



USAID | AFGHANISTAN

FROM THE AMERICAN PEOPLE

Date Issued: January 22, 2013
Question Deadline: February 1, 2013
Closing Date: March 7, 2013

SUBJECT: Request for Proposal (RFP)
Regional Agricultural Development Program – South
SOL-306-13-000022

ATTENTION: PROSPECTIVE OFFERORS

The United States Government, represented by the U.S. Agency for International Development (USAID), Afghanistan Office of Acquisition and Assistance (OAA) in conjunction with the USAID/Afghanistan Office of Agriculture (OAG), intends to award a Cost-Plus Fixed Fee (CPFF) term contract for the Regional Agricultural Development Program (RADP) – South in Afghanistan. This requirement was originally made public under the solicitation SOL-306-12-000089. This RFP replaces the original announcement issued on October 8, 2012. Changes have been made to the requirement. The list below identifies some of the significant changes (this is not an all-inclusive list):

1. Section C.6 – Electronic Payments has been added;
2. Section F.4 – Milestones have been updated;
3. Section J – Additional attachments have been included;
4. Section L.7 – Instructions for the Preparation of the Technical Proposal has been updated;
5. Section M.3 – Evaluation Criteria has been updated.

USAID/Afghanistan, OAA invites interested and qualified organizations to submit proposals in accordance with the requirements of this RFP. USAID will conduct this procurement through full and open competition, under which any type of organization (large or small commercial [for profit] firms, educational institutions, or non-profit organizations) is eligible to compete.

The procedures set forth in the Federal Acquisition Regulation (FAR) Part 15 shall apply. The Government is not obligated to make an award. Cost proposals shall be evaluated as a part of a best value determination for contract award. The RFP addresses all of the specifics associated with this requirement. Offerors are encouraged to read the entire solicitation. Special attention should be paid to Section L – Instructions, Conditions and Notices to Offerors, and Section M – Technical Evaluation Criteria.

The primary point of contact for this RFP is Contracting Officer, Paul Martin. Any questions related to this RFP must be submitted by email to KabulAidOAAmailbox@usaid.gov by 3:00 PM Kabul Time on Friday, February 1, 2013. No questions will be accepted after this date. Each e-mail must contain a subject line, which clearly indicates the name of the offeror and the solicitation number. Any information given to a prospective offeror concerning this RFP will be furnished to all offerors as an amendment to the solicitation.

Proposals in response to this RFP are due by electronic mail to KabulAidOAAmailbox@usaid.gov not later than 3:00 pm, Kabul Time, on Thursday, March 7, 2013.

Thank you for your interest.

Sincerely,

/s/

Marcus Johnson
Director
Office of Acquisition and Assistance
USAID/Afghanistan

SOLICITATION, OFFER AND AWARD		1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)		RATING N/A	PAGE OF 1	PAGES 119
2. CONTRACT NUMBER	3. SOLICITATION NUMBER SOL-306-13-000022	4. TYPE OF SOLICITATION <input type="checkbox"/> SEALED BID (IFB) <input checked="" type="checkbox"/> NEGOTIATED (RFP)		5. DATE ISSUED 01/22/2013	6. REQUISITION/PURCHASE NUMBER	
7. ISSUED BY Office of Acquisition and Assistance USAID/Afghanistan Great Massoud Road Kabul - Afghanistan			CODE	8. ADDRESS OFFER TO (If other than Item 7)		

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

SOLICITATION

9. Electronic proposal for furnishing the supplies or services in the Schedule will be received at the place specified in Item 8, or if handcarried, in the depository located in
 Proposals are due electronically to the address shown in section L until 3:00 pm (Kabul) local time 03/07/2013
 (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 Paul Martin	B. TELEPHONE (NO COLLECT CALLS) AREA CODE NUMBER EXT.	C. E-MAIL ADDRESS KabulAidOAAmailbox@usaid.gov
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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 (%)
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)	
15B. TELEPHONE NUMBER AREA CODE NUMBER EXT.		<input type="checkbox"/> 15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE		17. SIGNATURE	18. OFFER DATE

AWARD (To be completed by Government)

19. ACCEPTED AS TO ITEMS NUMBERED	20. AMOUNT	21. ACCOUNTING AND APPROPRIATION Not Applicable	
22. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION: <input type="checkbox"/> 10 U.S.C. 2304(a) () <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	
		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.

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COMMONLY USED ACRONYMS

ACE	Agricultural Credit Enhancement
ACO	Administrative Contracting Officer
ADS	Automated Directives System
ADF	Agriculture Development Fund
AFSA	Afghanistan Farm Service Alliance
AIDAR	USAID Acquisition Regulation
AKIS	Agricultural Knowledge Information System
AO	Assistance Objective
ARD	Agriculture and Rural Development
ASAP	Accelerating Sustainable Agriculture Program
ASNF	Afghanistan Special Narcotic Force
ANSF	Afghanistan National Security Forces
AVIPA	Afghanistan Vouchers for Increased Production in Agriculture
BEO	Bureau Environmental Officer
BIP	Branding and Implementation Plan
CARD-F	Comprehensive Agriculture and Rural Development Facility Program
CAS	Cost Accounting Standard
CCN	Compensation for Cooperating Country
CCR	Central Contractor Registration
CFDA	Catalogue of Federal Domestic Assistance
CFR	Code of Federal Regulations
CGIAR	Consultative Group on International Agricultural Research
CENTCOM	Central Command
CHAMP	Commercial Horticulture and Agricultural Marketing Program
CIB	Combat Information Bulletin
CJTF	Afghan Criminal Justice Taskforce
CLIN	Contract Line Item Number
CNPA	Counter Narcotics Police of Afghanistan
CO	Contracting Officer
COP	Chief of Party
COR	Contract Officer's Representative
CPFF	Cost-Plus Fixed Fee
CST	Contractor Salary Threshold
DAIL	Directorate of Agriculture, Irrigation, and Livestock
DBA	Defense Base Act
DC	District of Columbia
DCOP	Deputy Chief of Party
DEC	Development Experience Clearinghouse
DOC	Department of Commerce
DOD	Department of Defense
DOJ	Department of Justice
DOS	Department of State
DQA	Data Quality Assessment
DUNS	Data Universal Numbering System
EA	Environmental Assessment
EMMP	Environmental Mitigation and Management Plan
EPCRA	Emergency Planning and Community Right-to-Know Act of 1986
FAO	Food and Agriculture Organization of the United Nations
FAR	Federal Acquisition Regulation
FAIDA	Financial Access for Investing in the Development of Afghanistan
FHCRAA	Future Harvest Centers' Consortium for Rebuilding Afghan Agriculture
FSC	Farm Service Centers

GDP	Gross Domestic Product
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
GL	Grant Letter
GUC	Grants Under Contract
HQ	Head quarters
HSDP	Homeland Security Presidential Directive
HR	Human Ressources
ICARDA	International Center for Agricultural Research in the Dry Areas
ID	Identification
IEE	Initial Environmental Examination
IFB	Invitation for Bid
IT	Information Technology
IQC	Indefinite Quantity Contracts
IPA	Intergovernmental Personnel Act
IR	Intermediate Result
IRS	Internal Revenue Service
IT	Information Technology
LOA	Letter of Authorization
LOE	Level of Effort
LOP	Life of Project/Program
MAIL	Ministry of Agriculture, Irrigation, and Livestock
M&E	Monitoring and Evaluation
MI	Middle Initial
MOU	Memorandum of Understanding
MP	Marketing Plan
MS	Microsoft
MSc.	Master of Science
NABDP	National Area-Based Development Program
NADF	National Agricultural Development Framework
MRRD	Ministry of Rural Rehabilitation and Development
NAEC	National Agriculture Education Center
NADP	National Agricultural Development Framework
NARDTC	National Agriculture and Rural Development Training Center
NARP	National Agricultural Experiment Stations Rehabilitation Project
NATO	North Atlantic Treaty Organization
NCU	National Coordination Unit
NGO	Non Governmental Organization
NHLP	National Horticulture and Livestock program
NPP	National Priority Program
NSB	National Seed Board
OAA	Office of Acquisition and Assistance
OAG	Office of Agriculture
OFAC	Office of Foreign Assets Control
OFM	Office of Financial Management
OIEE	Office of Infrastructure, Energy, and Engineering
ORCA	Online Representation and Certification Applications
OSM	On-Site Monitors
PCU	Project Coordination Unit
PhD	Doctor of Philosophy
PMP	Performance Management Plan
PDF	Portable Document Format
PI	Public Information
PIV	Personal Identity Verification

PPA	Pollution Prevention Act of 1990
PRA	Participatory Rural Appraisal
PSC	Private Security Contractors
R&E	Research and Extension
RADP	Regional Agricultural Development Program
RAMP	Rebuilding Agriculture Markets Program
REPC	Research and Extension Program Coordinators
RFP	Request for Proposal
RC	Regional Command
RCE	Request for Categorical Exclusion
SB	Small Business
SF	Standard Form
SO	Strategic Objective
SOW	Scope of Work
SPOT	Synchronized Pre-Deployment and Operational Tracker
SRAD	Southern Region Agriculture Development Program
TAC	Technical Advisory Committee
TEC	Technical Evaluation Committee
TIFF	Tagged-Image File Format
TIN	Taxpayers Identification Number
TCN	Third Country Nationals
US	United States
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USAID/W	United States Agency for International Development Washington Office
USDA	United States Department of Agriculture
USG	United States Government

PART I – THE SCHEDULE

SECTION B: SUPPLIES OR SERVICES AND PRICE/COSTS

B.1 PURPOSE

The objective of the Regional Agricultural Development Program (RADP) – South project is to improve food and economic security for rural Afghans in the targeted areas of Helmand, Kandahar, and Zabul provinces. Focus will be on improving the productivity and profitability for targeted value chains to be selected from the wheat, high-value crop, and livestock sectors. This sustainable agricultural development program will support the consolidation of licit economies to fuel economic growth, including providing alternatives to poppy cultivation.

B.2 CONTRACT TYPE

The U.S. Government contemplates award of a Cost-Plus-Fixed -Fee (CPFF) completion type contract resulting from this solicitation. For the consideration set forth below, the Contractor must provide the deliverables or outputs described in Section F in accordance with the performance standards specified therein based on the Scope of Work (SOW) found in Section C of this solicitation document. The period of performance for this CPFF contract is five years.

B.3 ESTIMATED COST, FIXED FEE, AND OBLIGATED AMOUNT

- (a) The estimated cost for the performance of the work required hereunder, exclusive of fee(s) is \$[to be added upon award]. The fixed fee is \$[to be added upon award] and the estimated cost plus all fixed fees is \$[to be added upon award].
- (b) Within the estimated cost plus all possible fees specified in paragraph (a) above, the amount currently obligated and available for reimbursement of allowable costs incurred by the Contractor (and payment of fee, if any) for performance hereunder is \$[to be added upon award]. The Contractor must not exceed the aforesaid obligated amount.
- (c) Funds obligated hereunder are anticipated to be sufficient through [date to be added upon award].

B.4 BUDGET (\$) - THIS CONTRACT

As the period of performance for this contract is five years, the CLIN budget structure must be broken out into five, one-year increments.

CONTRACT LINE ITEM NUMBERS (CLINs)

CLIN 0001 Wheat Value Chain

0001a	Estimated Cost	\$ TBD
0001b	Fixed Fee	\$ TBD
Subtotal CLIN 0001		\$ TBD

CLIN 0002 High-Value Crops

0002a	Estimated Cost	\$ TBD
0002b	Fixed Fee	\$ TBD

Subtotal CLIN 0002 **\$ TBD**

CLIN 0003 Livestock

0003a Estimated Cost \$ TBD

0003b Fixed Fee \$ TBD

Subtotal CLIN 0003 **\$ TBD**

CLIN 0004 Enabling Environment

0004a Estimated Cost \$ TBD

0004b Fixed Fee \$ TBD

Subtotal CLIN 0004 **\$ TBD**

CEILING PRICE:
(CLIN 0001+CLIN 0002+CLIN 0003+CLIN 0004) **\$ TBD**

Note: There is no level of on-budget funding for this program as this is an off-budget program. Coordination across different USAID programs and partnership with MAIL at the national and sub-national level is required.

B.5 INDIRECT COSTS

For the Prime Contractor:

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

Description	Rate	Base	Type	Period
TBD		1/	1/	1/

1/Base of Application:
Type of Rate: Predetermined
Period:

For Major Subcontractor(s):

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

Description	Rate	Base	Type	Period
TBD		1/	1/	1/

1/Base of Application:
Type of Rate: Predetermined
Period:

“Major subcontractor(s)” are those subcontractors whose proposed costs exceed 20 percent of the contract value or who are otherwise defined by the prime to be essential to successful project implementation. All primes MUST identify “major subcontractors” in the cover letter of their proposals.

B.6 COST REIMBURSABLE

This is a Cost Reimbursable contract. The costs allowable shall be limited to reasonable, allocable and necessary costs determined in accordance with FAR 52.216-7, Allowable Cost and Payment, FAR 52.216-8, Fixed Fee, if applicable, and AIDAR 752.7003, Documentation for Payment.

B.7 PAYMENT OF FIXED FEE

Payment of fixed fee, subject to FAR 52.216-8, may be made upon receipt of a proper invoice. Subject to FAR 52.216-8, Fixed Fee shall be allocated based upon the proportion of the labor provided over the period covered by the invoice. In the event that the contractor does not provide the total Level of Effort stipulated in the contract budget, the total amount of fixed fee will be reduced in similar proportion.

[END OF SECTION B]

SECTION C: DESCRIPTION/SPECIFICATIONS/STATEMENT OF OBJECTIVES

Title: Regional Agricultural Development Program (RADP) – South

C.1 PURPOSE AND SCOPE

Approximately 80 percent of Afghanistan’s residents depend on some form of agricultural activity for their livelihood. While positive developments have been achieved in the agricultural sector over the last decade, productivity levels lag significantly behind neighboring countries and even those historically achieved in Afghanistan. The agricultural sector comprises roughly one-third of the \$17 billion Gross Domestic Product (GDP) of the country. USAID has been contributing to the reconstruction and development of the agricultural sector in Afghanistan since 2002. USAID’s programs have supported the capacity building of Ministry of Agriculture, Irrigation and Livestock (MAIL), increased licit agricultural production and processing, and strengthened the viability of agricultural production from farm to market. As transition towards Afghan-led development gains momentum, building the market oriented capacity of Afghan farmers and private sector counterparts with the strategic support of MAIL is the path to ensure greater and more inclusive economic growth and sustainability, including women’s involvement in agriculture value chains.

