent that the penalty was paid by the Government.

(f) The contract price shall be decreased by the amount of any tax or duty, other than an excepted tax, that was included in the contract and that the Contractor is required to pay or bear, or does not obtain a refund of, through the Contractor’s fault, negligence, or failure to follow instructions of the Contracting Officer or to comply with the provisions of paragraph (i) of this clause.

(g) No adjustment shall be made in the contract price under this clause unless the amount of the adjustment exceeds \$250.

(h) If the Contractor obtains a reduction in tax liability under the United States Internal Revenue Code (Title 26, U.S. Code) because of the payment of any tax or duty that either was included in the contract price or was the basis of an increase in the contract price, the amount of the reduction shall be paid or credited to the Government of the United States as the Contracting Officer directs.

(i) The Contractor shall take all reasonable action to obtain exemption from or refund of any taxes or duties, including interest or penalty, from which the United States Government, the Contractor, any subcontractor, or the transactions or property covered by this contract are exempt under the laws of the country concerned or its political subdivisions or which the governments of the United States and of the country concerned have agreed shall not be applicable to expenditures in such country by or on behalf of the United States.

(j) The Contractor shall promptly notify the Contracting Officer of all matters relating to taxes or duties that reasonably may be expected to result in either an increase or decrease in the contract price and shall take appropriate action as the Contracting Officer directs. The contract price shall be equitably adjusted to cover the costs of action taken by the Contractor at the direction of the Contracting Officer, including any interest, penalty, and reasonable attorneys' fees.

I.7 52.243-7 NOTIFICATION OF CHANGES (APR 1984)

(a) Definitions. "Contracting Officer," as used in this clause, does not include any representative of the Contracting Officer. "Specifically Authorized Representative (SAR)," as used in this clause, means any person the Contracting Officer has so designated by written notice (a copy of which shall be provided to the Contractor) which shall refer to this subparagraph and shall be issued to the designated representative before the SAR exercises such authority.

(b) Notice. The primary purpose of this clause is to obtain prompt reporting of Government conduct that the Contractor considers to constitute a change to this contract. Except for changes identified as such in writing and signed by the Contracting Officer, the Contractor shall notify the Administrative Contracting Officer in writing promptly, within 15 calendar days from the date that the Contractor identifies any Government conduct (including actions, inactions, and written or oral communications) that the Contractor regards as a change to the contract terms and conditions. On the basis of the most accurate information available to the Contractor, the notice shall state--

(1) The date, nature, and circumstances of the conduct regarded as a change;

(2) The name, function, and activity of each Government individual and Contractor official or employee involved in or knowledgeable about such conduct;

(3) The identification of any documents and the substance of any oral communication involved in such conduct;

(4) In the instance of alleged acceleration of scheduled performance or delivery, the basis upon which it arose;

(5) The particular elements of contract performance for which the Contractor may seek an equitable adjustment under this clause, including--

(i) What contract line items have been or may be affected by the alleged change;

(ii) What labor or materials or both have been or may be added, deleted, or wasted by the alleged change;

(iii) To the extent practicable, what delay and disruption in the manner and sequence of performance and effect on continued performance have been or may be caused by the alleged change;

(iv) What adjustments to contract price, delivery schedule, and other provisions affected by the alleged change are estimated; and

(6) The Contractor's estimate of the time by which the Government must respond to the Contractor's notice to minimize cost, delay or disruption of performance.

(c) Continued performance. Following submission of the notice required by (b) above, the Contractor shall diligently continue performance of this contract to the maximum extent possible in accordance with its terms and conditions as construed by the Contractor, unless the notice reports a direction of the Contracting Officer or a communication from a SAR of the Contracting Officer, in either of which events the Contractor shall continue performance; provided, however, that if the Contractor regards the direction or communication as a change as described in (b) above, notice shall be given in the manner provided. All directions,

communications, interpretations, orders and similar actions of the SAR shall be reduced to writing promptly and copies furnished to the Contractor and to the Contracting Officer. The Contracting Officer shall promptly countermand any action which exceeds the authority of the SAR.

(d) Government response. The Contracting Officer shall promptly, within 15 calendar days after receipt of notice, respond to the notice in writing. In responding, the Contracting Officer shall either--

(1) Confirm that the conduct of which the Contractor gave notice constitutes a change and when necessary direct the mode of further performance;

(2) Countermand any communication regarded as a change;

(3) Deny that the conduct of which the Contractor gave notice constitutes a change and when necessary direct the mode of further performance; or

(4) In the event the Contractor's notice information is inadequate to make a decision under (1), (2), or (3) above, advise the Contractor what additional information is required, and establish the date by which it should be furnished and the date thereafter by which the Government will respond.

(e) Equitable adjustments. (1) If the Contracting Officer confirms that Government conduct effected a change as alleged by the Contractor, and the conduct causes an increase or decrease in the Contractor's cost of, or the time required for, performance of any part of the work under this contract, whether changed or not changed by such conduct, an equitable adjustment shall be made--

(i) In the contract price or delivery schedule or both; and

(ii) In such other provisions of the contract as may be affected.

(2) The contract shall be modified in writing accordingly. In the case of drawings, designs or specifications which are defective and for which the Government is responsible, the equitable adjustment shall include the cost and time extension for delay reasonably incurred by the Contractor in attempting to comply with the defective drawings, designs or specifications before the Contractor identified, or reasonably should have identified, such defect.

When the cost of property made obsolete or excess as a result of a change confirmed by the Contracting Officer under this clause is included in the equitable adjustment, the Contracting Officer shall have the right to prescribe the manner of disposition of the property. The equitable adjustment shall not include increased costs or time extensions for delay resulting from the Contractor's failure to provide notice or to continue performance as provided, respectively, in (b) and (c) above.

I.8 52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

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

See <http://www.arnet.gov/far/> for electronic access to the full text of FAR clauses and <http://www.usaid.gov/policy/ads/300/aidar.doc> for the full text of AIDAR clauses.

I.9 52.252-6 AUTHORIZED DEVIATIONS IN CLAUSES (APR 1984)

(a) The use in this solicitation or contract of any Federal Acquisition Regulation (48 CFR Chapter 1) clause with an authorized deviation is indicated by the addition of "(DEVIATION)" after the date of the clause.

(b) The use in this solicitation or contract of any U.S. Agency for International Development Acquisition Regulation (AIDAR) (48 CFR Chapter 7) clause with an authorized deviation is indicated by the addition of "(DEVIATION)" after the name of the regulation.

I.10 752.225-71 LOCAL PROCUREMENT (FEB 1997)

(a) Local procurement involves the use of appropriated funds to finance the procurement of goods and services supplied by local businesses, dealers or producers, with payment normally being in the currency of the cooperating country.

(b) All locally-financed procurements must be covered by source/ origin and nationality waivers as set forth in subpart F of 22 CFR part 228 except as provided for in 22 CFR 228.40, Local procurement.

I.11 752.242-70 PERIODIC PROGRESS REPORTS (OCT 2007)

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

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

I.12 752.7101 VOLUNTARY POPULATION PLANNING ACTIVITIES (JUNE 2008)

(a) *Requirements for Voluntary Sterilization Program.* None of the funds made available under this contract shall be used to pay for the performance of involuntary sterilization as a method of family planning or to coerce or provide any financial incentive to any individual to practice sterilization.

(b) *Prohibition on Abortion-Related Activities.*

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

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

(c) The contractor shall insert this provision in all subcontracts.

PART III – LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACHMENTS

SECTION J: LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACHMENTS

<u>ATTACHMENT NUMBER:</u>	<u>TITLE</u>
- ATTACHMENT 1	IDENTIFICATION OF PRINCIPAL GEOGRAPHIC CODE NUMBERS Alternatively, please check at http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&sid=cd6fd7ce7103e610460677803858934a&rgn=div8&view=text&node=22:1.0.2.2.2.27.1.61.3&idno=22
- ATTACHMENT 2	USAID FORM 1420-17 - CONTRACTOR BIOGRAPHICAL DATA SHEET. Attached is a hard copy at the end of this document. However, for an electronic version, please locate the form at http://www.USAID.GOV/procurement bus_opp/procurement/forms/
-ATTACHMENT 3	AWARD FEE DETERMINATION PROCEDURES
-ATTACHMENT 4	LIST OF ACRONYMS

PART IV - REPRESENTATIONS AND INSTRUCTIONS

SECTION K: REPRESENTATIONS, CERTIFICATIONS, AND OTHER STATEMENTS OF BIDDERS

K.1 NOTICE LISTING SOLICITATION PROVISIONS INCORPORATED BY REFERENCE

The following solicitation provisions pertinent to this section are hereby incorporated by reference (by Citation Number, Title and Date) in accordance with the FAR provision at FAR "52.252-1 SOLICITATION PROVISIONS INCORPORATED BY REFERENCE" in Section L of this solicitation. See FAR 52.252-1 for an internet address (if specified) for electronic access to the full text of a provision.