USAID will issue four contracts in support of the Regional Agricultural Development Program (RADP). The South, North, and West regional contracts will have a long-term, geographic agricultural development focus, while the Central component contract will be made to support coordination between the regional programs and MAIL and support an improved enabling environment to promote agribusiness and agricultural sector growth. All programs across all regions will have similar approaches to working with DAILs in the different regions of Afghanistan. The central contractor must facilitate communication between the regional contractors and USAID to ensure this is the case. The central contractor must also coordinate and facilitate the overall policy approach of the program (regional and national) with central MAIL to ensure that common goals and common policy problems identified by the programs at the regional level are addressed at the central level. The central program will receive whatever information is required from the regional programs to facilitate the relationship with central MAIL and ensure the Ministry is adequately informed regarding the activities and results of the regional programs.

The RADP-South program will focus on Helmand, Kandahar, Zabul, and Uruzgan.¹ RADP-South is a five-year program commencing in 2013.

The objective of the RADP is to improve food and economic security for rural Afghans in targeted areas. Focus will be on improving the productivity and profitability for targeted value chains to be selected from the wheat, high-value crop, and livestock sectors. This sustainable agricultural development program will support the consolidation of licit economies to fuel economic growth, including providing alternatives to poppy cultivation.

RADP will achieve this objective through a longer-term agricultural value chain approach designed to address sustainability as well as by supporting policy, legal, and regulatory development. Prudent and judicious use of Grants under Contract (GUC) will contribute to long-term program objectives. Recipients of GUCs will be either service providers or the direct program beneficiaries. Service providers will include local NGOs or companies providing assistance to targeted farmers and agribusinesses in the select value chains. Example services could include agricultural extension service or management capacity building. Grants provided directly to farmers and agribusinesses will be provided to reduce the risk of adopting new technologies and increase productivity and profitability of the respective value chains. All grants will be assessed prior to disbursement regarding proposed impact, promotion of private sector development, and sustainability.

¹ The program does not anticipate activities for the RADP in Nimroz and Daykundi provinces.

The overall approach will enable a cohesive strategy to maximize sustainable return on program investment and contribute to food security. The approach will build on previous investments in infrastructure and technical assistance provided by the donor community; select and invest in two to three high-value crop value chains; promote wheat value chain activities to foster food security; and support at least one livestock value chain. Geographical focus on core economic growth zones will also be a key element to ensure success.

C.2 PROGRAM CONTEXT

Southern Afghanistan (RC-S & RC-SW) has a population of approximately 3.3 million people, and roughly one-third of the national land mass. The Helmand and Arghandab river valleys contain some of the largest and most fertile tracts of productive land in Afghanistan. Historically, the region contributed significantly to the country's food requirements, as well as exported surpluses of horticultural products to Pakistan, India, Iran and beyond. The long growing season, dry air, abundant sunshine, and fertile, well-irrigated soil produce basic subsistence cereal crops such as wheat, as well as superb grapes, high-quality vegetables, fruits and nuts, and some of the world's finest pomegranates.

The all-weather national ring road connects Kandahar City and Qalat (in Zabul) to other provincial capitals and important local markets. Other roads link Tarin Kowt (in Uruzgan) and Laskar Gah (in Helmand) to the national ring road. A civilian international airport at Kandahar Airfield provides transportation to consumption, processing, and export centers. The principal export route to Pakistan is via Spin Boldak (Weesh-Chaman border crossing) in Kandahar province, while the principal export route to the West and Southwest is via Delaram and Zarang, in Nimroz province. Security has improved in the Southern region, but areas of insurgency still exist with the Government of the Islamic Republic of Afghanistan (GIROA) and Coalition Forces continuing to focus operations on these areas.

To date USAID has focused on shorter-term stabilization activities in the Southern region. RADP is a sustainable agricultural development program that will focus on education and mentoring of farmers and agribusinesses in appropriate agricultural practices for productivity improvements, post-harvest value added processing and to help build enduring market linkages to existing and new intra-provincial, domestic, and regional markets for long-term economic development.

RADP will promote and execute the agricultural and alternative development strategies of the USG and GIROA. RADP is harmonized with Afghanistan's National Agricultural Development Framework (NADF) and MAIL's priorities – particularly food security and agribusiness. The RADP also aligns with the GIROA's Agriculture and Rural Development National Priority Program (NPP) Two. RADP will coordinate with MAIL's development strategy, including the Food for Life program proposed under NPP Two. The regional focus of the RADP is designed to provide more localized attention and focus on sustainability strategies from the beginning of implementation.

C.2.1 LINKAGES TO OTHER USG AND DONOR PROGRAMS

USAID development projects affecting the Southern region have been numerous. A few of note in the agriculture sector are the Accelerating Sustainable Agriculture Program (ASAP), Rebuilding Agriculture Markets Program (RAMP) and the current Southern Region Agriculture Development (SRAD) program. A high level of collaboration and cooperation will be made with these and other USAID projects. More information on USAID's past agriculture programs in Afghanistan can be found at www.dec.usaid.gov.

C.2.2 LINKAGES TO THE WORK OF OTHER DONORS

The program will collaborate with activities supported by MAIL and other donors, such as: The World Bank supported National Horticulture and Livestock program (NHLP) and the DFID supported Comprehensive Agriculture and Rural Development Facility (CARD-F) program. The private sector is expected to be a major partner and beneficiary of program activities.

C.3 SCOPE OF WORK AND PROGRAM TECHNICAL APPROACH

The conceptual framework for RADP-South builds on key modalities, outcomes, and components in order to provide a coherent, long-term development approach. The program will complement and expand on USAID's development hypothesis aligned the theory of change discussed in Section C.4.1 to achieve measurable, sustainable results.

RADP will build on two program modalities to maximize return on program investment and coordination with GIRoA and USG priorities:

Build on previous investments by GIRoA, USG, and other donors. Significant investments have been made over the past 10 years in the agricultural sector in infrastructure, government capacity, technology transfer, and local organization development. RADP will build on these achievements, understand the challenges, and apply lessons learned to increase the returns on investment of this new program.

Focus on core economic growth zones. Focus will be on economically active geographic regions that have multiple economic actors, and improved transportation networks to local and regional markets. This will link to the USAID Regional Economic Zone strategies under development. Target economic zones in the South include Helmand to Kandahar to Pakistan, and Tarin Kowt to Kandahar. These are all zones in the sense that these areas follow existing or planned transportation routes and energy, and ideally link hubs of economic activity. The contractor must propose specific districts in each target province and justify this as part of their technical approach.

C.3.1 PROGRAM THEMES AND COMPONENTS:

RADP is comprised of four activity components: *Wheat Value Chain* activities, *High-Value Crop* activities, *Livestock* activities and *Enabling Environment* activities for GIRoA. All four of the components will address four thematic areas: farmer productivity and production, gender, agribusiness and alternative development.

C.3.2 PROGRAM THEMES

The following are the thematic areas that will be addressed for each of the program components:

Farmer Productivity and Production. While positive developments have been achieved in the agricultural sector over the last decade, productivity levels lag significantly behind neighboring countries and even those historically achieved in Afghanistan. Technical assistance and promotion of highly productive and efficient techniques to benefit farm communities increase access to inputs, improve productivity, and strengthen post-harvest handling practices will be a major focus of RADP. Development of high quality, sustainable Afghan public and private extension networks will be critical for farmers.

Gender. Women play a major role in the agricultural sector, yet they have very limited control over household resources or decision making. Incorporating women into USAID agricultural programs has been a challenge. Activities that include and benefit women will to be integrated in a substantial and sustainable manner throughout the operations of the program. Planned activities with stakeholders and beneficiaries will be carefully tailored to maximize the possible benefit to women. Opportunities to collaborate with MAIL's Directorate of Home Economics and DAIL extension activities at the field level

will be included. Creative approaches must be used to engage women and ensure they directly benefit from the activities implemented under this program. Past activities have been substantially insufficient.

Women will comprise at least 15 percent or more of beneficiaries and the contractor must integrate gender considerations into all program components and activities. The work plan, objectives, results, indicators, staffing and budget will demonstrate commitment to ensure equitable inclusion of Afghan women in program activities and indicate specific results to be achieved. Where possible and appropriate, innovative technologies must be used to reach women with program activities.

Agribusiness. Efficiency of transportation and access to markets has improved in the South due to the infrastructure investment. The provinces of Helmand, Kandahar, and Zabul enjoy a favored position with the best road and air access, proximity to international trade routes, greatest population density driving strong local demand, and highest production of agricultural products. Even with these improvements, agribusinesses face obstacles to increasing profitability and competitiveness. The contractor must demonstrate how proposed activities will improve access of farmers to price information. Agribusiness and rudimentary post harvest value-added processing is centered in Kandahar City, serving as a large population center with good road access to domestic markets. Past interventions have focused on processing, sorting, grading, and packaging and such interventions will continue with increasing emphasis on market linkages. Opportunities exist to increase the capacity of processing units to compete in domestic markets to substitute imports.

The leadership capacity and dynamism of existing and new grower organizations will be strengthened. Agricultural cooperatives and other forms of farmer organizations have been established throughout the Southern region. Most members of associations and cooperatives have very basic levels of understanding about the benefits and dynamics of working together for agribusiness purposes. The contractor must build capacities of farmer organization membership and leadership and increase linkages to agribusinesses.

Alternative Development. Poppy production, which is a high return activity, competes with the production and marketing of other crops. Kandahar is second only to Helmand in the amount of poppy produced. Opportunities to expand high-value crops must be evaluated. The contractor must apply a multifaceted understanding to alternative licit crops which considers factors such as geography, crop budget comparisons, financing, cropping patterns, socio-economic standing, cost-benefit and risk analysis and operational security. Additionally, creative alternative solutions to encourage licit production over illicit production linked to public information campaigns and other GIRoA initiatives are encouraged. The contractor must align program activities with Ministry of Counternarcotics activities, such as the proposed Food Zones, when possible and appropriate.

C.3.3 PROGRAM COMPONENTS

Contract Line Item Number (CLIN) 1: Wheat Value Chain

Wheat is the most important cereal grown in southern Afghanistan. Rural households are reluctant to rely on the market to supply wheat for household requirements given its importance for household consumption and food security. Improving the productivity of wheat cultivation will allow farmers to increase focus and acreage on higher value crops that contribute to increased household income. RADP will promote improved technologies for wheat cultivation in areas where such production can be sustained and is cost-effective for the farmer. Focus on post-harvest handling to reduce losses will also be important. Wheat activities must be supplemented by the promotion of mixed crop-livestock farming systems as a vehicle to improve food security and to generate increased income. Creativity is encouraged to achieve all goals and objectives.

Focus of the wheat value chain in RADP will be on economically active geographic regions. RADP will invest in increased productivity of wheat in areas where such production can be sustained and is cost-effective for the farmer compared to other options. Improvements will focus on on-farm water

management. The Contractor must implement activities in the following areas: Farmer Productivity, Gender, Agribusiness and Alternative Development.

CLIN 1 Deliverables:

- A baseline for this CLIN in the approved beneficiary communities that includes targeted private sector partners with at least one control community (where no activities are carried out) must be completed. This will be used to finalize the schedule of milestones. The contractor must include the methodology for baseline collection in the proposed Performance Management Plan (PMP).
- Wheat value chain strategy to improve farmer productivity and agribusiness profitability developed and coordinated with MAIL and DAILs.
- The contractor will work with at least 90,000 farmers over the life of the program to increase the productivity of wheat by a minimum of 20 percent. The contractor must introduce improved inputs, new technologies, and improved farming techniques to increase wheat productivity for the targeted districts. Extension methodologies that combine training, field monitoring to ensure adoption, and re-training as required will be used. Activities will be conducted in collaboration with provincial DAIL extension agents and private sector entities as appropriate.
- The contractor must work in a minimum of five districts per province in Helmand, Kandahar, Zabul, and three districts in Uruzgan.
- A minimum of 15 percent of beneficiaries of program activities under this component will be women.
- At least 15,000 farmers will use improved post-harvest handling techniques.
- The contractor must improve market linkages between farmers and agribusinesses and between agribusinesses and final consumers to increase total sales over baseline over the life of the program. The increase in total sales will be at least \$5 million.
- The contractor must provide technical assistance to a total of at least 25 community or commercial level value-added activities, such as milling to increase financial returns to users and/or owners by at least 20 percent as operational profitability increases through value-added activities and improved management of seasonal price variations.

CLIN 2: High-Value Crops

RADP will invest in three high-value crops in the Southern Region with greatest measurable and sustainable potential for value chain development and growth. The value chains selected may include perennial and annual crops. Strategic investment may be made in increasing access to propagated fruit trees or improving use of integrated pest management for crop protection, or improving models for intercropping perennial plantations with annual crops.

Value chains approved by USAID will be selected based on the following factors: (a) competitiveness of a commodity at the farm, national, and regional levels, (b) potential to sustainably reduce poppy production where applicable, (c) environmental sustainability, (d) prospects for replication and adoption in the future with little or no donor assistance, (e) potential to positively impact women, and (f) reduction in food insecurity. Focus will be on economically active geographic regions. The contractor must also ensure that value chain strategies are synchronized with the local level government as well as MAIL

through partnership with the RADP Central contractor. Improvements will focus significantly on on-farm water management. At least two of the three crops must be perennial crops.²

CLIN 2 Deliverables:

- A baseline for this CLIN in the approved beneficiary communities that includes targeted private sector partners with at least one control community (where no activities are carried out) must be completed. This will be used to finalize the schedule of milestones. The contractor must include the methodology for baseline collection in the proposed PMP.
- USAID will approve three high-value crops under which all program activities will be conducted in this CLIN. Justification will be based on the above factors. These value chains will remain the focus throughout the five-year life of the program.
- Three value chain strategies developed to improve farmer productivity and agribusiness profitability developed and coordinated with MAIL and DAILs.
- The contractor will work with at least 40,000 farmers over the life of the program to increase the productivity of the approved value chains by a minimum of 35 percent over the baseline during the life of the program. The contractor must introduce improved inputs, new technologies, and improved farming techniques to increase productivity and profitability for the targeted districts. Extension methodologies that combine training, field monitoring to ensure adoption, and re-training as required will be used. Activities will be conducted in collaboration with provincial DAIL extension agents and private sector entities as appropriate.³
- The contractor must work in a minimum of five districts per target province in Helmand, Kandahar, Zabul and three districts in Uruzgan.
- The contractor must strengthen at least 135 existing or new farmer organizations that are involved in high-value crop production through increasing the technical and managerial capacity of leadership and improving the participation and commitment of membership.
- A minimum of 15 percent of beneficiaries of program activities under this component will be women.
- The contractor must train 40,000 farmers in improved post-harvest techniques for with clear explanations of how these activities will improve farm to market linkages in target areas over the life of the program.
- Mentor at least 50 'lead farmers' within each value chain who serve as an example of good agricultural practices over the life of the program. The characteristics of the model farmer will vary per value chain, but these farmers must have strong linkages to the market, be capable of classifying and differentiating output qualities to meet the expectations of diverse markets, be able to manage at least 10 seasonal employees not part of their household, and have annual sales in excess of USD 20,000.
- Each lead farmer provides mentoring to at least 10 neighboring farmers to influence land use and/or agricultural practices to improve productivity and linkages to markets.

² This is based on conclusions from the Dalberg report and other economic analysis.

³ These could include local microservice providers for crop protection or pruning.

- The contractor must improve market linkages between farmers and agribusinesses and between agribusinesses and final consumers in order to increase total sales. The increase in total sales will be at least USD 85 million over the life of the project.⁴
- The contractor must increase the management and technical capacity of a total of 60 overall small, medium, and large existing or start-up agribusinesses related to the approved value chains over the life of the program. This will include increasing access to financial services by agribusinesses through improving business creditworthiness and linking with the Agriculture development Fund (ADF), the Financial Access for Investing in the Development of Afghanistan (FAIDA) program, as well as other partners.

CLIN 3: Livestock

Livestock production in Afghanistan is important both from a cultural and economic perspective. The contractor must address opportunities for improving the conditions and environmental impacts associated with livestock while increasing the productivity and profitability of approved value chains. Intercropping forage crops with perennials or rotating forage crops with high-value horticulture for soil fertility will provide increased winter feeding or possible feed lot opportunities for animals. Rangeland management activities will increase the availability of feed and support better management of herds in order to halt environmental degradation.

The livestock value chain approved by USAID will be selected based on the following factors: (a) competitiveness of a commodity at the farm, national, and regional levels, (b) potential to sustainably reduce poppy production where applicable, (c) environmental sustainability, (d) prospects for replication and adoption in the future with little or no donor assistance, (e) potential to positively impact women, and (f) reduction in food insecurity.

CLIN 3 Deliverables:

- A baseline for this CLIN in the approved beneficiary communities that includes targeted private sector partners with at least one control community (where no activities are carried out) must be completed. This will be used to finalize the schedule of milestones. The contractor must include the methodology for baseline collection in the proposed PMP.
- The livestock value chain strategy to improve farmer productivity and agribusiness profitability developed and coordinated with MAIL and DAILs.
- USAID will invest in one livestock value chain for which all program activities will be conducted under this CLIN. Justification will be based on the above factors. This value chain will remain the focus throughout the five-year life of the program.
- The contractor must work with at least 8,000 farmers over the life of the program to increase the farmer income of 20 percent within the approved value chain. Activities will include training, demonstration, and consistent follow-up at the community level of improved practices. This will include promoting increased access to inputs, improved husbandry techniques, and introduction of appropriate technologies. Activities will be conducted in collaboration with provincial DAIL extension agents and private sector entities as appropriate.
- The contractor must work in a minimum of three districts per target province in Helmand, Kandahar, Zabul, and three districts in Uruzgan.

⁴ Note that this figure incorporates understanding that for perennial crops may take several years to reach full potential.

- A minimum of 15 percent of beneficiaries of program activities under this component will be women.
- The contractor must develop the capacity of at least 100 private and public sector veterinary service providers over the life of the program, such as Veterinary Field Units, in the approved target districts who can sustainability provide services to local livestock owners. The number of veterinary service providers will be presented in the proposed PMP by the contractor.
- The contractor must develop and implement a plan to improve the availability and quality of feed/fodder available for the approved value chain for 8,000 livestock farmers. Creative approaches which include activities such as inter-cropping and/or build off or expand upon previous donor or MAIL pilot interventions or activities will be implemented. The contractor must improve rangeland management to promote sustainable livestock management.
- The contractor must improve market linkages between farmers and agribusinesses and between agribusinesses and final consumers in order to increase total sales by at least \$5 million over the life of the program.
- The contractor must increase the management and technical capacity of a total of 20 small, medium, and large existing or start-up agribusinesses, not including veterinary service providers related to the selected livestock value chain over the life of the program.
- The contractor will strengthen the managerial and technical capacity of at least two local organizations involved in livestock activities such that the organizations have the capacity to pass a USAID pre-award assessment and receive grants directly from USAID or other donors.

CLIN 4: Enabling Environment

GIRoA has the vital responsibility of providing a supportive macro-level and micro-level operating environment for the agricultural sector. In the World Bank's *Doing Business* ranking, the country slipped from 154th position in the world in 2011 to 160th position in 2012, reflecting a relative loss in global overall business competitiveness. The challenges are highlighted by the outdated and antiquated policies, laws, and regulations covering the agricultural sector and the arduous process to evolve this framework.

The RADPs aim to strengthen agricultural policies, laws, regulations, and administrative procedures, and while this will primarily be led by the RADP Central contract, RADP-South will play an important role in informing and coordinating with RADP Central contractor in supporting achievement of this component. Activities could include: improved strategies and policies to increase availability, access, utilization and stability of food resources for families; promote quality to promote and secure Afghan brands and product confidence; increase efficiency for creating and registering farmer organizations; support WTO accession activities; and increase international trade opportunities.

CLIN 4 Deliverables:

- The contractor must work with various private and public sector Afghan stakeholders in the Agriculture and Rural Development (ARD) cluster to identify and analyze at least 30 obstacles during the life of the program to doing business in southern Afghanistan that might be addressed through adjustment of policies or regulations enacted at the national level.⁵ A minimum of eight of these obstacles will be focused on women's access and participation in agricultural value chains over the life of project.

⁵ Each analysis should be up to no more than five pages in length.

- The contractor, in coordination with the RADP Central component and in coordination with public and private partners will support roll-out of at least eight new or improved policies, procedures, regulations or administrative procedures at the local level. This will include any activity required to address a particular process or policy obstacle. This could include drafting policies when required or obtaining local buy-in as required by the respective obstacle being addressed. Identifying the obstacles will be the first step in this process and addressing how to resolve an issue may be beyond the regional scope of the program. The contractor must identify obstacles and propose methodologies they can use to alleviate these obstacles either at the local or national level. Over the life of program, the contractor is expected to be able to address at least eight of these obstacles within the region.
- The contractor will strengthen the managerial and technical capacity of at least two local organizations involved in enabling environment activities such that the organizations have the capacity to pass a USAID pre-award assessment and receive grants directly from USAID or another donors.
- The contractor, in coordination with the RADP Central contractor, will support capacity of provincial DAILs and MAIL through local service providers (such as a University or trade associations) to gather and analyze agricultural at least monthly market information and other value chain information on production and marketing. The RADP Central contractor must develop a proposed data management and analysis system with MAIL.

Note: the contractor may work with the same beneficiary farmers across the CLINs to achieve the targets. Also, the overall level of effort referred to is an approximation of the allocation of resources necessary to complete the project.

Note: the contractor may work with the same beneficiary farmers across the CLINs to achieve the targets. Also, the overall level of effort referred to is an approximation of the allocation of resources necessary to complete the project.

C.4 MONITORING, EVALUATION, AND REPORTING

The contractor must produce a Performance Management Plan (PMP) as part of the submitted proposal. The contractor must include the following Assistance Objective and Intermediate Results of the Mission's Agricultural Results Framework in their proposal:

- AO 5: A Sustainable, Thriving Agricultural Economy;
- IR 5.1: Increased Agricultural Sector Employment and Incomes as a result of USG assistance;
- Sub IR 5.1.1: Improved agricultural productivity;
- Sub IR 5.1.2: Increased commercial viability of small, medium and large farms and agribusinesses;

RADP-South will support these results while addressing the outcomes listed below. The contractor must present a PMP that demonstrates how all outcomes will support a robust and evidence-based results framework. The PMP will include all relevant results, indicators, and targets by year. In addition to the required indicators listed below, the PMP will include two to three additional indicators per outcome reflecting the targets presented in the CLINs. In addition, wherever possible the contractor must disaggregate all indicators in the PMP by gender. The contractor must present the PMP using the information provided below as a starting point with adjustments made based on the specific technical approach and methodology for gathering data.

Outcome 1. Increased agricultural sector productivity and profitability in target regions.

Expected Result

RADP investments will increase productivity thereby increasing the supply of goods to agribusinesses and farm community income.

Required Indicator

- Percent increase in farmer incomes in target area, which must be presented by the contractor in the PMP.
- Total number of beneficiary farmers, based on respective indicators from the CLINs and accounting for any duplication of farmers benefitting from the respective CLINs.

Outcome 2. Increased profitability of small, medium, and large agribusinesses.

Expected Results

Increasing the efficiency and profitability of agribusinesses will strengthen demand for locally produced crops and increase local job opportunities.

Required Indicator

- Increase in final sales of licit farm products from assisted agribusinesses based on an aggregation of targets of the respective CLINs.
- Number of enterprises benefitting from program support based on an aggregation of targets of the respective CLINs.

Outcome 3. Increase women's participation in agricultural value-chain activities.

Expected Results

The inclusion of women in highly profitable agricultural activities.

Required Indicator

- At least 15 percent of participants in programs designed to increase access to productive economic resources will be women.

Outcome 4. Increased and sustained adoption of licit crops.

Expected Results

The development of licit crops will be linked to Outcome 1 and will also support the potential food zones in Helmand, Kandahar, and Uruzgan as well as mainstreaming alternative development activities.

Required Indicator

- Increase in area devoted to licit crop production among targeted farmers based on an aggregation of targets for farmer outreach of the respective CLINs.

Outcome 5. Improved enabling environment providing more favorable operating environment for farmers and agribusinesses.

Expected Results

The program will strengthen agricultural policies, laws, regulations, and administrative procedures.

Required Indicator

- Number of agricultural policies, laws, regulations, and administrative procedures implemented based on the targets of CLIN 4.

The contractor will be required to collect baseline data for all indicators and this baseline will be used to evaluate program impact and results in each quarterly report. Agreement will be reached between the contractor and the respective COR as to how data for these indicators will be tracked to ensure consistency. Baseline data gathering will be completed within the first six months, with initial results from secondary sources provided with 90 calendar days of contract award.

Outcome indicators will require accurate baseline data. The baseline will include secondary data collection where possible and primarily field data, including a control group, to verify household or enterprise level indicators. Afghan agriculture is notoriously variable (weather being only one cause) and these variables will be taken into account in quarterly analysis and reporting of results. However, USAID will require rigorous methods for analysis and attribution of project interventions against the baseline as well as observed changes in production, yields, or income. The PMP will provide detailed methodology for how all outcome indicators and the underlying theories of change will be accurately reported based on baselines, control, and treatment data. The contractor must include how program staff will be trained and utilized in data gathering, management and analysis in support of the monitoring and evaluation process.

The PMP will be supported by a work plan for the contractor that will include specific implementation and budgeting for the initial and subsequent 12 months. The contractor must submit quarterly and annual reports in addition to short monthly operational briefs and quarterly data entry into Afghan Info. The contractor must also report in proposed PMP figures for Uruzgan.

The contractor must think carefully and strategically about which indicators are appropriate within the proposed program context and adequately reflect programmatic results. The focus of these indicators must be on the quality of measurement capacity and ability to gather requisite information. The contractor must provide an illustrative PMP as part of the proposal. The final PMP for the successful contractor will be finalized with USAID.

C.4.1 PROGRAM EVALUATION

The contractor must demonstrate how the technical approach complements or expands on the theory of change approach for the RADP program to achieve measureable, sustainable results.

The theories of change central to this program include:

- Increasing the productivity and profitability (in CLINs 1, 2, and 3) of select crops and livestock value chains will increase food security by strengthening availability and access to food of the rural population within targeted regions;
- Strengthening integration of women within selected value chains (in CLIN 1, 2, 3, and 4) will promote greater food security among families and increase the economic development of selected value chains.
- Increased economic security through strengthened rural agribusinesses (in CLINs 1, 2, and 3) will promote long-term reduction of poppy production and support for insurgent elements.
- An improved agricultural enabling environment (in CLIN 4) will increase profitability of agribusinesses through increased operating efficiency.

In order to measure progress towards achieving these theories of change, monitoring and evaluation plans for this project will be designed to answer the following key questions through mid-term (2.5 years) and final program evaluations:

- Has RADP increased agriculture productivity and profitability? If so, how much? Do successes vary by value chain, geographic area, or some other disaggregating factor?
- How much has RADP increased sales of agribusiness products and how is this linked to increases in household income?

- Are increases in income and agribusiness sales sustainable?
- How has RADP been able to increase integration of women in targeted value chains?

USAID intends to conduct complementary programmatic evaluations through its Support II contract. The contractor must budget for at least one evaluation to come from the project budget to be implemented by a third party evaluation firm. Use of firms already working in Afghanistan is encouraged.

C.5 PROGRAM MANAGEMENT APPROACH

RADP-South will be implemented by the contractor and its consortium of subcontractors for the Southern region and in coordination with contracts for the North, West and Central programs. The Central contract will coordinate the regional programs with MAIL and support the enabling environment capacity building at MAIL.⁶ The RADP-South contract will work with key Afghan partners, including, but not limited to, MAIL at the national level, DAILs at the Provincial and District levels, and other local community authorities. To the greatest extent possible, RADP contracts will support Afghan services providers to conduct program activities. Use of Afghan partners, as well as other international technical organizations, as subcontractors is encouraged to strengthen local capacity and ensure adequate technical expertise to reach program objectives.

The contractor must develop the capacity of local organizations so that sub-recipients will be eligible to receive a direct award from USAID or other donors in the future. The contractor is encouraged to subcontract at least 15 percent of activities through local entities to build local capacity.⁷

The COR will be supported by On-Site Monitors (OSMs) or third party monitors who will conduct risk-based monitoring and quality assessment for the PMP data and reporting in the field. The monitors will be identified, certified, and formally designated by the contracting officer. USAID/Afghanistan will continue to utilize OSMs to increase field monitoring to evaluate performance and risks of both contractors and their sub-grantees. Alternatively, local monitoring firms may be contracted to fill the role of OSMs in regions where OSMs are not present or are unable to effectively monitor field activities given security concerns. The contractor must take into account the requirement that these OSMs or monitoring agents have access to project sites, records, and informational resources.