NUMBER	TITLE	DATE
FEDERAL ACQUISITION REGULATION (48 CFR Chapter 1)		
52.203-11	CERTIFICATION AND DISCLOSURE REGARDING PAYMENTS TO INFLUENCE CERTAIN FEDERAL TRANSACTIONS	SEP 2007
52.237-8	RESTRICTION ON SEVERANCE PAYMENTS TO FOREIGN NATIONALS	AUG 2003

K.2 52.204-8 ANNUAL REPRESENTATIONS AND CERTIFICATIONS (FEB 2009)

(a)(1) The North American Industry Classification System (NAICS) code for this acquisition is _____ [*insert NAICS code*].

(2) The small business size standard is _____ [*insert size standard*].

(3) The small business size standard for a concern which submits an offer in its own name, other than on a construction or service contract, but which proposes to furnish a product which it did not itself manufacture, is 500 employees.

(b)(1) If the clause at [52.204-7](#), Central Contractor Registration, is included in this solicitation, paragraph (d) of this provision applies.

(2) If the clause at [52.204-7](#) is not included in this solicitation, and the offeror is currently registered in CCR, and has completed the ORCA electronically, the offeror may choose to use paragraph (d) of this provision instead of completing the corresponding individual representations and certifications in the solicitation. The offeror shall indicate which option applies by checking one of the following boxes:

(i) Paragraph (d) applies.

(ii) Paragraph (d) does not apply and the offeror has completed the individual representations and certifications in the solicitation.

(c)(1) The following representations or certifications in ORCA are applicable to this solicitation as indicated:

(i) [52.203-2](#), Certificate of Independent Price Determination. This provision applies to solicitations when a firm-fixed-price contract or fixed-price contract with economic price adjustment is contemplated, unless—

(A) The acquisition is to be made under the simplified acquisition procedures in [Part 13](#);

(B) The solicitation is a request for technical proposals under two-step sealed bidding procedures; or

(C) The solicitation is for utility services for which rates are set by law or regulation.

(ii) [52.203-11](#), Certification and Disclosure Regarding Payments to Influence Certain Federal Transactions. This provision applies to solicitations expected to exceed \$100,000.

(iii) [52.204-3](#), Taxpayer Identification. This provision applies to solicitations that do not include the clause at [52.204-7](#), Central Contractor Registration.

(iv) [52.204-5](#), Women-Owned Business (Other Than Small Business). This provision applies to solicitations that—

(A) Are not set aside for small business concerns;

(B) Exceed the simplified acquisition threshold; and

(C) Are for contracts that will be performed in the United States or its outlying areas.

(v) [52.209-5](#), Certification Regarding Responsibility Matters. This provision applies to solicitations where the contract value is expected to exceed the simplified acquisition threshold.

(vi) [52.214-14](#), Place of Performance—Sealed Bidding. This provision applies to invitations for bids except those in which the place of performance is specified by the Government.

(vii) [52.215-6](#), Place of Performance. This provision applies to solicitations unless the place of performance is specified by the

Government.

(viii) [52.219-1](#), Small Business Program Representations (Basic & Alternate I). This provision applies to solicitations when the contract will be performed in the United States or its outlying areas.

(A) The basic provision applies when the solicitations are issued by other than DoD, NASA, and the Coast Guard.

(B) The provision with its Alternate I applies to solicitations issued by DoD, NASA, or the Coast Guard.

(ix) [52.219-2](#), Equal Low Bids. This provision applies to solicitations when contracting by sealed bidding and the contract will be performed in the United States or its outlying areas.

(x) [52.222-22](#), Previous Contracts and Compliance Reports. This provision applies to solicitations that include the clause at [52.222-26](#), Equal Opportunity.

(xi) [52.222-25](#), Affirmative Action Compliance. This provision applies to solicitations, other than those for construction, when the solicitation includes the clause at [52.222-26](#), Equal Opportunity.

(xii) [52.222-38](#), Compliance with Veterans' Employment Reporting Requirements. This provision applies to solicitations when it is anticipated the contract award will exceed the simplified acquisition threshold and the contract is not for acquisition of commercial items.

(xiii) [52.223-1](#), Biobased Product Certification. This provision applies to solicitations that require the delivery or specify the use of USDA-designated items; or include the clause at [52.223-2](#), Affirmative Procurement of Biobased Products under Service and Construction Contracts.

(xiv) [52.223-4](#), Recovered Material Certification. This provision applies to solicitations that are for, or specify the use of, EPA-designated items.

(xv) [52.225-2](#), Buy American Act Certificate. This provision applies to solicitations containing the clause at [52.225-1](#).

(xvi) [52.225-4](#), Buy American Act—Free Trade Agreements—Israeli Trade Act Certificate. (Basic, Alternate I, and Alternate II) This provision applies to solicitations containing the clause at [52.225-3](#).

(A) If the acquisition value is less than \$25,000, the basic provision applies.

(B) If the acquisition value is \$25,000 or more but is less than \$50,000, the provision with its Alternate I applies.

(C) If the acquisition value is \$50,000 or more but is less than \$67,826, the provision with its Alternate II applies.

(xvii) [52.225-6](#), Trade Agreements Certificate. This provision applies to solicitations containing the clause at [52.225-5](#).

(xviii) [52.225-20](#), Prohibition on Conducting Restricted Business Operations in Sudan—Certification.

(xix) [52.226-2](#), Historically Black College or University and Minority Institution Representation. This provision applies to—

(A) Solicitations for research, studies, supplies, or services of the type normally acquired from higher educational institutions; and

(B) For DoD, NASA, and Coast Guard acquisitions, solicitations that contain the clause at [52.219-23](#), Notice of Price Evaluation Adjustment for Small Disadvantaged Business Concerns.

(2) The following certifications are applicable as indicated by the Contracting Officer:

[Contracting Officer check as appropriate.]

___ (i) [52.219-19](#), Small Business Concern Representation for the Small Business Competitiveness Demonstration Program.

___ (ii) [52.219-21](#), Small Business Size Representation for Targeted Industry Categories Under the Small Business Competitiveness Demonstration Program.

___ (iii) [52.219-22](#), Small Disadvantaged Business Status.

___ (A) Basic.

___ (B) Alternate I.

___ (iv) [52.222-18](#), Certification Regarding Knowledge of Child Labor for Listed End Products.

___ (v) [52.222-48](#), Exemption from Application of the Service Contract Act to Contracts for Maintenance, Calibration, or Repair of Certain Equipment Certification.

___ (vi) [52.222-52](#), Exemption from Application of the Service Contract Act to Contracts for Certain Services—Certification.

___ (vii) [52.223-9](#), with its Alternate I, Estimate of Percentage of Recovered Material Content for EPA-Designated Products (Alternate I only).

___ (viii) [52.223-13](#), Certification of Toxic Chemical Release Reporting.

___ (ix) [52.227-6](#), Royalty Information.

___ (A) Basic.

___ (B) Alternate I.

___ (x) [52.227-15](#), Representation of Limited Rights Data and Restricted Computer Software.

(d) The offeror has completed the annual representations and certifications electronically via the Online Representations and Certifications Application (ORCA) website at <http://orca.bpn.gov>. After reviewing the ORCA database information, the offeror verifies by submission of the offer that the representations and certifications currently posted electronically that apply to this solicitation as indicated in paragraph (c) of this provision have been entered or updated within the last 12 months, are current, accurate, complete, and applicable to this solicitation (including the business size standard applicable to the NAICS code referenced for this solicitation), as of the date of this offer and are incorporated in this offer by reference (see FAR [4.1201](#)); except for the changes identified below [*offeror to insert changes, identifying change by clause number, title, date*]. These amended

representation(s) and/or certification(s) are also incorporated in this offer and are current, accurate, and complete as of the date of this offer.

FAR CLAUSE	TITLE	DATE	CHANGE
_____	_____	_____	_____

Any changes provided by the offeror are applicable to this solicitation only, and do not result in an update to the representations and certifications posted on ORCA.

[Note: FAR 52.204-7, Central Contractor Registration, is included in Section I of this RFP. Thus, paragraph (b) of the above provision applies.]

K.3 INSURANCE - IMMUNITY FROM TORT LIABILITY

The offeror represents that it is, is not a State agency or charitable institution, and that it is not immune, is partially immune, is totally immune from tort liability to third persons.

K.4 52.204-3 TAXPAYER IDENTIFICATION (OCT 1998)

(a) Definitions.

Common parent, as used in this provision, means that corporate entity that owns or controls an affiliated group of corporations that files its Federal income tax returns on a consolidated basis, and of which the offeror is a member.

Taxpayer Identification Number (TIN), as used in this provision, means the number required by the Internal Revenue Service (IRS) to be used by the offeror in reporting income tax and other returns. The TIN may be either a Social Security Number or an Employer Identification Number.

(b) All offerors must submit the information required in paragraphs (d) through (f) of this provision to comply with debt collection requirements of 31 U.S.C. 7701(c) and 3325(d), reporting requirements of 26 U.S.C. 6041, 6041A, and 6050M, and implementing regulations issued by the IRS. If the resulting contract is subject to the payment reporting requirements described in Federal Acquisition

Regulation (FAR) 4.904, the failure or refusal by the offeror to furnish the information may result in a 31 percent reduction of payments otherwise due under the contract.

(c) The TIN may be used by the Government to collect and report on any delinquent amounts arising out of the offeror's relationship with the Government (31 U.S.C. 7701(c) (3)). If the resulting contract is subject to the payment reporting requirements described in FAR 4.904, the TIN provided hereunder may be matched with IRS records to verify the accuracy of the offeror's TIN.