C.6 ELECTRONIC PAYMENTS

USAID, through the Financial Access for Investing in the Development of Afghanistan (FAIDA) program and other programs, has encouraged the use of electronic payments, including mobile money, to extend affordable and accessible payments to low-income populations, create cost savings, promote economic development, increase transparency, strengthen security, and broaden financial sector inclusion. The contractor should utilize these services to the greatest extent feasible within its company policy to strengthen the efficiency and security of financial transactions at all stages of value chain activities (See Section J.8).

C.7 GRANTS UNDER CONTRACT MANUAL

Please see ADS 302 for further instruction. Under RADP South, \$10,000,000 of GUC funding will be allocated over four years of the five-year program but cannot exceed \$2,500,000 in any calendar year. Subcontracts and purchase orders can be utilized to implement activities as required; however, the grant fund is used specifically to ensure that local organizations and communities have access to funds and that the contractor has the flexibility to respond accordingly to needs as these arise. The contractor can

⁶ A separate on-budget component will be developed through an independent program approval process in coordination with the central contract. While this on-budget component will be beneficial to the functioning of the RADP, it is not essential.

⁷ Of the total project budget not including security costs.

propose creative ways to utilize this fund such as fixed obligation grants, grants of equipment or supplies, subsidy to reduce risk of adopting new technologies, and micro-grants. Creativity is expected in the use of this fund to support Afghan initiatives and institutions in line with the objective of the program.

C.8 CROSS CUTTING CONSIDERATIONS

Cross cutting considerations are those that have widespread impacts across multiple geographies.

1. Irrigation and On-Farm Water Management

Irrigation and on-farm water management is one the most oft cited interventions recommended for the South, however, the type of intervention will be critical. Projects focused on rehabilitating each canal, drain and other infrastructure in the South would quickly exhaust the resources of this program, distort markets, and leave little reason for communities to continue traditional practices of cleaning these canals and drains themselves. Focus on management, with in-kind and cash contributions by users, will be a more cost-effective intervention.

Water management approaches utilizing traditional mirabs (a community leader in charge of managing local irrigation resources), water user associations, or other community based engagements already exists. Interventions that deviate from those currently employed will likely encounter social or political resistance. Furthermore, the South is hardly uniform in its irrigation systems. The needs of those within a formal canal irrigation system differ from those in a more informal and/or river irrigated area, which in turn will vary from those relying predominately on well pumped water in more outlying areas.

On-farm water management allows for another opportunity to increase agricultural productivity. Flood irrigation on unlevelled ground, drip irrigation, a diverse array of more efficient on-farm water management technologies and practices can be introduced. Sustainability, cost effectiveness, and cultural appropriateness shall influence recommended interventions. Those practices and technologies most likely to be widely adopted without subsidized resource contributions will be viewed preferably compared to theoretically superior solutions with little track record of success in southern Afghanistan.

2. Agribusiness

Agribusiness and rudimentary post harvest value added processing is centered in Kandahar city which enjoys a large population center with good road access to domestic markets. Reaching international markets via the Pakistani port of Karachi remains highly problematic. Nevertheless a number of shortcomings create inefficiencies in processing and trade of agricultural goods. Unreliable and expensive electricity is still a concern, lack of cold storage facilities hinders fresh exports, and weak government public service infrastructure hinders the operating environment. Past interventions have focused on processing, sorting, grading, and packaging for example; however, these are most efficient if there is some form of market segregation which rewards business with higher prices for superior products.

3. Credit

Access to credit is informal and inefficient. When questioned, farmers and private entities noted no difficulties in accessing loans; however, use of the formal banking system is uncommon. If unable to secure a loan through an informal network, setting up an informal "mortgage" for owned land for a set period of time (typically 1-2 years) is often the solution to access cash. During that time, some earned income from the land is forfeited and at the end of the agreed period the mortgage is stopped. Where possible, working with USAID's ACE and FAIDA programs to expand access to credit in the region and also expand farmer education about and understanding of credit opportunities is expected through this program.

4. Gender

Women are culturally and economically disadvantaged in Afghanistan, and the South may be one of the most difficult places to affect gender equality. Traditionally women's involvement in agricultural work might best be described as "behind the wall" – activities such as threshing, drying, milking, poultry, and kitchen garden activities. Even when women's domestic production forms the main income of the household, they rarely control the marketing of these products, which is most often managed by male relatives or middlemen. Therefore, a nuanced understanding and assessment of the role of women and opportunities for engaging them in agricultural sector program activities is required. Creative approaches to engaging women and ensuring they directly benefit from some of the activities implemented under this program are also required.

5. Local Administration

Increasing the capacity for public sector service delivery through the Departments of Agriculture, Irrigation and Livestock (DAILs) in the region – particularly in difficult and insecure areas of the region – is a goal of the program. Increasing DAIL capacity to design and manage project activities, manage budgets, and communicate effectively with central MAIL offices is required. Increasing the capacity of public extension services, in coordination with private and donor supported systems will be important to attaining long-run benefits. Linkages must be forged with USAID's Afghan Agricultural Research Extension Development Project (AGRED). A very large percentage of southern farmers have yet to have a positive interaction with a Provincial DAIL extension agent. This decreases confidence in the Afghan government and also presents a missed opportunity to improve farming practices.

[END OF SECTION C]

SECTION D: PACKAGING AND MARKING

D.1 BRANDING STRATEGY

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

Program Name: Regional Agricultural Development Program (RADP) – South

Branding: The branding must incorporate the message: The assistance is “from the American People jointly sponsored by USAID and the Government of the Islamic Republic of Afghanistan”.

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

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

D.2 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.

[END OF SECTION D]

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.

FEDERAL ACQUISITION REGULATION (48 CFR Chapter 1)

NUMBER	TITLE	DATE
52.246-5	INSPECTION OF SERVICES--COST-REIMBURSEMENT	APR 1984

E.2 INSPECTION AND ACCEPTANCE

USAID inspection and acceptance of services, reports and other required deliverables or outputs must take place at the principal place of performance or at any other location where the services are performed and reports and deliverables or outputs are produced or submitted. The COR listed in Section G has been delegated authority to inspect and accept all services, reports and required deliverables or outputs.

E.3 MONITORING AND EVALUATION PLAN

Monitoring and evaluation programs should be utilized in order to assess the impact of the programs and whether or not objectives are being achieved and if they should be adjusted. The Contractor must input all required information into the USAID Afghan Info System (or any successor database) on a quarterly basis.

[END OF SECTION E]

SECTION F: DELIVERIES OR PERFORMANCE

F.1 NOTICE LISTING CONTRACT CLAUSES INCORPORATED BY REFERENCE

The following contract clauses pertinent to this section are hereby incorporated by reference (by Citation Number, Title, and Date) in accordance with the clause at FAR "52.252-2 CLAUSES INCORPORATED BY REFERENCE" in Section H 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
52.242-5	STOP WORK ORDER (Alternate I)	APR 1984

AIDAR PART 752

752.7005	SUBMISSION REQUIREMENTS FOR DEVELOPMENT EXPERIENCE DOCUMENTS	OCT 1997
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F.2 PERIOD OF PERFORMANCE

The period of performance of this contract is XXXX, 2013 through XXXXX, 2018.

F.3 PLACE OF PERFORMANCE

Performance of this contract will be in southern Afghanistan.

F.4 DELIVERABLES

In addition to other required reports and deliverables in this contract, the Contractor must deliver the following to the Contracting Officer's Representative (COR). Items identified by an asterisk (*) will also be submitted to the USAID Development Experience Clearinghouse (DEC), upon COR approval of final draft versions.

SUMMARY OF CONTRACT DELIVERABLES

DELIVERABLE	DESCRIPTION AND DUE DATE
Work Plan	The Draft Work Plan will be submitted to the COR within 45 calendar days of the effective date of the contract. The Contractor must then work with USAID (at central and field platform levels) to finalize the document within 90 calendar days of the effective date of the contract.
Performance Management Plan and Baseline Data Collection	The Contractor must submit to USAID a plan for collection of key baseline and control data within 45 calendar days of the effective date of the contract. Secondary data will be used to finalize the Performance Management Plan (PMP) and be available within 90 calendar days of the effective contract date with primary data collection and analysis completed by 180 calendar days of the effective contract date. The Contractor must incorporate this plan into a full program PMP, to be submitted to the COR within 90 calendar days of the effective contract date.

Environmental Mitigation and Monitoring Plan	The need for environmental mitigation will be dependent on activities proposed and the requirement to mitigate risk. The EMMP will be submitted to the COR for USAID review and approval within 90 calendar days of the effective date of the contract.
Grant Under Contract Manual	The Grant Under Contract Manual will be submitted to the COR within 45 calendar days of the effective date of the contract. The Contractor must then work with USAID to finalize the document within 90 calendar days of the effective date of the contract.
Monthly Progress Reports	Monthly Reports will be submitted to the COR, USAID Platform representatives and MAIL on the 15th of the following month.
Quarterly Progress Reports*	The Contractor must submit progress reports on a quarterly basis. The draft will be submitted to the COR not later than 30 calendar days after the close of each US fiscal year quarter (i.e. 1st quarter ends on 31 December, 2nd quarter ends on 31 March, 3rd quarter ends on 30 June, and 4th quarter ends on 30 September). Each quarterly report will also include a quarterly PMP data update. Annual reports will be in lieu of fourth quarterly reporting.
Annual Report*	The annual report will be submitted within 30 calendar days after the end of the annual reporting period.
Final Program Report*	The final narrative report will be submitted 30 calendar days prior to contract completion.
Demobilization Plan	The Demobilization Plan will be submitted to the COR no later than 90 calendar days prior to commencement of program demobilization.

MILESTONES

The Contractor is required to meet, at a minimum, the following milestones:

No.	Milestones	Means of Verification sent to COR	Due Date
CLIN 1: Wheat Value Chain			
1.1	Baseline completed (together with Baseline from CLINs 2, 3, and 4)	Baseline Report	Information from secondary data 90 calendar days after award, information from primary data and final report at 6 months.
1.2	MOUs signed with MAIL, and relevant programs related to wheat value chain development to coordinate activities	Monthly Report	Within 6 months of an award.
1.3	Contractor provides services for wheat value chain in five districts of Helmand, Kandahar and Zabul and three districts in Uruzgan	Monthly Reports	Within 120 days of an award.

1.4	At least 15 percent of beneficiaries are women	Monthly and Final Reports	Within 1 year of an award.
1.5	Wheat value chain strategy to improve farmer productivity and agribusiness profitability developed and coordinated with MAIL and DAILs	Monthly and Final Reports	Within 120 days of an award.
1.6	35,000 farmers with increased productivity of wheat by 10 percent minimum or percentage proposed		Within 2.5 years of an award.
1.7	90,000 farmers with increased productivity of wheat by 20 percent minimum or percentage proposed	Monthly and Final Reports	Within 5 years of an award.
1.8	4,000 farmers using improved post-harvesting techniques (such as pest control, storage, or processing)	Monthly and Final Reports	Within 3 years of an award.
1.9	15,000 farmers using improved post-harvesting techniques (such as pest control, storage, or processing)	Monthly and Final Reports	Within 5 years of an award.
1.10	Increase total sales within the wheat value chain by at least \$2 million or amount proposed	Monthly and Final Reports	Within 3 years of an award.
1.11	Increase total sales within the wheat value chain by at least \$5 million or amount proposed	Monthly and Final Reports	Within 5 years of an award.
1.12	Provide technical assistance to a total of at least 25 community or commercial level value-added enterprise activities to improve financial returns by 20 percent minimum or percentage proposed	Monthly and Final Reports	Within 5 years of an award.
CLIN 2: High-Value Crops			
2.1	Baseline completed (together with Baseline from CLINs 1, 3, and 4)	Baseline Report	Information from secondary data 90 calendar days after award, information from primary data and final report at 6 months
2.2	MOUs signed with MAIL, and relevant programs related to approved value chains coordinated with GIRoA and other implementation partners	Monthly and Final Reports	Within 6 months of an award
2.3	Three value chain strategies developed to improve farmer productivity and agribusiness profitability developed and coordinated with MAIL and DAILs	Monthly and Final Reports	Within 120 calendar days of the award
2.4	Contractor provides agricultural development services in five districts of Helmand, Kandahar and Zabul and three districts in Uruzgan	Monthly Reports	Within 120 calendar days of an award.
2.5	15,000 farmers with a minimum increase in productivity of 15 percent, or percentage proposed, in each of the respective value chains	Monthly and Final Reports	Within 2.5 years of an award.
2.6	40,000 farmers with a minimum	Monthly and Final	Within 5 years of an award.