(d) Taxpayer Identification Number (TIN).

TIN: _____

TIN has been applied for.

TIN is not required because:

Offeror is a nonresident alien, foreign corporation, or foreign partnership that does not have income effectively connected with the conduct of a trade or business in the United States and does not have an office or place of business or a fiscal paying agent in the United States;

Offeror is an agency or instrumentality of a foreign government;

Offeror is an agency or instrumentality of the Federal Government.

(e) Type of organization.

Sole proprietorship;

Partnership;

Corporate entity (not tax-exempt);

Corporate entity (tax-exempt);

Government entity (Federal, State, or local);

Foreign government;

International organization per 26 CFR 1.6049-4;

Other _____

(f) Common parent.

Offeror is not owned or controlled by a common parent as defined in paragraph (a) of this provision.

Name and TIN of common parent:

Name _____

TIN _____

K.5 52.209-5 CERTIFICATION REGARDING RESPONSIBILITY MATTERS (DEC 2008)

a)(1) The Offeror certifies, to the best of its knowledge and belief, that—

(i) The Offeror and/or any of its Principals—

(A) Are or are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency;

(B) Have or have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, violating Federal criminal tax laws, or receiving stolen property;

(C) Are or are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph (a)(1)(i)(B) of this provision;

(D) Have or have not, within a three-year period preceding this offer, been notified of any delinquent Federal taxes in an amount that exceeds \$3,000 for which the liability remains unsatisfied.

(1) Federal taxes are considered delinquent if both of the following criteria apply:

(i) *The tax liability is finally determined.* The liability is finally determined if it has been assessed. A liability is not finally determined if there is a pending administrative or judicial challenge. In the case of a judicial challenge to the liability, the liability is not finally determined until all judicial appeal rights have been exhausted.

(ii) *The taxpayer is delinquent in making payment.* A taxpayer is delinquent if the taxpayer has failed to pay the tax liability when full payment was due and required. A taxpayer is not delinquent in cases where enforced collection action is precluded.

(2) *Examples.*

(i) The taxpayer has received a statutory notice of deficiency, under I.R.C. § 6212, which entitles the taxpayer to seek Tax Court review of a proposed tax deficiency. This is not a delinquent tax because it is not a final tax liability. Should the taxpayer seek Tax Court review, this will not be a final tax liability until the taxpayer has exercised all judicial appeal rights.

(ii) The IRS has filed a notice of Federal tax lien with respect to an assessed tax liability, and the taxpayer has been issued a notice under I.R.C. § 6320 entitling the taxpayer to request a hearing with the IRS Office of Appeals contesting the lien filing, and to further appeal to the Tax Court if the IRS determines to sustain the lien filing. In the course of the hearing, the taxpayer is entitled to contest the underlying tax liability because the taxpayer has had no prior opportunity to contest the liability. This is not a delinquent tax because it is not a final tax liability. Should the taxpayer seek tax court review, this will not be a final tax liability until the taxpayer has exercised all judicial appeal rights.

(iii) The taxpayer has entered into an installment agreement pursuant to I.R.C. § 6159. The taxpayer is making timely payments and is in full compliance with the agreement terms. The taxpayer is not delinquent because the taxpayer is not currently required to make full payment.

(iv) The taxpayer has filed for bankruptcy protection. The taxpayer is not delinquent because enforced collection action is stayed under 11 U.S.C. 362 (the Bankruptcy Code).

(i) The Offeror has has not , within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

(2) "Principal," for the purposes of this certification, means an officer, director, owner, partner, or a person having primary management or supervisory responsibilities within a business entity (*e.g.*, general manager; plant manager; head of a subsidiary, division, or business segment; and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

(b) The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

(c) A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

(d) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

(e) The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

K.6 52.230-1 COST ACCOUNTING STANDARDS NOTICES AND CERTIFICATION (OCT 2008)

NOTE: This notice does not apply to small businesses or foreign governments. This notice is in three parts, identified by Roman numerals I through III.

Offerors shall examine each part and provide the requested information in order to determine Cost Accounting Standards (CAS) requirements applicable to any resultant contract.

If the offeror is an educational institution, Part II does not apply unless the contemplated contract will be subject to full or modified CAS coverage pursuant to 48 CFR 9903.201-2(c)(5) or 9903.201-2(c)(6), respectively.

I. Disclosure Statement—Cost Accounting Practices and Certification

(a) Any contract in excess of \$650,000 resulting from this solicitation will be subject to the requirements of the Cost Accounting Standards Board (48 CFR Chapter 99), except for those contracts which are exempt as specified in 48 CFR 9903.201-1.

(b) Any offeror submitting a proposal which, if accepted, will result in a contract subject to the requirements of 48 CFR Chapter 99 must, as a condition of contracting, submit a Disclosure Statement as required by 48 CFR 9903.202. When required, the Disclosure Statement must be submitted as a part of the offeror's proposal under this solicitation unless the offeror has already submitted a Disclosure Statement disclosing the practices used in connection with the pricing of this proposal. If an applicable Disclosure Statement has already been submitted, the offeror may satisfy the requirement for submission by providing the information requested in paragraph (c) of Part I of this provision.

Caution: In the absence of specific regulations or agreement, a practice disclosed in a Disclosure Statement shall not, by virtue of such disclosure, be deemed to be a proper, approved, or agreed-to practice for pricing proposals or accumulating and reporting contract performance cost data.

(c) Check the appropriate box below:

(1) *Certificate of Concurrent Submission of Disclosure Statement.* The offeror hereby certifies that, as a part of the offer, copies

of the Disclosure Statement have been submitted as follows:

(i) Original and one copy to the cognizant Administrative Contracting Officer (ACO) or cognizant Federal agency official authorized to act in that capacity (Federal official), as applicable; and

(ii) One copy to the cognizant Federal auditor.

(Disclosure must be on Form No. CASB DS-1 or CASB DS-2, as applicable. Forms may be obtained from the cognizant ACO or Federal official and/or from the loose-leaf version of the Federal Acquisition Regulation.)

Date of Disclosure Statement: _____

Name and Address of Cognizant ACO or Federal Official Where Filed: _____

The offeror further certifies that the practices used in estimating costs in pricing this proposal are consistent with the cost accounting practices disclosed in the Disclosure Statement.

(2) *Certificate of Previously Submitted Disclosure Statement.* The offeror hereby certifies that the required Disclosure Statement was filed as follows:

Date of Disclosure Statement: _____

Name and Address of Cognizant ACO or Federal Official Where Filed: _____

The offeror further certifies that the practices used in estimating costs in pricing this proposal are consistent with the cost accounting practices disclosed in the applicable Disclosure Statement.

(3) *Certificate of Monetary Exemption.* The offeror hereby certifies that the offeror, together with all divisions, subsidiaries, and affiliates under common control, did not receive net awards of negotiated prime contracts and subcontracts subject to CAS totaling \$50 million or more in the cost accounting period immediately preceding the period in which this proposal was submitted. The offeror further certifies that if such status changes before an award resulting from this proposal, the offeror will advise the Contracting Officer immediately.

(4) *Certificate of Interim Exemption.* The offeror hereby certifies that (i) the offeror first exceeded the monetary exemption for disclosure, as defined in (3) of this subsection, in the cost accounting period immediately preceding the period in which this offer was submitted and (ii) in accordance with 48 CFR 9903.202-1, the offeror is not yet required to submit a Disclosure Statement. The offeror further certifies that if an award resulting from this proposal has not been made within 90 days after the end of that period, the offeror will immediately submit a revised certificate to the Contracting Officer, in the form specified under paragraph (c) (1) or (c) (2) of Part I of this provision, as appropriate, to verify submission of a completed Disclosure Statement.

Caution: Offerors currently required to disclose because they were awarded a CAS-covered prime contract or subcontract of \$50 million or more in the current cost accounting period may not claim this exemption (4). Further, the exemption applies only in connection with proposals submitted before expiration of the 90-day period following the cost accounting period in which the monetary exemption was exceeded.

II. Cost Accounting Standards—Eligibility for Modified Contract Coverage

If the offeror is eligible to use the modified provisions of 48 CFR 9903.201-2(b) and elects to do so, the offeror shall indicate by checking the box below. Checking the box below shall mean that the resultant contract is subject to the Disclosure and Consistency of Cost Accounting Practices clause in lieu of the Cost Accounting Standards clause.

The offeror hereby claims an exemption from the Cost Accounting Standards clause under the provisions of 48 CFR 9903.201-2(b) and certifies that the offeror is eligible for use of the Disclosure and Consistency of Cost Accounting Practices clause because during the cost accounting period immediately preceding the period in which this proposal was submitted, the offeror received less than \$50 million in awards of CAS-covered prime contracts and subcontracts. The offeror further certifies that if such status changes before an award resulting from this proposal, the offeror will advise the Contracting Officer immediately.

Caution: An offeror may not claim the above eligibility for modified contract coverage if this proposal is expected to result in the award of a CAS-covered contract of \$50 million or more or if, during its current cost accounting period, the offeror has been awarded a single CAS-covered prime contract or subcontract of \$50 million or more.