	increase in productivity of 35 percent, or percentage proposed, in each of the respective value chains	Reports	
2.7	At least 135 farmer organizations with improved management capacity	Monthly and Final Reports	Within 5 years of an award.
2.8	Train 40,000 farmers in improved post-harvest techniques (in terms of pest control, storage, and processing) for with clear explanations of how these activities will improve farm to market linkages in target areas	Monthly and Final Reports	Within 5 years of an award.
2.9	Mentor at least 25 lead farmers within each value chain who serve as an example of good agricultural practices and farm management	Monthly and Final Reports	Within 2.5 years of an award.
2.10	Mentor at least 50 lead farmers within each value chain who serve as an example of good agricultural practices and farm management	Monthly and Final Reports	Within 5 years of an award.
2.11	Each lead farmer provides mentoring to at least 10 neighboring farmers to influence land use and/or agricultural practices to improve productivity and linkages to markets	Monthly and Final Reports	Within 5 years of an award.
2.12	The increase in total sales with three value chains will be at least USD 25 million or amount proposed	Monthly and Final Reports	Within 2.5 years of an award.
2.13	The increase in total sales with three value chains will be at least USD 85 million or amount proposed	Monthly and Final Reports	Within 5 years of an award.
2.14	The contractor must increase the management and technical capacity of a total of 60 overall small, medium, and large existing or start-up agribusinesses related to the approved value chains to improve financial returns by 20 percent minimum or percentage proposed	Monthly and Final Reports	Within 5 years of an award.
CLIN 3: Livestock			
3.1	Baseline completed (together with Baseline from CLINs 1, 2, and 4)	Baseline Report	Information from secondary data 90 calendar days after award, information from primary data and final report at 6 months.
3.2	MOUs signed with MAIL, and relevant programs related to approved value chains coordinated with GIRoA and other implementation partners	Monthly Reports	Within 6 months of an award
3.3	One livestock value chain strategy developed to improve farmer productivity and agribusiness profitability developed and coordinated with MAIL and DAILs	Monthly Reports	Within 120 calendar days of an award
3.4	Contractor provide agricultural	Monthly Reports	Within 120 calendar days of an

	development services in five districts of Helmand, Kandahar and Zabul and three districts in Uruzgan		award
3.5	4,000 farmers with a minimum increase in income of 10 percent in the respective value chains	Monthly and Final Reports	Within 2.5 years of an award
3.6	8,000 farmers with a minimum increase in income of 20 percent, or percentage proposed, in the respective value chains	Monthly and Final Reports	Within 5 years of an award
3.7	A minimum of 15 percent, or percentage proposed, of beneficiaries of program activities under this component will be women.	Monthly and Final Reports	Within 1 year of an award
3.8	Develop the capacity of at least 60 private and public sector veterinary service providers	Monthly and Final Reports	Within 2 years of an award.
3.9	Develop the capacity of at least 100 private and public sector veterinary service providers	Monthly and Final Reports	Within 5 years of an award.
3.10	Develop and implement a plan to increase the availability and quality of feed/fodder sustainably available for 8,000 livestock farmers	Monthly and Final Reports	Within 5 years of an award.
3.11	Increase total sales within the value chain by at least \$2 million or amount proposed	Monthly and Final Reports	Within 2.5 years of an award.
3.12	Increase total sales within the value chain by at least \$5 million or amount proposed	Monthly and Final Reports	Within 5 years of an award.
3.13	Increase the management and technical capacity of a total of 20 small, medium, and large existing or start-up agribusinesses related to the selected livestock value chain to improve financial returns by 20 percent minimum or percentage proposed	Monthly and Final Reports	Within 5 years of an award.
3.14	At least three local organizations have managerial and technical capacity strengthened such that it has the capacity to pass a USAID pre-award assessment and receive a grant directly from USAID or another donors	Annual Report	Within 3 years of an award.
CLIN 4: Enabling Environment			
4.1	Provide monthly updates to RADP-Central Contractor	Monthly and Final Reports	Within 5 years of an award.
4.2	Identify and analyze at least 12 obstacles during the life of the program to doing business in southern Afghanistan that might be addressed through adjustment of policies or regulations enacted at the national level.	Monthly and Final Reports	Within 2.5 years of an award.

	A minimum of 3 of these obstacles will be focused on women's access and participation.		
4.3	Identify and analyze at least 30 obstacles during the life of the program to doing business in southern Afghanistan that might be addressed through adjustment of policies or regulations enacted at the national level. A minimum of 8 of these obstacles will be focused on women's access and participation.	Monthly and Final Reports	Within 5 years of an award.
4.4	Roll-out of at least eight new or improved policies, procedures, regulations or administrative procedures at the local level.	Monthly and Final Reports	Within 5 years of an award.
4.5	At least two local organizations have managerial and technical capacity strengthened such that it has the capacity to pass a USAID pre-award assessment and receive a grant directly from USAID or another donors	Annual Report	Within 3 years of an award.
4.6	Support data management, analysis, and distribution to farmers, DAIL, and MAILs through (at a minimum) monthly market and production updates.	Monthly and Final Reports	Within 5 years of an award.

F.5 PERFORMANCE STANDARDS

Evaluation of the Contractor's overall performance in accordance with the performance standards set forth below, will be conducted jointly by the COR and the Contracting Officer, and will form the basis of the Contractor's permanent performance record with regard to this contract.

a) Quality

- Quality and effectiveness of the Contractor's long-term key personnel, other non-key long-term professionals, and short-term specialists to meet contract deliverables.
- Demonstration of a viable, AID-effective approach to program activities and deliverables.
- Performance of key personnel.
- Partnership with Afghan stakeholders and USAID.

b) Cost Control/Effectiveness

- Actual costs incurred against the contractor's cost proposal.
- The final budget will be a part of the contract.
- The contractor must report expenditures to USAID against the budget quarterly.
- The COR will randomly check expenditures.

c) Timeliness of Performance

- Ability to set and meet timelines for delivery of all agreed tasks included in the contract.
- Long-term and Short-term technical assistance are identified and fielded in a timely manner.
- Timeliness of documents or reports submitted to USAID.

- Responsiveness to identified performance issues.

Note: A six day work week is authorized; however the sixth day will not be at premium pay.

F.6 PROGRESS REPORTING REQUIREMENTS

1. **Work Plan:** This plan will outline activities to be conducted to achieve program targets and objectives.
2. **Environmental Mitigation and Monitoring Plan:** This will be developed by the contractor and approved by USAID prior to the launch of each activity having a potential adverse impact on physical and natural environment.
3. **Grants under contract Manual:** The contractor will describe the objectives, target beneficiaries, procedures for approval, dispersal process, and monitoring mechanisms for utilizing the available grant funds.
4. **Demobilization Plan:** This plan will include a disposition plan to be approved by the Contracting Officer. This will include an explanation of how any disposed good will be effectively maintained and utilized.
5. **Monthly Reports:** These reports are designed to keep MAIL, On Site Monitors (OSMs), and the Regional Platform informed of all ongoing program information and results in target province and districts. Monthly Reports must be designed to be reported to Provincial and District Entities for their continual awareness of how the program is performing in their area of operation.
6. **Quarterly Reports:** The main thrust of the quarterly report is to discuss progress towards the indicators and intermediate results in the Performance Management Plan and a section outlining how the contract objectives have been achieved that quarter. These reports will discuss progress made during the previous quarter, problems encountered when not routine, successes or anecdotes worthy of highlighting, and good practices for programming in less-permissive areas. Quarterly Reports must include at least one USAID-approved Success Story in the approved USAID format. Quarterly reports may be submitted to GIROA authorities at the provincial and district level and be used for briefings for Governors and sub-national GIROA representatives.
7. **Annual Reports:** Annual reports will be submitted in lieu of the fourth quarterly report of every year. Reporting must clearly distinguish between the last quarterly data, and overall annual reporting.
8. **Final Report:** The Contractor must submit a detailed final report within 30 calendar days of contract completion, which will include but not be limited to:
 - i. Financial report showing, by line item, the amounts expended.
 - ii. Summary of accomplishments achieved under this contract tied to the contract objective and Intermediate Results.
 - iii. Clearly show how the contract objectives have been accomplished or not and why.
 - iv. Discussion of problems encountered and where objectives were not achieved.
 - v. Lessons learned.
 - vi. Suggestions concerning desirable future and follow-on projects, if any.
 - vii. Description of all District entities to include GIROA and non-GIROA partners along with Afghan non-governmental organizations which whom the Contractor worked with and an evaluation of their strengths and weaknesses.
 - viii. Index of all reports and information products produced under this contract.

- ix. Attest that all relevant reports have been submitted to the Development Experience Clearinghouse (DEC).
- x. Analyze baseline data versus the final results

F.7 KEY PERSONNEL

- a) The personnel specified above are considered to be essential to the work being performed hereunder. Prior to replacing any of the specified individuals, the Contractor must notify both the CO and the USAID COR reasonably in advance and must submit written justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the contract. No replacement will be made by the Contractor without the written consent of the Contracting Officer.
- b) The following positions are designated as Key Personnel:
 - 1) Chief of Party (COP)
 - 2) Deputy Chief of Party (DCOP)
 - 3) Value Chain Advisor
 - 4) Director of Finance
 - 5) Compliance Officer

[END OF SECTION F]

SECTION G: CONTRACT ADMINISTRATION DATA

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

A. Claims for reimbursement or payment under this contract must be submitted to the Paying Office indicated in the schedule of this contract. The Contracting Officer’s Representative (COR) is the authorized representative of the Government to approve vouchers under this contract. The Contractor must submit either email, paper or fax versions of the SF-1034 –Public Voucher for Purchases and Services Other Than Personal. Each voucher must 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)			
Line Item	Description	Amt. Vouchered To Date	Amt. Vouchered This Period
0001	Product/Service Desc. For Line Item 0001 example: Salary/Wages	\$XXXX.XX	\$XXXX.XX
0002	Product/Service Desc. For Line Item 0002 example: Travel	\$XXXX.XX	\$XXXX.XX
Total		\$XXXX.XX	\$XXXX.XX

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

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

BY: _____
 TITLE: _____
 DATE: _____

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

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

USAID/Afghanistan
Office of Acquisition and Assistance
U.S. Embassy
East Compound
Great Masood Road
Kabul, Afghanistan

U.S. Address:

Office of Acquisition & Assistance (OAA/Kabul)
USAID, Afghanistan
6180 Kabul Place,
Dulles, VA 20189-6180

G.3 CONTRACTING OFFICER'S REPRESENTATIVE (COR)

The Contracting Officer's Representative (COR) will be designated by letter from the Contracting Officer.

G.4 TECHNICAL DIRECTIONS/RELATIONSHIP WITH USAID

A. Technical Directions are 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 COR 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. Written communications with the Contractor and documents must be signed as "Contracting Officer's Representative" with a copy furnished to the Contracting Officer.
- 4) Issue written interpretations of technical requirements of Government drawings, designs, and specifications.
- 5) Monitor the Contractor's production or performance progress and notify the Contractor in writing of deficiencies observed during surveillance, and direct appropriate action to effect correction. Record and report to the Contracting Officer incidents of faulty or nonconforming work, delays or problems.
- 6) Obtain necessary security clearance and appropriate identification if access to Government facilities is required. If to be provided, ensure that Government furnished property is available when required.

LIMITATIONS: The Contracting Officer's Representative is not empowered to award, agree to, or sign any contract (including delivery or purchase orders) or modifications thereto, or in any way to obligate the payment of money by the Government. The Contracting Officer's Representative may not take any action which may 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.

- a) In the separately-issued Contracting Officer's Representative Designation letter, the CO designates an alternate Contracting Officer's Representative to act in the absence of the designated Contracting Officer's Representative, in accordance with the terms of the letter.
- b) Contractual Problems - Contractual problems, of any nature, that may arise during the life of the contract must be handled in conformance with specific public laws and regulations (i.e. Federal Acquisition Regulation and Agency for International Development Acquisition Regulation). The Contractor and the Contracting Officer's Representative must bring all contracting problems to the immediate attention of the Contracting Officer. Only the Contracting Officer is authorized to formally resolve such problems. The Contracting Officer will be responsible for resolving legal issues, determining contract scope and interpreting contract terms and conditions. The Contracting Officer is the sole authority authorized to approve changes in any of the requirements under this contract. Notwithstanding any clause contained elsewhere in this contract, the said authority remains solely with the Contracting Officer. These changes include, but will not be limited to the following areas: scope of work, price, quantity, technical specifications, delivery schedules, and contract terms and conditions. In the event the Contractor effects any changes at the direction of any other person other than the Contracting Officer, the change will be considered to have been made without authority.
- c) Failure by the Contractor to report to the Administrative 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 preferred method of transmission of invoices is through electronic medium at the following address: KabulAIDvouchers@usaid.gov. Subject line must read Award No. and name of firm *[to be filled in at time of award]*. The SF-1034 must be signed, and it must be submitted along with the invoice and any other documentation in Adobe format. If submitting invoices electronically, do not send a paper copy.

Paper copy submission: One (1) original of each invoice must be submitted on an SF-1034 Public Voucher for Purchases and Services Other Than Personal to the Office of Financial Management (OFM) at the following address:

Office of Financial Management
USAID/Afghanistan
U.S. Embassy
East Compound
Great Masood Road
Kabul, Afghanistan

G.6 CONTRACTOR’S PRIMARY POINT OF CONTACT

The contractor’s primary point of contact is insert name and can be reached at telephone number and email address

[To be filled in at time of award].

G.7 CONTRACTOR’S PAYMENT ADDRESS

[To be filled in at time of Award]

[END OF SECTION G]

PART II – CLAUSES

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 H 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
AIDAR PART 752		
752.211-70	LANGUAGE AND MEASUREMENT	JUN 1992
752.225-70	SOURCE, ORIGIN AND NATIONALITY REQUIREMENTS	FEB 2012
752.228-70	MEDICAL EVACUATION (MEDEVAC) SERVICES	JUL 2007
752.245-71	TITLE TO AND CARE OF PROPERTY	APR 1984
752.7015	USE OF POUCH FACILITIES	JUL 1997
752.7027	PERSONNEL	DEC 1990

H.2 FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES

Funds in this contract may not be used to finance the travel, per diem, hotel expenses, meals, conference fees or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences [<http://www.info.usaid.gov/pubs/ads/300/refindx3.htm>] or as approved by the CO.

H.3 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this contract is 937. 22 CFR 228 is the governing regulation for procurement of commodities and services financed by USAID federal program funds.

H.4 752.228-3 WORKER'S COMPENSATION INSURANCE (DEFENSE BASE ACT)

- a) The Contractor agrees to procure Defense Base Act (DBA) insurance pursuant to the terms of the contract between USAID and USAID's DBA insurance carrier unless the Contractor has a DBA self insurance program approved by the Department of Labor or has an approved retrospective rating agreement for DBA.
- b) If USAID or the Contractor has secured a waiver of DBA coverage (see AIDAR 728.305-70(a)) for contractor's employees who are not citizens of, residents of, or hired in the United States, the contractor agrees to provide such employees with worker's compensation benefits as required by the laws of the country in which the employees are working, or by the laws of the employee's native country, whichever offers greater benefits.
- c) The Contractor further agrees to insert in all subcontracts hereunder to which the DBA is applicable, a clause similar to this clause, including this sentence, imposing on all subcontractors a like requirement to provide overseas workmen's compensation insurance coverage and obtain DBA coverage under the USAID requirements contract.

H.5 AIDAR 752.7001 BIOGRAPHICAL DATA (JULY 1997)

The Contractor agrees to furnish to the Contracting Officer on AID Form 1420-17, “Contractor Employee Biographical Data Sheet”, biographical information on the following individuals to be employed in the performance of the contract:

- a) All individuals to be sent outside of the United States, or
- b) Any employees designated as “key personnel”. Biographical data in the form usually maintained by the Contractor on the other individuals employed under the contract must be available for review by USAID at the Contractor’s headquarters. A supply of AID Form 1420-17 will be provided with this contract. The Contractor may reproduce additional copies as necessary.