III. Additional Cost Accounting Standards Applicable to Existing Contracts

The offeror shall indicate below whether award of the contemplated contract would, in accordance with paragraph (a)(3) of the Cost Accounting Standards clause, require a change in established cost accounting practices affecting existing contracts and subcontracts.

[Yes]

[No]

K.7 52.230-7 PROPOSAL DISCLOSURE--COST ACCOUNTING PRACTICE CHANGES (APR 2005)

The Offeror shall check "yes" below if the contract award will result in a required or unilateral change in cost accounting practice, including unilateral changes requested to be desirable changes.

Yes No

If the Offeror checked "Yes" above, the Offeror shall—

(1) Prepare the price proposal in response to the solicitation using the changed practice for the period of performance for which the practice will be used; and

(2) Submit a description of the changed cost accounting practice to the Contracting Officer and the Cognizant Federal Agency Official as pricing support for the proposal.

K.8 COMPLIANCE WITH VETERANS EMPLOYMENT REPORTING REQUIREMENTS

(a) The Offeror represents that, if it is subject to the reporting requirements of 38 U.S.C. 4212(d)(i.e., the VETS-100 report required by the Federal Acquisition Regulation clause 52.222-37, Employment Reports on Disabled Veterans and Veterans of the Vietnam Era), it has has not submitted the most recent report required by 38 U.S.C. 4212(d).

(b) An Offeror who checks "has not" may not be awarded a contract until the required reports are filed. (31 U.S.C. 1354)

K.9 SIGNATURE

By signature hereon, or on an offer incorporating these Representations, Certifications, and Other Statements of Offerors, the offeror certifies that they are accurate, current, and complete, and that the offeror is aware of the penalty prescribed in 18 U.S.C. 1001 for making false statements in offers.

Solicitation No. _____

Offer/Proposal No. _____

Date of Offer _____

Name of Offeror _____

Typed Name and Title _____

Signature _____ Date _____

SECTION L – INSTRUCTIONS

L.1 NOTICE LISTING SOLICITATION PROVISIONS INCORPORATED BY REFERENCE

The following solicitation provisions pertinent to this section are hereby incorporated by reference (by Citation Number, Title, and Date) in accordance with the FAR provision at FAR "52.252-1 SOLICITATION PROVISIONS INCORPORATED BY REFERENCE" in Section L of this solicitation. See FAR 52.252-1 for an internet address (if specified) for electronic access to the full text of a provision.

NUMBER	TITLE	DATE
	FEDERAL ACQUISITION REGULATION (48 CFR Chapter 1)	
52.204-6	DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER	APR 2008
52.215-1	INSTRUCTIONS TO OFFERORS—COMPETITIVE ACQUISITION	JAN 2004
52.216-27	SINGLE OR MULTIPLE AWARDS	OCT 1995
52.222-24	PREAWARD ON-SITE EQUAL OPPORTUNITY COMPLIANCE EVALUATION	FEB 1999

L.2 52.216-1 TYPE OF CONTRACT (APR 1984)

The Government contemplates award of a Fixed Price Award Fee (FAR 16.404), completion type, contract resulting from this solicitation.

L.3 52.233-2 SERVICE OF PROTEST (SEPT 2006)

(a) Protests, as defined in section 33.101 of the Federal Acquisition Regulation, that are filed directly with an agency, and copies of any protests that are filed with the General Accounting Office (GAO), shall be served on the Contracting Officer (addressed as follows) by obtaining written and dated acknowledgment of receipt from:

John May
Regional Contracting Officer
USAID East Africa
jamay@usaid.gov

L.4 GENERAL INSTRUCTIONS TO OFFERORS

(a) Single Award. The U. S. Government anticipates awarding one (1) contract as a result of this Solicitation.

(b) RFP Instructions. If an Offeror does not follow the instructions set forth herein, the Offeror's proposal may be eliminated from further consideration or the proposal may be down-graded and not receive full or partial credit under the applicable evaluation criteria.

If an Offeror does not understand the instructions in this Solicitation, then it should write to the contracting officer for clarification sufficiently in advance of the deadline for the receipt of proposals in order to obtain an answer in time to meet that deadline.

(c) Accurate and Complete Information. Offerors must set forth full, accurate and complete information as required by this RFP. The penalty for making false statements to the Government is prescribed in 18 U.S.C. 1001.

(d) Pre-award Survey. USAID reserves the right to perform a pre-award survey which may include, but is not limited to: (1) interviews with individuals to establish their ability to perform contract duties under the project conditions; (2) a review of the offeror's financial condition, business and personnel procedures, etc.; and (3) site visits to the offeror's institution.

(e) Offer Acceptability. The Government may determine an offer to be unacceptable if the offer does not comply with all of the terms and conditions of the RFP and prospective contract:

- (1) Completion of Standard Form 33, Blocks 12 through 18;
 - (2) Submission of proposed costs/prices and indirect cost information as required by Section B of this RFP;
 - (3) Completion of the "Representations, Certifications, and Other Statements of Offerors" in Section K; and
 - (4) Submission of information required by Section L or any other section of this RFP. The submission of these items in accordance with these instructions will, if the Government accepts the offer, contractually bind the Government and the successful Offeror to the terms and conditions of the prospective contract. Offerors shall follow the instructions contained in this RFP and supply all information and signature/certifications, as required.
- (f) Proposal Preparation Costs. The U.S. Government will not pay for any proposal preparation costs.
- (g) Exclusivity of sub-contractors will not be permitted.

L.5 SUBMISSION/DELIVERY INSTRUCTIONS

The Offeror must submit the proposal:

- (1) Electronically – via internet e-mail with attachments (4MB limit) per e-mail compatible with MS WORD, Excel and/or Adobe Acrobat (as specified in this RFP) This must be sent as an attachment to an e-mail along with the MS Word compatible word processing version. The *.PDF file will determine compliance with the page length limitations
- (2) The internet e-mail address is jamay@usaid.gov, and nscott@usaid.gov.
- (3) There has been a problem with the receipt of *.zip files due to anti-virus software and the Agency Firewall. Therefore, Offerors may not send files in this format as we cannot guarantee their acceptance by the internet server. Facsimile submissions of the proposal are not authorized; Offerors are reminded that e-mail is NOT instantaneous, in some cases delays of several hours occur from transmission to receipt. The initial point of entry to the government infrastructure is USAID's Washington mail server (Offerors are strongly encouraged to review FAR 15.208).
- (4) If an Offeror does not follow the instructions set forth herein, the Offeror's proposal may be eliminated from consideration.

(a) Important

If your organization decides to submit a proposal in response to this solicitation, it must be submitted in accordance with Section L of the RFP to the designated persons and time indicated.

Please pay careful attention to, and complete in full, RFP Section K - Representations, Certifications and Acknowledgements. Offerors are expected to comply with FAR Clause 52.204-7, Central Contractor Registration and complete the annual representations and certifications electronically via the Online Representations and Certifications and other Statements of Offerors website at <http://ocra.bpn.gov>.

Offerors should carefully consider Section L - Instructions to Offerors and Section M - Evaluation Factors for Award. Sections B through I of the solicitation will become the contract with blanks completed by the Contracting Officer. The proposal shall be prepared in two separate parts: the Technical Proposal shall address technical aspects only while the Cost Proposal shall present the costs and address related issues such as responsibility. Proposals must be signed by an official who is authorized to bind the organization. Technical Proposals must not make reference to pricing data in order that the technical evaluation may be made strictly on the basis of technical merit.

(b) Government Obligation

The issuance of this solicitation does not in any way obligate the US Government to award a contract nor does it commit the U.S. Government for pay for costs incurred in the preparation and submission of a proposal. Furthermore, the Government reserves the right to reject any and all offers, if such action is considered to be in the best interest of the Government.

(c) Questions

Questions and /or request for clarifications regarding this RFP must be received via e-mail to the Acquisition and Assistance office at nscott@usaid.gov and jamay@usaid.gov no later than the date specified on the cover page of this RFP. No questions shall be accepted after this date. Both questions/clarifications and answers to questions will be posted at www.FedBizOpps.gov.

L.6 DESCRIPTION OF COMMUNITY CONNECTOR CONTRACT

The Community Connector Contract will be a fixed price award fee contract. In accordance with FAR 16.404 the contract will establish a fixed price (including normal profit) for the effort. This price will be paid for satisfactory contract performance. The factors for establishing the level of effort for the contract will be based on offerors technical proposal (L.8.3 – Program Modules), and negotiations with USAID. Award fee earned (if any) will be paid in addition to that fixed price. Award fee criteria will be established by USAID with collaboration from the implementing partner. A detailed award-fee plan will be established by USAID at the time of award and will be based on what the Offeror has included in their proposal.

The Community Connector Contract will be rigorously evaluated by independent evaluators in conjunction with the implementing partners own internal evaluations (Section C.2.6.3). The independent evaluators will use randomized control trial techniques. The implementing partner is expected to carry out the implementation of the interventions to be conducted by the independent evaluators. Any project results from the portion of the project dedicated to the randomized control trial techniques will not be held against the contractors overall performance. The offeror is expected to include techniques for working with these independent evaluators in accordance with Section C.2.6.3.

L.7 INSTRUCTIONS FOR THE PREPARATION OF THE TECHNICAL PROPOSAL

(a) The Technical Proposal in response to this solicitation should address how the offeror intends to accomplish the tasks in the Statement of Work contained in Section C. It should also contain a clear understanding of the work to be undertaken and the responsibilities of all parties involved, and, given the nature of the reverse auction technique, a clear description of the expected results for each Program Module.

(b) The Technical Proposal in response to this solicitation must include the following four components:

- (1) Technical Understanding and Approaches;
- (2) Key Personnel and Staffing Plan;
- (3) Management Approach and Institutional Capacity; and
- (4) Past Performance.

These requirements flow directly from evaluation criteria in Section M and shall be organized and included in their order of importance.

(c) The written Technical Proposal is limited to 30 pages and shall be written in English. USAID will not evaluate information submitted above this page limit. In addition to these 30 pages the Offerors may submit a 25 page annex as per paragraph (d) below. Number each page consecutively.

(d) The annex is limited to 25 pages. All critical information from annexes or appendices should be summarized in the technical proposal. Authorized annexes include:

1. Cover/Title Page
2. Table of contents
3. Graphs or Charts
4. Dividers
5. Table summarizing qualifications of proposed personnel
6. Key personnel resumes and letters of commitment

7. Branding Strategy and Marking Plan
8. Management structure organizational charts
9. Draft Two Year Work Plan
10. Draft Performance Management Plan/Monitoring and Evaluation Plan

(e) The evaluation of this Fixed Price Award Fee contract will utilize a reverse auction technique, which establishes a dollar amount allocated for certain program components based on the expected types of interventions and the number of districts. For the Community Connector Project the total price will be fixed for the learning and implementation modules (See table below). In order to provide maximum flexibility for different implementation approaches, USAID is not prescribing dollar amounts for each Program Module. In their proposals, offerors must provide a breakdown of prices for each Program Module. The total amount for Program Modules 1, 3, and 5 must not exceed \$750,000 and the total amount for Program Modules 2, 4, and 6 must not exceed \$17,000,000. The offeror is expected to propose, at a minimum, the types of interventions that will occur for each module and the number of expected households to be involved in the intervention. The offeror is expected to propose a realistic level of effort for the set amount of resources. The level of effort proposed in conjunction with input from USAID will determine the fixed level of effort for the contract. The management component will not be done under a reverse auction. Offerors are expected to propose a realistic cost for the central management of the Community Connector project. The total cost of the entire project (Program modules and central management) shall not exceed \$24,500,000.

Community Connector Component	Amount
Learning Modules (Program Modules 1, 3, and 5)	\$750,000
Implementation Modules (Program Modules 2, 4, and 6)	\$17,000,000
Management Component	To be determined by the offeror
Total	Not to exceed \$23,330,000
Award Fee (Maximum)	\$1,170,000
Total with Award Fee	Not to exceed \$24,500,000

1. Technical Understanding and Approach

The Offeror's proposal must describe the proposed approach and methodology for sustainably achieving results expected from work in each Intermediate Result (IR). The Offeror must demonstrate how Community Connector will contribute to the USAID/Uganda Feed the Future (FTF) Multi-Year Strategy to reduce poverty, increase agricultural productivity, and decrease malnutrition in line with Government of Uganda priorities.

The Offeror's technical proposal shall include the following sections:

1. **Situation Analysis** – Including a thorough description of the causes, prevalence and impact of food insecurity, undernutrition and poverty in areas of intervention, as well as an assessment of what other stakeholders are currently doing to address these issues. This should include a description of gaps in current programming, and if known, an analysis for why past interventions have not been successful.
2. **Implementation Strategy** – Proposed approach and methodology for sustainably achieving the identified results and intermediate results. The strategy must address the impact that differing nutrition behavior and access issues have on the implementation approach, and adapt interventions to local circumstances. The strategy must integrate nutrition and livelihoods activities, wherever possible. Gender issues, identified through a comprehensive gender analysis at the commencement of the project, must be addressed throughout all program activities. The contractor must clearly describe how the project intends to promote the replication of activities undertaken, and indicate how the differential impacts on male and female participants in all activities will be tracked. Importantly, each of the Core Implementing Principles must be incorporated into the implementation strategy. Offerors must discuss the rationale for proposed activities explaining how project activities and methodologies will lead to outcomes, impacts and sustainable results that can be taken to scale.
3. **Program Modules** – Offerors must outline the expected interventions, deliverables, and results (output and outcome

level) to be achieved during each program module. The reverse-auction technique establishes a dollar amount allocated for the program modules based on the expected types of interventions and the number of districts. Consistent with the reverse-auction technique, the offeror is expected to provide information on what can be accomplished for each Program Module given the amount resources provided. At a minimum, the response should focus on the number of households that will directly benefit from program interventions, and the type of nutrition and livelihood results expected²⁰. These expected results will form the level of effort determination for the contract.

4. **Implementation Schedule** – Based upon the technical approach and implementation strategy, offerors must include a timetable when each of the six program modules will begin and end (including proposed overlap) during the life of the project (5 years).
5. **Draft PMP** (included in the annex) – The PMP should propose indicators and targets by each intermediate result with specific indicators and targets, as well as methodologies for monitoring the progress of project activities towards achieving key milestones and specified results for all program components. As part of proposing targets, the offeror will provide justification for target level and credible methodologies for measuring targets.

2. Key Personnel and Staffing Plan

The proposed key personnel are subject to the approval of the Contracting Officer. Offerors must, at a minimum, list all the proposed Key Personnel in a Staffing Plan that also includes all other specific titled technical or professional positions titles at a minimum. One of the key inputs to the successful operation and sustainability of this contract will be the recruitment and retention of Ugandan professionals into leadership and technical positions.

The evaluation will be based on the mix of personnel proposed with more weight given to the qualifications of individuals for the key personnel positions proposed by the offeror. The offeror must include in the annex a resume/CV, not to exceed three pages, for each proposed candidate for key positions. Each resume shall be accompanied by a signed letter of commitment from each candidate indicating his/her: (a) availability to serve in the stated position, in terms of months; after award; and (b) intention to serve for a stated term of the service. The Offeror shall also submit a minimum of three (3) references of professional contacts within the last three (3) years. Offerors should provide current phone, fax address, and email address for each reference contact.

The offeror shall propose a candidate for the following Key Personnel positions:

1. Chief of Party
2. Deputy Chief of Party
3. Monitoring and Evaluation Specialist

In addition, the offeror may, at its discretion, propose combinations of up to two senior technical advisors who will also be considered Key Personnel. Collectively, the proposed Key Personnel team's combined skills and background shall include significant professional experience in implementing and managing agriculture, livelihood development and nutrition programs as well as development activities at the community and household level targeted towards the most vulnerable populations; technical expertise pertinent to these areas; experience in capacity building and transfer of skills. A familiarity with and commitment to addressing gender equality in agriculture is also required, as demonstrated by senior-level experience working on projects that addressed gender-related constraints in either the agriculture or nutrition sector.

The proposal should include a full staffing plan and organizational chart for the project, with a description of the primary responsibilities of each staff person that will play a major role in the project. The organizational charts and staffing plan must relate directly to the strategies, activities and approaches described in the technical proposal, and will include long-term personnel, short-term advisors, and administrative and support staff for the Kampala, field, and US headquarters offices. The proposed technical team and management and support staff must be adequate in number and have the necessary skills and knowledge to achieve contract results fully with a high level of quality and within the contractual time requirements.

To the extent that the offeror intends to use subcontractors or a consortium approach, both a description of their overall capabilities and a summary of the anticipated statement of work of the subcontract/partners should be included. Local partner organizations, if known, should be included.

Qualifications for Key Personnel:

²⁰ Wherever possible, offerors should use Feed the Future indicators to establish targets.

The Chief of Party, Deputy Chief of Party, and Senior Technical Advisors (if included) must together demonstrate expertise and experience in agriculture, agricultural livelihoods, nutrition, local capacity development, and gender. It will be the offeror's responsibility to propose a slate of candidates that meet these criteria.

Chief of Party (CoP):

Her/his primary responsibilities are aimed at providing overall leadership management and general technical direction of the entire program, ensuring an integrated vision among different components and actors, and a focus on achieving the results defined in the contract. This individual will be expected to identify issues and risks related to program implementation in a timely manner, and suggest appropriate program adjustments. This individual shall act as the key liaison between USAID/Uganda and all other counterparts, implementing partners and Government of Uganda officials involved with the program. The position requires significant coordination skills, broad general and technical knowledge, experience in developing countries and skills to ensure coherence and consistency in spite of urgent deadlines.

- a) Education Requirements: The minimum qualifications for the COP candidate will include a Master's degree in international development, livestock, agriculture, economics, or related field of study or equivalent work experience.
- b) Experience Requirements: Ten (10) years or more of progressively responsible international work experience implementing multisector development programs with demonstrated strong management and coordinating skills. The COP will preferably possess at least five (5) years of management experience, including direct supervision of professional and support staff and assembling teams working on multi-faceted international development programs. A familiarity with and commitment to addressing gender equality in agriculture is also required, as demonstrated by at least two years of senior-level experience working on projects that addressed gender-related constraints in either the agriculture or nutrition sector.