H.6 AIDAR 752.7004 EMERGENCY LOCATOR INFORMATION (JUL 1997)

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

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

H.7 LOGISTICAL SUPPORT

The Contractor will be responsible for furnishing all logistic support in the United States and overseas unless otherwise stated in the Contract.

H.8 LANGUAGE REQUIREMENTS

Contractor personnel and/or consultants must have ENGLISH language proficiency as needed to perform technical services. USAID reserves the right to test proposed individuals to ensure that they have the required language capability as required by the Contract.

H.9 EXECUTIVE ORDER ON TERRORISM FINANCING

The Contractor is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the contractor to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/sub-awards issued under this contract/agreement.

H.10 PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS

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

H.11 REPORTING OF FOREIGN TAXES (JULY 2007)

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

H.12 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.13 752.7007 PERSONNEL COMPENSATION (APRIL 2006)

- 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.14 ADDITIONAL REQUIREMENTS FOR PERSONNEL COMPENSATION

a) Limitations:

- 1) Salaries and wages may not exceed the Contractor's established policy and practice, including the Contractor's established pay scale for equivalent classifications of employees, which must be certified to by the Contractor. Nor may any individual salary or wage, without approval of the Cognizant Contracting Officer, exceed the employee's current salary or wage, or the highest rate of annual salary or wage received during any full year of the immediately preceding three (3) years.
- 2) In addition, there is a ceiling on the reimbursable base salary or wage paid to personnel under the contract equivalent to the maximum annual salary of the USAID established rate for agencies without a certified SES performance appraisal system (also referred to as USAID Contractor Salary Threshold (USAID CST)) published at <http://www.opm.gov/oca/08tables/html/es.asp>, as amended from time to time, unless the Contracting Officer approves a higher amount in accordance with the Agency policy and procedures in ADS 302 "USAID Direct Contracting."

b) Salaries During Travel:

Salaries and wages paid while in travel status will not be reimbursed for a travel period greater than the time required for travel by the most direct and expeditious air route.

c) Return of Overseas Employees:

Salaries and wages paid to an employee serving overseas who is discharged by the Contractor for misconduct, inexcusable non-performance, or security reasons will in no event be reimbursed for a period which extends beyond the time required to return the employee promptly to the point of origin by the most direct and expeditious air route.

d) Annual Salary Increases:

One annual salary increase not more than TBD% (includes promotional increase) may be granted after the employee's completion of each twelve month period of satisfactory services under the contract. Annual salary increases of any kind exceeding these limitations or exceeding USAID CST may be granted only with the advance written approval of the Contracting Officer.

e) Consultants:

No compensation for consultants will be reimbursed unless their use under the contract has advance written approval of the Contracting Officer's Technical Representative; and if such provision has been made or approval given, compensation must not exceed: 1) the highest rate of annual compensation received by the consultant during any full year of the immediately preceding three years or 2) the USAID CST, whichever is less. Requests for waiver to this compensation guidance must be fully justified and must require the approval of the Contracting Officer.

f) Initial Salaries:

The initial starting salaries of all employees whose salaries are charged as a direct cost to this contract must be approved, in advance and in writing, by the Contracting Officer. Any initial starting salaries included in the contractor's proposal and accepted during negotiations, are deemed approved upon contract execution.

Note: The Contractor must retain any approvals issued pursuant to sections (a) through (f) above for audit purposes. Approvals issued pursuant to the above must be within the terms of this contract, and must not serve to increase the total estimated cost or the obligated amount of this contract, whichever is less (see Part I, Section B.3 of this contract).

g) Work Week:

1) Non-overseas Employees:

The length of the contractor's U.S., non-overseas employees workday must be in accordance with the contractor's established policies and practices and must not be less than 8 hours per day and 40 hours per week.

2) Overseas Employee:

The work week for the Contractor's overseas employees must not be less than 40 hours and must be scheduled to coincide with the work week for those employees of the USAID Mission and the Cooperating Country associated with the work of this contract.

h) Compensation of Cooperating Country and Third Country Nationals (CCNs/TCNs):

Consistent with AIDAR 722.170(b), it is USAID policy that TCN/CCNs who are hired as local employees and whose salaries are 100% financed under an acquisition instrument be compensated in local currency, unless a Mission waiver has been obtained permitting compensation in dollars. 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.

i) Definitions

As used in this contract, the terms "salaries" and "wages" mean the periodic remuneration received for professional or technical personal services rendered. Unless the contract states otherwise, these terms do not include any other elements of personal compensation described in the cost principle in FAR 31.205-6 "Compensation for Personal Services," such as (but not limited to) the differentials or allowances defined in the clause of this contract entitled "Differentials and Allowances" (AIDAR 752.7028). The term "compensation" is defined in FAR 31.205-6(a) and includes fees and honoraria related to the personal services provided under this contract, but excludes earnings from sources other than the individual's professional or technical work, overhead, or other charges.

H.15 GRANTS UNDER CONTRACT

- a) The Head of the Contracting Activity (HCA) for the Mission provided written approval to allow a USAID direct contractor to execute grants subject to the conditions in ADS 302. The contractor must develop grants formats and provide a field grant guide that adheres to USAID regulations (including selection criteria and competition requirements) and obtain Contracting Officer approvals. The contractor must comply with all USAID policies, procedures, regulations, and provisions set forth in the contract and ensure:
- (1) sufficient time to complete grantee audits;
 - (2) sufficient time for the grantee to submit a final report to the contractor; and
 - (3) sufficient time for the contractor to complete its review of the grantee and provide a final report to the government before contract or task order close-out. All grants must be closed out no later than six months prior to the end date of the contract. Reporting requirements must be in accordance with Section F.
- b) All sub-grants documents must be submitted to the USAID COR and CO for approval and written approval must be obtained prior to actual award, for sub-grant exceeding \$150,000.

H.16 ENVIRONMENTAL COMPLIANCE

The contractor must comply with 22 CFR 216⁸ requirements, the Initial Environmental Examination Recommendations and Afghan environmental laws and regulations. See Attachment J.10.

Environmental Mitigation and Monitoring Plan (EMMP)

- 1a) The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ads/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The contractor's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFP.
- 1b) In addition, the contractor/recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.
- 1c) No activity funded under this contract will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as "approved Regulation 216 environmental documentation.")
- 2) An Initial Environmental Examination (IEE) [see Attachment J.8] has been approved for this program's funding this RFP. The IEE covers activities expected to be implemented under this contract. USAID has determined that a **Negative Determination with conditions** applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The

⁸ http://www.usaid.gov/our_work/environment/compliance/index.html

offeror shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this solicitation.

- 3a) As part of its initial Work Plan, and all Annual Work Plans thereafter, the contractor, in collaboration with the USAID Cognizant Technical Officer and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, must review all ongoing and planned activities under this contract to determine if they are within the scope of the approved Regulation 216 environmental documentation.
- 3b) If the contractor plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it must prepare an amendment to the documentation for USAID review and approval. No such new activities must be undertaken prior to receiving written USAID approval of environmental documentation amendments.
- 3c) Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation must be halted until an amendment to the documentation is submitted and written approval is received from USAID.
- 4) When the approved Regulation 216 documentation is (1) an IEE that contains one or more Negative Determinations with conditions and/or (2) an EA, the contractor must:
 - 4a) Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP) or a project mitigation and monitoring (M&M) plan, the contractor must prepare an EMMP or M&M Plan describing how the contractor must, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP or M&M Plan must include monitoring the implementation of the conditions and their effectiveness.
 - 4b) Integrate a completed EMMP or M&M Plan into the initial work plan.
 - 4c) Integrate an EMMP or M&M Plan into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.
- 5a) Cost and technical proposals must reflect IEE or EA preparation costs and approaches.
- 5b) Contractor will be expected to comply with all conditions specified in the approved IEE and/or EA.
- 5c) If an IEE, as developed by the contractor and approved by USAID, includes a Positive Determination for one or more activities, the contractor will be required to develop and submit an EA addressing these activities.

H.17 CONSENT TO SUBCONTRACTS

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 which resulted in the award of this Contract to the following firms for the products or services specified here:

Contractor Name

Services to be Performed

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

H.18 SUBCONTRACTING REQUIREMENTS

- a) Definitions: As used in this clause, “Principals” means the owner/president and all other individuals with a financial interest in the subcontractor, the program manager, project manager, and site foreman.
- b) It is USAID’s objective under this contract to promote competitive, transparent and appropriate local subcontracting with legitimate, competent and fully vetted subcontractors.

Contractor must assure that all subcontractors and lower-tier subcontractors are actively engaged in the performance of subcontracted work. Contractor must assure that subcontract “brokering” does not occur under this contract and that all subcontractor and lower-tier subcontractors self perform appropriate portions of the subcontracted work. To promote the foregoing objectives, USAID will limit the number of “tiers” that the Contractor may subcontract to two tiers.

- b) Therefore, in addition to the requirements of FAR 52.244-2 and prior to awarding any subcontract, the Contractor must notify the Contracting Officer in writing if Contractor’s intent to subcontract and obtain Contracting Officer’s approval to award said subcontract(s).
- c) Contractor’s notification and request for approval to subcontract must include the following information:
 - i. Subcontract number and title (or a general description of the subcontract work);
 - ii. Names, addresses, telephone numbers and e-mail addresses of the subcontractor and all lower-tier subcontractors (regardless of dollar amount or percentage of work to be performed);
 - iii. The total value of the work and total value of the work to be self-performed by the subcontractor;
 - iv. A copy of Afghan business license (Afghan firms only);
 - v. Subcontractor and lower-tier subcontractor banking information to include, bank name, routing identifier, account number and name(s) on account(s);
 - vi. Identification information for the subcontractor and lower-tier subcontractor Principals to include, full name, address, nationality, identity card/passport number, date of birth; and Contract No.;
 - vii. A table depicting the work to be performed and the total value of the work to be performed by the subcontractor and each lower-tier subcontractor.
- d) The Contractor must perform with its own organization, at least 15 percent of the work required under the contract. The Government intends to limit the number of tiers of subcontracts. Performance by the Contractor, subcontractors or lower-tier subcontractors of work which is only administrative in nature must not meet the requirements of this clause.
- e) The contractor and all its subcontractors and lower-tier subcontractors must maintain payrolls and basic personnel records for all personnel working under the contract. Said records must be made available to the government during contract performance and for 3 years after contract completion. The records must contain the name of each employee, labor classifications, hourly rates of wages paid, daily and weekly number of hours worked, deductions made, and actual wages paid.
- f) Subcontracts. The contractor must include this clause in all subcontracts, and must require subcontractors to include this clause in all lower-tier subcontracts. The contractor shall be responsible for compliance with this clause by all subcontractors and lower-tier subcontractors.
- g) The contracting officer’s approval to subcontract, to include approval of lower tier subcontracts, does not constitute a determination —
 - i. Of the acceptability of any subcontract terms or conditions;
 - ii. To relieve the Contractor of their responsibility as the prime contractor for all performance under this contract.

- iii. The Contractor must select subcontractors (including suppliers) on a competitive basis to the maximum extent practical.
- h) Submission of false information required by this clause or non-compliance with the requirements of the clause must be considered a material breach of the contract.

H.19 VETTING

I. 4-14.001

Information for Non-US contractors, subcontractors, and key individuals.

a) The contractor must complete and submit the "USAID Information Form" [See Attachment J.2] for:

- i) Itself, if it is a non-U. S. entity;
- ii) Each subcontractor or subcontractor of a subcontractor, regardless of the tier, valued at \$150,000 or more, that is a non-U.S. entity; or
- (iii) Each key individual that is a non-U.S. entity.

b) For purposes of this clause, the following definitions apply:

"Non-U.S. entity" means (1) any non-US citizen or non-permanent legal resident of the United States; or (2) any entity that is not formed in the United States or for which 50% or more of the equity is owned or controlled by persons who are not U.S. citizens or permanent legal residents of the United States.

"Key individuals" means (i) an individual or entity owning 10% or more equity stake in the organization, whether publically- or privately-held; (ii) principal officers of the organization's governing body (e.g., chairman, vice chairman, treasurer or secretary of the board of directors or board of trustees); (iii) the principal officer and deputy principal officer of the organization (e.g., executive director, deputy director; president, vice president); (iv) the program manager or chief of party for the USA ID-financed program; and (v) any other person with significant responsibilities for administration of USAID financed activities or resources.

c) The requirements of paragraph (a) of this clause must be completed prior to the Government's acceptance of the contract and following that, at the earlier of:

- i) Once a year; or
- ii) When there is a change or addition to any entity or person identified in paragraph (a).

d) USAID reserves the right to rescind approval for a sub-award in the event that USAID subsequently becomes aware of information indicating that the sub-award is contrary to U.S. law or policy prohibiting support for terrorism, or facilitating criminal activity. In such cases, USAID's Contracting Officer will provide written instructions to the recipient to terminate the sub-award.

II. 4-14.002

Certification Regarding Provision of Support to Persons Engaged in Terrorism

a) By entering into this contract, the contractor certifies, to the best of its knowledge and belief that:

1. The Contractor, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.

2. The following steps may enable the Contractor to comply with its obligations under paragraph 1:
 - b) Before providing any material support or resources to an individual or entity, the Contractor must verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website : <http://www.trcas.gov/offices/eotffc/ofac/sdn/tl/lsdn.pdf>, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Contractor.

 - c) Before providing any material support or resources to an individual or entity, the Contractor also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Osama Bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Contractor should refer to the consolidated list available online at the Committee's website: <http://www.un.org/Docs/sc/committees/1267/1267ListHng.htm>.

 - d) Before providing any material support or resources to an individual or entity, the Contractor must consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.

 - e) The Contractor also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.

 - f) For purposes of this Certification:
 1. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safe houses, false documentation or identification, communications equipment. Facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials."