Deputy Chief of Party (DCoP):

- a) Education Requirements: The minimum qualifications for the DCoP candidate will include a Master's degree in international development, agriculture, economics, public health, nutrition, or related field of study or equivalent experience.
- b) Experience Requirements: Five (5) years or more of progressively responsible work experience in managing or implementing development programs preferably in Africa.

Monitoring and Evaluation Specialist:

This individual will lead Collaborating, Learning and Adapting (CLA) activities for the Community Connector. He/She will make operational decisions and manage the various components of the program dealing with M&E, will oversee data collection efforts and ensure both the PMP and results reporting meet the requirements of the Feed the Future initiative. He/She will lead a system for continuous communication with the two established external evaluation partners, and demonstrate an ability to take critical inputs, feedback, and assessments from evaluation partners to inform changes in program approaches and scale-up. He/she shall ensure that these and other program components are results-oriented. This individual will have a major focus on achieving results in all areas assuring that subcontractors and sub-grantees are poised to deliver services on schedule.

- a) Education Requirements: The M&E Specialist will have a Master Degree or equivalent in business administration or related area of study or equivalent work experience. Specialized training in M&E is required.
- b) Experience Requirements: Seven (7) years or more of progressively responsible work experience in managing complex project of similar size. At least 5 years of monitoring and evaluation work at the supervisory level.

Senior Technical Advisors:

Offerors may select up to two senior technical advisors to guide Community Connector implementation. Offerors are required to propose highly qualified key personnel positions based on the approach and implementation of the offeror's technical proposal.

3. Management Approach and Institutional Capacity

The Offeror shall provide a narrative section that describes its approach to the overall management of the Community Connector. Offerors must provide and describe:

1. The management approach for the overall execution of the program. This includes an overview of the management component and the offeror's proposed role for the management component in project implementation;

2. A vision for program management that allows adaptation of program approaches based on program learning, experience, and inputs from both internal and external researchers and evaluators as well as a discussion of how the offeror would adapt and change according to the findings of research partners;
3. A process for selecting partners that will assist in implementing the Program Modules; and
4. A plan to transfer knowledge to and build capacity of local partners and host country counterparts as a strategy for sustainability. The Offeror shall describe its proposed in-country financial and procurement management systems.

The offeror shall include the following items to demonstrate its institutional capacity:

1. A Draft Two Year Work Plan: The offeror shall include as an attachment a work plan for the first two years of implementation that includes: (a) steps and target dates to mobilize key personnel and initiate technical assistance; (b) specific steps to achieve the proposed results in years 1 and 2; (c) procedures to monitor implementation activities under the control of the contractor; and (d) identification of major issues to be addressed.
2. A summary of the offeror's capability to provide managerial and technical backstopping for a contract of this size and complexity. Special interest will be given to the organization's proven ability to procure sub-contracts with local organizations.
3. A discussion of the offeror's ability to coordinate sub-contractors and partners and to successfully work with host country counterparts.
4. A discussion of the offeror's ability to recruit, mobilize, manage, and retain local staff in a developing country setting.

4. Past Performance

Offerors shall briefly describe their general past performance, their past performance on similar projects, and the past performance records of any Subcontractors. If Offerors or their proposed Subcontractors encountered problems on any of the referenced contracts, they may provide a short explanation and the corrective action taken.

In the Annexes, Offerors shall include a matrix that (i) lists no more than five (5) current or past contracts and subcontracts that are similar in subject matter, size, statement, and complexity to the Statement of Work above and (ii) lists all contracts with USAID that are currently on-going or that have ended within three years of the date of the issuance of this Solicitation. This information should be provided for Offerors as well as for each of the proposed major subcontractors. Offerors must provide the following information for each entry in the matrix:

- (a) Name of the organization
- (b) Project name and number
- (c) Project description
- (d) Performance period of the contract
- (e) Amount of the contract (or subcontract, when the offeror or proposed subcontractor is a subcontractor on the project)
- (f) Technical contact person and telephone number
- (g) Administrative contact person and telephone number

It is recommended that offerors alert the contact person from the current or past contracts/subcontracts provided in response to information provided above that their names have been submitted and that they are authorized to provide past performance information when requested.

Offerors may describe any quality award or certification that indicates exceptional capacity to provide the service or product described in the statement of work. This information should be included in the Annexes and is not subject to the page limitation.

In accordance with FAR 15.305(a)(2)(iv), an Offeror without a record of relevant past performance or for whom information on past performance is not available, will not be evaluated favorably or unfavorably on past performance. In this case, the Offeror must state that it possesses no relevant experience directly related to tasks called for in this RFP or similar past performance. Similar statements also are required for any proposed major Subcontractors having no past performance history. The "neutral" rating provided to any Offeror lacking relevant past performance history is at the contracting officer's discretion based on the past performance ratings for all other Offerors. Prior to assigning a "neutral" past performance rating, the contracting officer may take into account a broad range of information related to an Offeror's past performance.

L.8 COST/BUSINESS PROPOSAL INSTRUCTIONS

Offerors must provide the Total Price for this project. A detailed, line item budget is *not* required for this solicitation. The cost will be evaluated against the entire technical proposal. Offerors must propose costs that it believes are realistic and reasonable for the work called for under this RFP. Cost proposals will be evaluated as part of a best value determination for contract award, including cost effective approaches to achieving the results. It should be noted that costs will be fixed for each of the activity components in Section C, and will be evaluated by reverse auction (See Section L.7.1(3) Program Modules). The cost portion of the proposal should include only the central management component of the project and should not include the fixed costs of the Program Modules

SECTION M - EVALUATION FACTORS FOR AWARD

M.1 NOTICE LISTING SOLICITATION PROVISIONS INCORPORATED BY REFERENCE

The following solicitation provisions pertinent to this section are hereby incorporated by reference (by Citation Number, Title, and Date) in accordance with the FAR provision at FAR "52.252-1 SOLICITATION PROVISIONS INCORPORATED BY REFERENCE". See FAR 52.252-1 for an internet address (if specified) for electronic access to the full text of a provision.

NUMBER	TITLE	DATE
	FEDERAL ACQUISITION REGULATION (48 CFR Chapter 1)	
52.217-3	EVALUATION EXCLUSIVE OF OPTIONS	APR 1984

M.2 GENERAL INFORMATION

- (a) The Government may award a contract without discussions with Offerors in accordance with FAR 52.215-1.
- (b) The Government intends to evaluate Offerors in accordance with Section M of this RFP and make contract award to the responsible Offeror whose proposal best meets the needs of the government at a reasonable price and offers the best value.
- (c) The submitted technical information will be scored and evaluated by a technical evaluation committee using the technical criteria shown below. The evaluation committee may include industry experts who are not employees of the Federal Government. When evaluating the competing Offerors, the Government will consider the written qualifications/capability information provided by the Offerors, and any other information obtained by the Government through its own research.
- (d) The cost proposal of all proposals submitting a technically acceptable proposal will be opened and costs will be evaluated.
- (e) The points shown after each evaluation criterion in section M.3. below indicate the relative importance of each criterion. There are no sub-criteria. Criteria are shown below with bullet statements to demonstrate the scope and intent of the each criterion.
- (f) Technical versus Cost considerations: For this RFP, technical considerations are significantly more important than cost.

M.3. EVALUATION CRITERIA

Technical Evaluation Criteria (100 points total)

The technical proposal evaluation criteria are presented below in descending order of importance. There are no sub-criteria. The bullet statements listed under each technical criterion are illustrative, but not exhaustive, of the considerations that make up that criterion.

These criteria have been tailored to the requirements of this RFP and serve to (a) identify the significant matters that the offerors should address in their proposals and (b) set standards against which all offerors will be evaluated.

Criterion 1: Technical Understanding and Approaches (50 points)

Offerors will be evaluated on the basis of the extent to which the proposal reflects a thorough understanding of the overall project statement of work and its objective. USAID/Uganda is looking for approaches that focus on bringing evidence of effective interventions to scale, values innovation and creativity, and also supports adaptation based upon continuous learning about successes and failures in implementation.

- Provides a thorough description of the causes, prevalence and impact of food insecurity, undernutrition and poverty in areas of intervention, as well as an assessment of what other stakeholders are currently doing to address these issues.
- Describes sound strategic and technical approach(es) that describe how the offeror will effectively and efficiently achieve the

objectives and each of the results outlined in the statement of work.

- Provides a detailed description of planned interventions in each of the Program Modules, including a summary of deliverables and targets at the output and outcome level.
- Aligns implementation with each of the five Core Implementation Principles and incorporates the CIPs throughout interventions.
- Demonstrates a clear understanding of differing nutrition behavior and access issues in implementation Districts and adapts interventions to local circumstances. Where possible, provides an integrated approach to nutrition and agriculture activities.
- Provides a clear path to sustainability of interventions.

Criterion 2: Key Personnel and Staffing Plan (20 points)

Offerors will be evaluated on the demonstrated skills, technical expertise and experience of the key personnel and proposed roster of specialists. The following key personnel are considered by USAID/Uganda as essential for the overall management and success of the program: Chief of Party, Deputy Chief of Party, Monitoring and Evaluation Specialist, as well as up to two senior technical advisors (See Section L for details). References must be provided for the proposed staff and the proposed Chief of Party may be interviewed at USAID/Uganda offices.