 2. "Terrorist act" means-
 - i) An act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: <http://untreaty.iaai.org/English/Terrorism.asp>); or
 - ii) An act of premeditated, politically motivated violence perpetrated against noncombatant targets by sub-national groups or clandestine agents; or
 - iii) Any other act intended to cause death or serious bodily injury) to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

- g) "Entity" means a partnership, association, corporation, or other organization, group or subgroup.
- h) References in this Certification to the provision of material support and resources must not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the Contractor has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.
- i) The Contractor's obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Contractor that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Contractor has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.
- j) By entering into this contract, the Offeror acknowledges that it has a continuing obligation and must notify the Contracting Officer within 72 hours in writing if it has intentionally or unintentionally taken any actions that have the result and effect of being inconsistent with the certification in subsection (a) of this clause.
- k) The certification in paragraph (a) of this provision and the requirement to update the contracting officer as to a change in status as set forth in paragraph (j) are material representations upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, or did not notify the contracting officer in writing of a change in such certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

III. Restrictions on certain foreign purchases (June 2008)

- (a) Except as authorized by the Office of Foreign Assets Control (OFAC) in the Department of the Treasury, the Contractor must not acquire, for use in the performance of this contract, any supplies or services if any proclamation, Executive order, or statute administered by OFAC, or if OFACs implementing regulations at 31 CFR Chapter V, would prohibit such a transaction by a person subject to the jurisdiction of the United States.
- (b) Except as authorized by OFAC, most transactions involving Cuba, Iran, and Sudan are prohibited, as are most imports from Burma or North Korea, into the United States or its outlying areas. Lists of entities and individuals subject to economic sanctions are included in OFAC's List of Specially Designated Nationals and Blocked Persons at [http:// www.treas.gov/offices/enforcement/ofac/sdn](http://www.treas.gov/offices/enforcement/ofac/sdn). More information about these restrictions, as well as updates, is available in the OFAC's regulations at 31 CFR Chapter V and/or on OFAC's website at [http:// www.treas.gov/offices/enforcement/ofac](http://www.treas.gov/offices/enforcement/ofac).
- (c) The Contractor must insert this clause, including this paragraph (c), in all sub-contracts.
- (d) Before awarding any grant or similar instrument, the Contractor/Recipient must obtain from the proposed sub-awardee the certification required under USAID's Acquisition and Assistance Policy Determination 04-14 (AAPD 04-14), "Certification Regarding Terrorist Financing Implementation E.O. 13224 (Revision 2)

H.20 USE OF SYNCHRONIZED PRE-DEPLOYMENT AND OPERATIONAL TRACKER (SPOT) FOR CONTRACTORS SUPPORTING A DIPLOMATIC OR CONSULAR MISSION OUTSIDE THE UNITED STATES (SUPPLEMENT TO FAR 52.225-19)

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

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

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

[END OF SECTION H]

SECTION I: CONTRACT CLAUSES

I.1 52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This contract incorporates one of 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):

<http://arnet.gov/far/>

<http://www.usaid.gov/business/regulations/>

I.2 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	JAN 2012
52.203-5	COVENANT AGAINST CONTINGENT FEES	APR 1984
52.203-6	RESTRICTIONS ON SUBCONTRACTOR SALES TO THE GOVERNMENT	SEP 2006
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I.3 52.216-8 FIXED FEE (JUN 2011)

a) The Government shall pay the Contractor for performing this contract the fixed fee specified in the Schedule.

b) Payment of the fixed fee shall be made as specified in the Schedule; provided that the Contracting Officer withholds a reserve not to exceed 15 percent of the total fixed fee or \$100,000, whichever is less, to protect the Government's interest. The Contracting Officer shall release 75 percent of all fee withholds under this contract after receipt of an adequate certified final indirect cost rate proposal covering the year of physical completion of this contract, provided the Contractor has satisfied all other contract terms and conditions, including the submission of the final patent and royalty reports, and is not delinquent in submitting final vouchers on prior years' settlements. The Contracting Officer may release up to 90 percent of the fee withholds under this contract based on the Contractor's past performance related to the submission and settlement of final indirect cost rate proposals.

I.4 52.216-24 LIMITATION OF GOVERNMENT LIABILITY (APR 1984)

a) In performing this contract, the Contractor is not authorized to make expenditures or incur obligations exceeding \$3,000,000 dollars.

b) The maximum amount for which the Government shall be liable if this contract is terminated is \$1,500,000 dollars.

I.5 52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)

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

I.6 52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT (MAR 2000)

- a) The Government may extend the term of this contract by written notice to the Contractor within 60 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 days 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 five years.

I.7 AIDAR 752.209-71 ORGANIZATIONAL CONFLICTS OF INTEREST DISCOVERED AFTER AWARD (JUN 1993)

(a) The Contractor agrees that, if after award it discovers either an actual or potential organizational conflict of interest with respect to this contract, it shall make an immediate and full disclosure in writing to the Contracting Officer which shall include a description of the action(s) which the Contractor has taken or proposes to take to avoid, eliminate or neutralize the conflict.

(b) The Contracting Officer shall provide the contractor with written instructions concerning the conflict. USAID reserves the right to terminate the contract if such action is determined to be in the best interests of the Government.

I.8 COMMUNICATIONS PRODUCTS (OCT 1994)

- a) Definition - Communications products are any printed materials (other than non-color photocopy material), photographic services or video production services.
- b) Standards - USAID has established standards for communications products. These standards must be followed unless otherwise specifically provided in the contract or approved in writing by the contracting officer. A copy of the standards for USAID financed publications and video productions are attached.
- c) Communications products which meet any of the following criteria are not eligible for USAID financing under this agreement unless specifically authorized in the contract or in writing by the contracting officer:
 - 1) All communications materials funded by operating expense account funds;

- 2) Any communication products costing over \$25,000, including the costs of both preparation and execution. For example, in the case of a publication, the costs will include research, writing and other editorial services (including any associated overhead), design, layout, and production costs.
 - 3) Any communication products that will be sent directly to, or likely to be seen by, a Member of Congress or Congressional staffer; and
 - 4) Any publication that will have more than 50 percent of its copies distributed in the United States (excluding copies provided to CDIE and other USAID/W offices for internal use.
- d) The initial proposal must provide a separate estimate of the cost of every communications product as defined in paragraph (a) above [not just those which meet the criteria in paragraph (c)] which is anticipated under the contract. Each estimate must include all of the costs associated with preparation and execution of the product. Any subsequent request for approval of a covered communication product must provide the same type of cost information.

I.9 INTERNATIONAL TRAVEL APPROVAL

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

I.10 AIDAR 752.228-3 WORKER'S COMPENSATION INSURANCE (DEFENSE BASE ACT)

As prescribed in 728.309, the following supplemental coverage is to be added to the clause specified in FAR 52.228-3 by the USAID contracting officer. (See FAR 52.228)

- (a) The Contractor agrees to procure Defense Base Act (DBA) insurance pursuant to the terms of the contract between USAID and USAID's DBA insurance carrier unless the Contractor has a DBA self insurance program approved by the Department of Labor or has an approved retrospective rating agreement for DBA.
- (b) If USAID or the Contractor has secured a waiver of DBA coverage (see AIDAR 728.305-70(a)) for contractor's employees who are not citizens of, residents of, or hired in the United States, the contractor agrees to provide such employees with worker's compensation benefits as required by the laws of the country in which the employees are working, or by the laws of the employee's native country, whichever offers greater benefits.
- (c) The Contractor further agrees to insert in all subcontracts hereunder to which the DBA is applicable, a clause similar to this clause, including this sentence, imposing on all subcontractors a like requirement to provide overseas workmen's compensation insurance coverage and obtain DBA coverage under the USAID requirements contract.

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

- a) The contractor shall prepare and submit progress reports as specified in the Schedule of this contract. These reports are separate from the interim and final performance evaluation reports prepared by USAID in accordance with (48 CFR) FAR 42.15 and internal Agency procedures, but they may be

used by USAID personnel or their authorized representative 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 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 AIDAR 752.7006 NOTICES (APR 1984)

Any notice given by any of the parties hereunder shall be sufficient only if in writing and delivered in person or sent by telegraph, cable, or registered or regular mail as follows: To USAID: Administrator, U.S. Agency for International Development, Washington, D.C. 20523-0061. Attention: Contracting Officer (the name of the cognizant Contracting Officer with a copy to the appropriate Mission Director). To Contractor: At Contractor's address shown on the cover page of this contract, or to such other address as either of such parties shall designate by notice given as herein required. Notices hereunder shall be effective when delivered in accordance with this clause or on the effective date of the notice, whichever is later.

I.13 AIDAR 752.7008 USE OF GOVERNMENT FACILITIES OR PERSONNEL (APR 1984)

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

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

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

I.14 AIDAR 752.7025 APPROVALS (APR 1984)

All approvals required to be given under the contract by the Contracting Officer or the Mission Director shall be in writing and, except when extraordinary circumstances make it impracticable, shall be requested by the Contractor sufficiently in advance of the contemplated action to permit approval, disapproval or other disposition prior to that action. If, because of existing conditions, it is impossible to obtain prior written approval, the approving official may, at his discretion, ratify the action after the fact.

[END OF SECTION I]

PART III- List of Documents, Exhibits, & Other Attachments

SECTION J: LIST OF ATTACHMENTS

- J.1: BACKGROUND
- J.2: USAID INFORMATION FORM
- J.3: CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET
- J.4: CONTRACTOR PERFORMANCE REPORT-SHORT FORM
- J.5: CERTIFICATION OF CURRENT COST OR PRICING DATA
- J.6: U.S. COUNTER-NARCOTICS STRATEGY FOR AFGHANISTAN
- J.7: PRE-SOLICITATION CONFERENCE REGISTRATION LIST
- J.8: ELECTRONIC PAYMENTS HORTATORY LANGUAGE FOR ACQUISITION AND ASSISTANCE SOLUTIONS
- J.9: INITIAL ENVIRONMENTAL EXAMINATION (IEE)
- J.10: SF – LLL DISCLOSURE OF LOBBYING ACTIVITIES
- J.11: SF – 294 SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS
- J.12: AFGHANISTAN AGRICULTURAL ASSESSMENT (DALBERG STUDY)

J.1 BACKGROUND

Introduction

The targeted provinces in Southern Afghanistan, including Kandahar, Zabul, and Helmand Provinces, have over 15 percent of Afghanistan's population and roughly one-third of its land mass. The Helmand and Arghandab river valleys contain some of the largest and most fertile tracts of productive land in Afghanistan. Historically, the region contributed significantly to the country's food requirements and exported surpluses of horticultural products to Pakistan, India, Iran and beyond. The long growing season, dry air, abundant sunshine, and fertile, well-irrigated soil produce subsistence cereal crops such as wheat, as well as superb grapes, high-quality vegetables, fruits and nuts, and some of the world's finest pomegranates. The all-weather national ring road connects Kandahar City and Qalat (in Zabul) to other provincial capitals. Other roads link Tarin Kowt (in Uruzgan) and Lashkar Gah (in Helmand) to the national ring road. A civilian international airport at Kandahar Airfield provides transportation to consumption, processing, and export centers. The principal export route to Pakistan is via Spin Boldak (Weesh-Chaman border crossing) in Kandahar province, while the principal export route to the West and Southwest is via Delaram and Zaranj, in Nimroz province.

Security has improved in the Southern region, but areas of insurgency still exist with GIROA and Coalition Forces continuing to focus on these areas. Of overriding concern will be the implementation of a sustainable agricultural development program that will focus on education and training in improved agricultural practices for productivity improvements, post-harvest value-added processing and help build enduring market linkages to existing and new intra-provincial, domestic and regional markets for long-term economic development. With a far more limited budget when compared to current and past programs such as AVIPA Plus or SRAD, this strategic focus conforms to longer term development goals and objectives that will achieve greater integration in increasing the efficiency of farm-to-market agricultural activities.

1. Challenges Specific to the Region

The following section is intended to provide offerers with a high-level overview of those areas that are noteworthy in the southern region. It is not intended to highlight issues endemic to agriculture across Afghanistan (though some might be), nor be a comprehensive listing of program requirements for the region. Therefore, while policy and regulatory enabling environment issues are critical to agricultural sector development in the southern region and should be addressed by the offers as to the impact on selected value chains, there is minimal discussion in this section.

1.1 Counternarcotics

Poppy production, which can be a high return activity, competes with the production and marketing of licit high-value crops. Anti-poppy efforts have been conducted in some of the Southern provinces, though trends show movement of poppy production from fertile areas near rivers and canals to more desert areas. Poppy grows well as a rain-fed crop and is saline tolerant. While priority for alternatives is rightfully given to high-value crops, the contribution of food security crops, such as wheat and livestock, should not be dismissed. Previous successes in identifying alternatives to poppy production have accounted for factors, such as geography, crop budget comparisons, financing, cropping patterns, socio-economic standing, cost-benefit and risk analysis, and security.

1.2 Access to Markets

Transportation and other factors that determine access to markets has improved in the South due to the infrastructure investment targeting economic growth corridors though challenges remain. Farmers may lack access to local district markets and in turn, to provincial and regional hubs, limiting their linkage to traders and sources of income. Amongst the provinces of Uruzgan, Zabul, Helmand, and Kandahar, the latter two clearly enjoy a favored position with the best road and air access, proximity to international

trade routes, greatest population density driving strong local demand, and highest production of agricultural products. Even with these benefits, Kandahari and Helmandi farmers and traders face a number of obstacles. Farmers lack onward price information, and inter-provincial transportation. Weak grower organizations remain an opportunity for improvement. Traditional market practices include advance agreements between traders and farmers based on potential bulk yield and not the quality of the produce. Price is thus not dictated by market value, timing, or quality. This creates lost opportunity for the stakeholders along the value chain not only in terms of profit, but also in terms of potential export because quality and post harvest practices do not influence prices paid to farmers.

1.3 Income Generation and Growth

The economic structure, reliance on agriculture, and pervasive inequality (especially in landholding) in southern Afghanistan makes it difficult to address income generation and growth. Tenant farmers and small and large land owners use different income strategies for on-farm and off-farm income. Complicating household income strategies is the option of poppy production, which is especially utilized in Kandahar and Helmand. The variability of income strategies requires an equally adaptable response that considers inventions across the agricultural value chain, the livelihoods of subsistence farmers, as well as subsistence ‘plus’ farmers and those involved in high-value agribusiness development. Strategies that assume homogeneity among farmers may instead reinforce negative structures, such as resource capture by elites or tribal jealousies and disparities.

Variability in landholding and household income strategies is only one aspect of income generation. Geography, which determines access to resources (such as irrigation), or nearness to markets, including for those living in outlying Uruzgan’s districts, are also factors for consideration.

1.4 Security

A mixture of insurgency and poppy-related criminality add to the challenges of operating in the South. Relying on community involvement and ownership and the use of low-profile Afghan staff and partners has not only been successful in the past, but also corresponds with transition and sustainability goals. Infrequent supervision or lack of monitoring has not been a successful response to operating in a high-threat environment, and has indeed caused significant negative outcomes.