- Outlines a complete staffing plan with underlying rationale (including support staff), an organizational chart demonstrating lines of authority and staff responsibility, and brief position descriptions for each technical staff position.
- Describes the roles and responsibilities of all staff including home office management staff, their assigned management and decision-making authorities, and the relationship the offeror will have with the GOU.
- Minimizes home office support and demonstrates other effective and cost-efficient management structure to achieve project goals, objectives and targets.
- Proposes personnel who have relevant professional qualifications and experience appropriate to manage and achieve results.
- Demonstrates the value added by using consortia or any other implementation partnerships in case an offeror proposes such approaches.
- Demonstrates commitment to using Ugandan and regional professionals and managers who hold significant positions in the management and implementation of this project.

Criterion 3: Management Approach and Institutional Capacity (20 points)

The Management Approach proposed by the offeror will be evaluated for clarity of responsibilities and managerial control, use of Ugandan talent, and organizational effectiveness. Offerors will be evaluated for their ability to gather the resources and expertise necessary to implement their proposal, and to be able to sustain their efforts for the duration of the contract.

- Presents a vision and strategy for program management that allows adaptation of program approaches based on program learning, experience, and inputs from both internal and external researchers and evaluators.
- Demonstrates organizational knowledge and institutional capability to support the planning, delivery, monitoring and evaluation of interventions.
- Demonstrates capability to provide managerial and technical backstopping for a contract of this size and complexity, including its ability to procure and coordinate sub-contracts.
- Demonstrates capacity to successfully partner with and support local partners and host country counterparts as a strategy for sustainability.

Criterion 4: Past Performance (10 points)

Offerors will be evaluated for superior past performance on similar programs, projects or engagements as evidenced by performance records and the testimony of clients. USAID/Uganda will evaluate the demonstrated relevance of the offeror's experience in relationship to the work required under this statement of work.

- Demonstrates track record of achievement with respect to the technical areas included in the statement of work, especially at the household and community levels.
- Describes past experience adapting approaches based upon M&E findings and “course correct” in order to improve outcomes.
- Presents relevant work experience and representative accomplishments in managing and implementing projects that are complex and/or non-traditional in structure.

M.4 COST EVALUATION – BEST VALUE ANALYSIS

Technical factors are more important than cost; however, the award decision will be based on the best overall value to the U.S. Government, considering both technical factors and cost. The evaluation of the offeror's cost proposal will be evaluated using, among other techniques, cost realism analysis. This will consist of a review of the cost portion of the offeror's proposal to determine if the overall costs proposed are (in no order of importance): 1) fair and reasonable; 2) realistic for the work to be performed; 3) reflect that the offeror understands the requirements; and 4) consistent with the technical proposal. Only technically acceptable offers will have their cost evaluated.

M.5 DETERMINATION OF THE COMPETITIVE RANGE AND CONTRACT AWARD

(a) **Competitive Range:** If the Contracting Officer determines that discussions are necessary, he/she will establish a Competitive Range composed of only the most highly rated proposals. In certain circumstances the Contracting Officer may determine that the number of most highly rated proposals that might otherwise be included in the competitive range exceeds the number at which an efficient competition can be conducted. Should that be the case, the Contracting Officer may then limit offers in the competitive range to the greatest number that will permit an efficient competition among the most highly rated offers. The Government may exclude an offer if it is so deficient as to essentially require a new technical proposal. The Government may exclude an offer so unreasonably priced, in relation to more competitive offers, as to appear that there will be little or no chance of becoming competitive. The Government may exclude an offer requiring extensive discussions, a complete re-write, or major revisions, to allow an offeror unfair advantage over those more competitive offers.

(b) **Award:** In accordance with FAR 52.215-1(f), the Government intends to award a contract resulting from this solicitation to the responsible offeror whose proposal represent the best value after evaluation in accordance with the factors and sub factors as set forth in this solicitation.

M.6 SOURCE SELECTION

(a) The overall evaluation methodology set forth above will be used by the contracting officer as a guide in determining which proposal(s) offer the best value to the U. S. Government. In accordance with FAR 52.215.1 and as set forth in section L of this solicitation, award will be made by the contracting officer the responsible Offeror(s) whose proposal(s) represents the best value to the U. S. Government after evaluation in accordance with all factors and sub-factors in this solicitation.

(b) This procurement utilizes the tradeoff process set forth in FAR 15.101-1. If the contracting officer determines that competing technical proposals are essentially equal, cost/price factors may become the determining factor in source selection. Further, the contracting officer may award to a higher priced offeror if a determination is made that the higher technical evaluation of that offeror merits the additional cost/price.

ATTACHMENTS

ATTACHMENT 1: IDENTIFICATION OF PRINCIPAL GEOGRAPHIC CODE NUMBERS

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

(a) Code 000--The United States: The United States of America, any State(s) of Unites States, the District of Columbia and areas of U.S.-associated sovereignty, including commonwealths, territories and possessions.

(b) Code 899--Any area or country, except the cooperating country itself and the following foreign policy restricted countries: Libya, Cuba, Iran, Syria and North Korea.

(c) Code 935--Any area or country including the cooperating country, but excluding the foreign policy restricted countries.

(d) Code 941—The Unites States and any independent country (excluding foreign policy restricted countries), except the cooperating county itself and the following: Albania, Andorra, Angola, Armenia, Austria, Australia, Azerbaijan, Bahamas, Bahrain, Belgium, Bosnia, Herzegovina, Bulgaria, Belarus, Canada, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Gabon, Georgia, Germany, Greece, Hong Kong, Hungary, Iceland, Ireland, Italy, Japan, Kazakhstan, Kuwait, Kyrgyzstan, Latvia, Liechtenstein, Lithuania, Luxembourg, Macedonia*, Malta, Moldova, Monaco, Mongolia, Montenegro*, Netherlands, New Zealand, Norway, Poland, Portugal, Qatar, Romania, Russia., San Marino, Saudi Arabia, Serbia*, Singapore, Slovak Republic, Slovenia, South Africa, Spain Sweden Switzerland, Taiwan*, Tajikistan Turkmenistan, Ukraine, United Arab Emirates, United Kingdom, Uzbekistan, and Vatican City.

*Has the status of a “Geopolitical Entity”, rather than an independent country.

ATTACHMENT 2: BIOGRAPHICAL DATA SHEET

To be submitted only for Key Personnel.

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
1. Name (Last, First, Middle)			2. Contractor's Name			
3. Employee's Address (include ZIP code)			4. Contract Number		5. Position Under Contract	
			6. Proposed Salary		7. Duration of Assignment	
8. Telephone Number (include area code)		9. Place of Birth		10. Citizenship (If non-U.S. citizen, give visa status)		
1. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment						
12. EDUCATION (include all college or university degrees)				13. LANGUAGE PROFICIENCY		
NAME AND LOCATION OF INSTITUTION	MAJOR	DECREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
					/S	/R
					/S	/R
					/S	/R
14. EMPLOYMENT HISTORY						
1. Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment. 2. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS		Dates of Employment (mm/dd/yyyy)		Annual Salary	
	POINT OF CONTACT & TELEPHONE #		From	To	Dollars	
15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS		Dates of Employment (mm/dd/yyyy)		Days at	Daily Rate
	POINT OF CONTACT & TELEPHONE #		From	To	Rate	In Dollars
16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.						
Signature of Employee					Date	

Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.

Signature of Contractor's Representative

Date

AID 1420-17 (4/95)

INSTRUCTIONS

Indicate your language proficiency in block 13 using the following numeric interagency Language Roundtable levels (Foreign Service Institute levels). Also, the following provides brief descriptions of proficiency levels 2, 3, 4, and 5. "S" indicates speaking ability and "R" indicates reading ability. For more in-depth description of the levels refer to USAID Handbook 28.

2. Limited working proficiency

S Able to satisfy routine social demands and limited work requirements.

R Sufficient comprehension to read simple, authentic written material in a form equivalent to usual printing or typescript on familiar subjects.

3. General professional proficiency

S Able to speak the language with sufficient structural accuracy and vocabulary to participate effectively in most formal and informal conversations.

R Able to read within a normal range of speed and with almost complete comprehension.

4. Advanced professional proficiency

S Able to use the language fluently and accurately on all levels.

R Nearly native ability to read and understand extremely difficult or abstract prose, colloquialisms and slang

5. Functional native proficiency

S Speaking proficiency is functionally equivalent to that of a highly articulate well-educated native speaker.

R Reading proficiency is functionally equivalent to that of the well-educated native reader.

PAPERWORK REDUCTION ACT INFORMATION

The information requested by this form is necessary for prudent management and administration of public funds under USAID contracts. The information helps USAID estimate overseas logistic support and allowances; the educational information provides an indication of qualifications; the salary information is used as a means of cost monitoring and to help determine reasonableness of proposed salary.

PAPERWORK REDUCTION ACT NOTICE

Public reporting burden for this collection of information is estimated to average thirty minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to:

United States Agency for International Development
Procurement Policy Division (M/OP/P)
Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

ATTACHMENT 3: AWARD-FEE PLAN**A) AWARD-FEE DETERMINATION PROCEDURES**

The total Award Fee that has been allocated for Community Connector is \$1,170,000. Portions of this award fees will be granted for each PM at the end of each phase. A program learning award fee for the successful offeror will be determined for its ability to deliver clear, relevant analysis that informs the interventions and to work with evaluation partners to internalize their independent observations and data collection into the learning process. A program implementation award fee for the successful offeror will also be assessed for successfully achieving the desired results of the program. These official award fee determinations will be informed by periodic award fee panels (likely quarterly or twice-yearly) to allow for continuous adaptation and communication. USAID will work with the successful offeror to determine the award fee criteria.

Fee Determination Official (FDO)

For the five year period of the contact, the amount negotiated as the award fee will be divided into six portions based on the completion of Program Modules. At the completion of a Program Module the Fee Determination Official (FDO), who will be the Contracting Officer, USAID/Uganda, will take into account the self-assessment of the contractor, any other pertinent technical or management reports, and the reports of the Performance Evaluation Board. The weighing of performance factors, shown in Sections C below will be used to produce a percentage to be applied to the total amount of award fee available for the period.

Program Module	Award Fee Allocated
1 (Assessment)	\$16,575
2 (Implementation)	\$261,880
3 (Assessment)	\$16,575
4 (Implementation)	\$392,825
5 (Assessment)	\$16,575
6 (Implementation)	\$465,570
Total	\$1,170,000

In this manner, the FDO will make his/her annual award fee determination. In the event that a portion of the available fee is not awarded to the Contractor, the Fee Determination Official will decide whether any portion of that remaining fee should be rolled over into subsequent award fee periods. Key factors outside the Contractor's control, such as significant political upheaval or economic disruption, may be considered for the FDO's determination to roll forward some portion of the remaining award fee.

Performance Evaluation Board (PEB)

A Performance Evaluation Board (PEB) will be constituted under the direction of the USAID/Uganda Contracts Officer that will consist of three members. The Team Leader will chair, and the Cognizant Technical Officer of the Community Connector Contract will be a member of the Board. The second and third members will be selected from USAID/Uganda staff from the Economic Growth Office and the Improved Human Capacity Office. The PEB will meet quarterly to review the performance of the contractor. The PEB will make an annual report of findings and discuss them with the Fee Determination Official.

Performance Monitoring (PM)

The Contractor will be responsible for submitting, as part of its regular quarterly report, its self-assessment of progress toward achieving indicators and milestone as established in the Annual Plan, as agreed with USAID. Monitoring reports prepared by the COTR, as well as written comments prepared by the COTR on the semi-annual report and self-assessment will also form part of the record for the award fee review. Using these materials, the Performance Evaluation Board (PEB) will prepare a report on its assessment of the Contractor's achievement of progress. This report will be a foundation document for use of by the Fee Determination official in establishing the award fee. The Contractor will have access to this report and be given the opportunity to

comment on it before the award fee determination decision is made.

B) PERFORMANCE EVALUATION CRITERIA

The evaluation criteria used in making award fee decisions under the proposed contract are divided into two major parts: technical management, and business management:

Technical management

Technical achievements under the contract are equated with progress toward achieving the goals, intermediate results, and milestones which fall under each intermediate result in the contract. All Offerors are requested to detail in their proposals the milestones that they expect to be able to achieve over time that will contribute to achieving this result. Offerors may wish to suggest other input or output measures as the key measures of progress under the contract toward achieving a particular result.

The Contractor and USAID will agree on the overall structure of expected results, and associated milestones through the annual planning process under the contract. Each annual plan will define the technical results and milestones to be achieved over each program module, to correspond to the planned timing of award fee decisions. These technical results and benchmarks are divided into several categories (see Sections C), which correspond with the results framework:

The evaluation criteria that will be applied to each of these technical elements are:

- On-time achievement of the indicators or milestones;
- Overall assessment of the volume of results achieved vs. those planned;
- Quality of the results achieved, measured through discussions with implementers, other partners, and host-country counterparts
- Effectiveness of relationships with partners and others whose work is critical to achievement of overall results under the framework.

Business management

Achievement of technical results will be accelerated or impeded by the relative effectiveness of the business management functions of the contract. Therefore, a number of evaluation criteria in this general area are judged pertinent in a ward fee decisions:

- On-time deployment and effective management of key personnel;
- On-time reporting of progress and results;
- Quality of data collection and reporting; and
- Effective control of property

C) WEIGHTING OF PERFORMANCE AREAS

The following weights are assigned to the performance areas defined above:

Primary Performance Area	Sub-factors	Weight
Technical Management	On-time achievement of the indicators and milestones	30
	Overall assessment of results achieved vs. results planned	30
	Comprehensive monitoring and evaluation	20
	Capacity development of public and private sector	20
		100
Business Management	Key personnel deployed	25
	On-time reporting	25
	Effective Management capacity	25
	Control of property	25
		100
Total Possible Performance Score	Technical = 100 Business = 100	200

D) GRADING TABLE & AWARD FEE COVERSION CHART

Adjective Grade	Performance Score	Award Fee (%)
Superlative Superlative level of performance; achievement of distinguished results and effectiveness. No deficiencies. Example, displays ability to anticipate problems and effective remedies.	181 – 200	100
Exceptional Of exceptional merit; exemplary performance in a timely, efficient and economical manner-very minor deficiencies-no negative effect on overall performance.	161-180	75-99
Excellent Very effective performance; fully responsive to contract requirements; more than adequate results; reportable deficiencies, but with little identifiable effect on overall performance.	141-160	50-74
Good Effective performance; responsive to contract requirements; adequate results. Reportable deficiencies with identifiable, but not substantial effects on overall performance.	121-140	25-49
Satisfactory Meets or slightly exceeds minimum acceptable standards; useful levels of performance, but suggest remedial action. Reportable deficiencies which adversely affect overall performance.	101-120	1-24
Unsatisfactory	5000 and below	0

With the exception of the Superlative category, which receives 100% of award fee, award fee is calculated on a proportional scale within the category according to the formula (rounded to the nearest percentage point):

$$(\text{Evaluated Score} - \text{Score Low Range}) / (\text{Score High Range} - \text{Score Low Range}) = \text{Score Category Percentage}$$

$$[\text{Score Category Percentage} \times (\text{Award \% High} - \text{Award \% Low})] + \text{Award \% Low} = \text{Award Fee Percentage.}$$

$$\text{Award Fee Percentage} \times \text{Available Award Fee} = \text{Award Fee}$$

For example, if the evaluated score was 165, then, using the Exceptional performance category:

$$(165 - 161) / (180-161) = 21\% \text{ (Score Category Percentage)}$$

$$21 \times (99 - 75) + 75 = 80\% \text{ (Award Fee Percentage)}$$

Note that a score halfway between the high and low of a category results in an award fee percentage that is also halfway between the high and low Award Fee Percentage of that category.

Any factor/sub-factor receiving a grade of unsatisfactory will be assigned zero performance points for purposes of calculating the award fee amount.

ATTACHMENT 4: ACRONYMS

ADS	Automated Directives System
AIDAR	Agency for International Development Acquisition Regulation
BIP	Branding Implementation Plan
BS	Branding Strategy
CAS	Cost Accounting Standards
CC	The Community Connector Project
CCN	Cooperating Country National
CCR	Central Contractor Registration
CDCS	Country Development Cooperation Strategies
CFR	Code of Federal REgulations
CIP	Core Implementation Principle
CLA	Collaboration Learning and Adapting
CO	Contracting Officer
CoP	Chief of Party
COTR	Contracting Officer's Technical Representative
CST	Contractor Salary Threshold
DCoP	Deputy Chief of Party
DEC	Development Experience Clearinghouse
DO	Development Objective
DSIP	Development Strategy and Investment Plan
FAR	Federal Acquisition Regulation
FDO	Fee Determination Official
FHH	Female Headed Households
FPAF	Fixed-Price-Award-Fee Contract
FTF	Feed the Future
GAO	General Accounting Office
GDP	Gross Domestic Product
GHI	Global Health Initiative
GINA	Gender Informed Nutrition and Agriculture
GIS	Geographic Information Systems
GOU	Government of Uganda
IDP	Internally Displaced Persons
IEE	Initial Environmental Examination
IR	Intermediate Results
IRM	Information Resource Management
IT	Information Technology
MHH	Male Headed Households
MP	Marking Plan
MYAP	Multi Year Assistance Program
NAADS	National Agricultural Advisory Services
NAICS	North American Industrial Classification System
NARO	National Agricultural Research Organisation
OVC	Orphans and Vulnerable Children
PEB	Performance Evaluation Board
PEPFAR	The President's Emergency Plan for AIDS Relief
PM	Program Module
PMP	Performance Management Plan
PWD	People With Disabilities
QASP	Quality Assurance Surveillance Plan
RCT	Randomized Control Trial
RFP	Request for Proposals
SpO	Special Objective
TCN	Third Country National

TIN	Taxpayer Identification Number
USAID	United States Agency for International Development
USG	United States Government
VAT	Value Added Tax
VC	Vulnerable Children
VHT	Village Health Teams