1.5 Drought

Drought, and the natural lack of water resources in the South, not only adversely affect agriculture, but also magnifies the importance of irrigation resources. Much international effort has gone towards improving these resources, and this project will promote good water management. The Kajaki Dam (Helmand) and the Dahla Dam (Kandahar) feed Helmand and Kandahar’s irrigation systems.

2. Value Chain Considerations

Improving the productivity and resilience of subsistence agricultural activities, such as wheat production, while simultaneously increasing the competitiveness of high-value crop production, will be critical. In an effort to maximize the results of RADP activities, offerors may work with multiple products within a single value chain so long as both the activities and products are linked (i.e. grapes and raisins, goats and cashmere, etc.).

The following sub-sections include guidance on possible high-value crop investment by offerors.

2.1 Wheat

Wheat is the single most important cereal grown in the South because of its important to household food security. In 2012, Helmand produced surplus wheat over, Uruzgan and Zabul are expected to have a slight deficit in the wheat balance, and Kandahar is expected to have a significant deficit in wheat. Wheat

is primarily produced for household consumption. Improving yields and usable consumption (by decreasing post-harvest losses, for example) makes it practical for farmers to shift to higher value cropping systems utilizing scarce water resources to augment household incomes.

Despite the South's concentration of high-value crops, it is common for farmers to grow wheat as part of their income and livelihood strategy. Achieving increased productivity of wheat cultivation is possible through greater use of certified seeds and fertilizer, better water management, and improved agronomic practices. This could include the introduction of Ug99 rust resistant seed and some degree of mechanization. Relative to other regions of the country, however, the South already has high yields. It is likely that greater advances can be made by the reduction in post-harvest losses, which are commonly understood to be roughly 30 percent of total production. A variety of strategies may be applicable to minimize field rot, animal infestations, and storage losses. Farmers may be able to improve yields (for all crops) with superior and sustainable soil fertility management practices, such as the addition of manure and straw into the soil.

2.2 High-value Crops

Historically, horticulture has been a substantial source of export revenues for the South, with Afghan products prized domestically as well as in Pakistan, India, the Gulf region, and beyond given superior flavor and quality. There is also substantial import substitution potential, since large quantities of vegetables are now imported during off season periods.

Matching supply to market demand, market differentiation, quantity issues, and product quality are all areas ripe for improvement. Properly differentiating interventions based on potential impacts will be critical. A matrix of cropping patterns and market access could demonstrate, for example, that Arghandab has both high quality pomegranates as well as requisite access to distribution centers in Kandahar city linked to domestic and international markets. In contrast for example, Mizan, also produces high quality pomegranates, but suffers from more challenging market access given poorer security.

Perennial crops, such as fruit trees, and vine crops have the advantage of more permanently moving farmers away from poppy cultivation once trees have reached maturity. Commonly identified high-value crops in the South include almonds, grapes, raisins, pomegranates, apricots, figs, and some vegetables. Current and past interventions have focused on planting higher quality seed, orchard management, irrigation, sorting, grading, packaging, processing, marketing, and transport. Additionally, many perennial fruit tree saplings have been distributed in the South through previous programs. These trees will mature to fruit during the life of RADP and present viable opportunities. If perennials are targeted, strategies for increasing short-term farmer income should be addressed through intercropping or other strategies. Note: raisins are considered to be in the same value chain as grapes.

2.3 Livestock

Livestock production in the South is an important component of the agricultural economy, though often purely from a subsistence perspective. It is at the core of the Kuchi system of nomadic and semi-nomadic agriculture, representing a key part of the household asset base. Livestock products once accounted for 40 percent of total export earnings in Afghanistan, and in the 1970s, the country was self-sufficient in meat and milk. Livestock nutrition and parasite control is critical. This includes support to private sector initiatives such as the paravets.

Some have suggested that the pasture carrying capacity has been significantly exceeded in the South, and that the sector would benefit from a 50 percent reduction in herd size. This would be a dramatic measure, however, it will be incumbent upon offerers to demonstrate conclusively how alternatives, such as pasture management, increases in alfalfa or maize production, confined feeding, or feed importation can sustain the current herd.

3. Province Considerations

Primary corridors exist between district and provincial centers and include major border crossings and tertiary routes between rural village clusters linking into primary routes. Primary economic corridors exist between Kandahar City which is the southern region's economic hub and the provincial capitals of Khadir (Daykundi), Tarin Kowt (Uruzgan), Qalat (Zabul) and Lashkar Gah (Helmand). Domestic trade corridors extend to Kabul, Jalalabad, and Mazar allowing access to the regional export markets of Pakistan, Uzbekistan, Kyrgyzstan and Tajikistan. Export corridors extend northwest to Herat and the border crossings with Iran and Turkmenistan. To the southeast is the Weesh-Chaman border crossing with Pakistan allowing access to India and regional/international exports through the Pakistani port of Karachi.

3.1.1 Kandahar and Helmand

Agricultural challenges and opportunities in Kandahar and Helmand generally revolve around agronomic practices, irrigation, high-value fruit and nut production and marketing, and its centrality in many of the region's value chains. Despite the commercial dominance of Kandahar city in the region, significant agribusiness service inefficiencies and constraints impact the growth and profitability of the sector.

3.1.2 Kandahar Dried Fruit and Nut Processing and Marketing

Processing, marketing, and selling dried fruit and nuts has been an historical strength of the region. Past projects have identified and worked on a number of weaknesses in the nut value chain, including processing, packaging, and export. Phytosanitary practices are weak to non-existent. Packaging fails to meet market demand in many instances, and market segregation practices are uncommon. Building the capacity of active, functioning cooperatives and associations and helping facilitate new market linkages presents a significant opportunity.

3.1.3 Kandahar International Airport (KDH)

The U.S. Embassy Regional Platform-South and ISAF Regional Command-South have actively been working to refurbish KDH infrastructure and build its technical management capacity in order to position the airport as a regional agribusiness export hub for the export of fruits, vegetables, nut and spices to domestic, regional and international markets. Over 40 metric tons of fresh and dried fruit were exported through KDH to Dubai in 2011. It is a key strategic economic development goal and objective that KDH achieve a level of basic functionality that can support dynamic and robust economic growth through serving as a Southern region trade and commerce hub.

3.1.4 Kandahar and Helmand Orchard Management Practices

Grape trellising, orchard establishment, pruning, irrigation practices, pest management, fertilization, and proper harvesting techniques have all been areas of past and current interventions. With the exception of trellising, these are activities which seek to improve existing practices. Trellising is relatively new to the region (and elsewhere in the country) and despite yield improvements, faces a steeper adoption curve largely due to its novelty and cost implications.

3.1.5 Kandahar Districts

Kandahar's districts are heterogeneous in their agricultural and economic composition. Arghandab enjoys relatively good roads, irrigation, and quick access to Kandahar city. It is a hub for the production of high-value pomegranates and grapes and raisins. As is typical of the region, producers often sell their entire orchard production to Pakistani or local traders on credit, generating a relatively low percentage of the final market revenue. Priorities follow those outlined in the orchard management section as well improving market access, for example introducing new buyers, training producers on market demand and segregation, or establishing community supported market points or collection centers.

Daman is close to Kandahar city, with good access connecting the city to Spin Boldak. The primary agricultural focus is on grapes, raisins, and melons. Despite a favored location, farmers in the district have difficulty accessing markets.

Dand, closest to Kandahar city, produces grapes and raisins much like Daman, though the district has better access to extension services. Along with some salinated soils, it faces similar market access problems as Daman.

Maiwand, in far western Kandahar province, enjoys relatively few benefits, save the access to the ring road. There is a lack of irrigation. With poorer soils, and few high-value crops to offer, Maiwand is a significant poppy and cannabis producer. Improvements most likely should focus significantly on water management.

Panjwa'i benefits from access to the ring road and irrigation resources. Irrigation management is a significant issue, along with salinated soils. The district produces high-value grapes and raisins, but is also a major poppy producer and suffers from insecurity, lack of extension services, credit, and low yielding, low quality crops.

Shahwali Kot has good access to the Kandahar city market, and lies on a paved road going to Tarin Kot. It produces high-value pomegranates in the southern part of the district as well as figs further north. It suffers from limited irrigation, access to markets, and poor extension services.

Spin Boldak stands out when compared to the previous districts. Its major economic driver is trade and commerce on the Pakistani border. As such the challenges it faces are different than the other districts. Trade requires credit, electricity, storage, customs services, and business training – all items which need improvement.

Zharay is in many respects similar to Panjwa'i. Interventions can be expected to be similar in these two districts.

3.1.6 Helmand Districts

Between Sangin and Garmsir lies some of Helmand's most productive agricultural land fed by the central irrigation scheme. Naw Zad and Musa Qala further north and west rely on karezes and other irrigation sources and have less favorable access to irrigation. The same may be said of Khanishin further south, though the district faces an especially difficult situation with regard to the quality and quantity of water. Salinization and desertification are serious issues here. Nad-e Ali is split north to south by the Bogra canal, with those north and west of the canal not benefitting from the irrigation. Recent settlements here have resorted to large-scale well pumping and poppy production. Within the canal irrigated area is some of Helmand's most productive agriculture. Garmsir and Marja produce cotton, corn, and wheat, with Naw Zad producing relatively more pomegranates and almonds. Lashkar Gah is an important market area, with its population center, relatively good roads, and quick access to the ring road. It is a hub for the production and assembly of high-value pomegranates, melons, fresh grapes, and raisins.

3.2 Uruzgan

The Australian Government has been a leading investor in development of Uruzgan Province. One of the most remote and isolated provinces in the Regional Command, Uruzgan faces a variety of challenges that include food insecurity, inadequate irrigation and limited access to markets in the province and to other provinces. Agriculture is the key driver of the economy with up to 80 percent of the population deriving income from the sector. Most people are involved in subsistence agricultural production which is supplemented by high-value crop production to gain cash income.

Agricultural value chains are underdeveloped due to low production levels and poor market connections within Uruzgan. There is a need to build market links both within and between Uruzgan and the regional hub of Kandahar to help empower farmers and traders.

Opportunities exist to develop the livelihoods of Uruzganis through basic subsistence food production, subsistence “plus” livelihood development, and value chain improvements for high-value crops. Farmers need to diversify, become more resilient, and add value to their produce through changes in their practices that are best suited to local conditions.

The most important field crop grown is wheat, though production levels are low. The majority of rural households own livestock or poultry. The most prevalent high-value nuts and fruits grown in household plots are almonds and apricots. Almond stands are aging and need to be replanted along with other orchard management practices. Poppy is also grown in the province and is the primary cash crop.

3.3 Zabul

Zabul is dominated by the production of almonds, raisins, pomegranates, and apricots. The three districts bisected by the ring road have good access to the markets of Kandahar, and to a lesser extent to those in Ghazni and Kabul. While Mizan and Arghandab districts of Zabul also produce some high-value crops, the security situation in those districts will need to be monitored closely and will determine what interventions are possible. Potential interventions include almond processing, improvements in horticultural practices and orchard management, and substantially increasing market access for their products.

3.3.1 Zabul Districts

Qalat district produces a mix of crops, including almonds, grapes, apricots and pomegranates. Improving agronomic practices and access to markets will be important. Shah Joy is dominated by almonds and figs as the district is generally too cold for grapes as well as staple crops. Water management is an important consideration as well as improving access to markets for the producers. Reports indicate a die off of the fig wasps is negatively impacting this crop and that caprification is necessary. Tarnek wa Jaldak produces grapes and raisins, pomegranates, almonds, and apricots.

4. Links to Donor and GIRoA Strategies

As mentioned above, the key components to ISAF partner interventions have included security and counternarcotics. Stabilization programming, designed to support the counter-insurgency (COIN) strategy has been a key component of USAID programming. GIRoA presence outside the provincial capitals has been difficult to sustain. International support for governance capacity building for provincial officials and security forces strengthening in the region is ongoing. The DAIL, for example, is getting increasing on-budget support for implementing activities and strengthening its extension capacity.

4.1 US Government Supported Programs

USAID development projects affecting the region have been numerous. A few of note in the agriculture sector are the Accelerating Sustainable Agriculture Program (ASAP) and the Rebuilding Agriculture Markets Program (RAMP). More information on USAID’s past agriculture programs in Afghanistan can be found at www.dec.usaid.gov. Ongoing or recently completed activities of interest include:

Afghanistan Vouchers for Increased Production in Agriculture – Plus (AVIPA Plus) was a stabilization program focused on rapid implementation of activities, such as cash for work and training and voucher activities, designed to provide improved wheat seed and fertilizer at a substantially lower price in an effort to lower and stabilize food prices. The program ended in November 2011.

Southern Region Agricultural Development Program (SRAD). This is a one-year bridging project between AVIPA Plus and the RADP. The project focuses on transitional activities which continue to work with farmers in Helmand and Kandahar on more efficient crop production (high-value and wheat crops) while contributing to alternative livelihood and stabilization objectives.

Afghanistan Farm Service Alliance (AFSA) developed Farm Service Centers (FSCs) across Afghanistan, including in Helmand and Kandahar province. These are profit-oriented, privately-owned enterprises providing agricultural inputs, services, and market linkages that Afghan farmers need to transition to commercial agriculture.

The Commercial Horticulture and Agricultural Marketing Program (CHAMP) strengthens grape and pomegranate value chains through improved production techniques, processing for added value, technical assistance and resources for business expansion and growth, and improved marketing channels and linkages.

The Agricultural Credit Enhancement program (ACE) supports lending programs in cooperation with MAIL. The program is also helping MAIL to establish an Agricultural Development Fund (ADF), which provides loans throughout the agricultural value chain through a broad range of partner intermediaries, including banks, farm stores, leasing companies, and food processors.

J.2 USAID INFORMATION FORM

Part I: Information About Proposed Activities (all parts mandatory)		
1. Name of the proposed awardee of USAID contract or assistance (Firms must include a copy of applicable licenses to do business in Afghanistan)		
2. Type of proposed award or other assistance (check one): <input type="checkbox"/> Contract or Subcontract <input type="checkbox"/> Grant or Subgrant <input type="checkbox"/> Training <input type="checkbox"/> Equipment <input type="checkbox"/> Other		
3. US\$ amount and estimated start/end date of proposed award or assistance: Dollar amount: \$ Start: End:		
4. Purpose of proposed award or assistance:		
5. Organization proposed to receive award or other assistance:		
a. Name:		b. JCCS Registration # (Optional)
c. Address:		
d. Telephone:	e. Fax:	f. Email:
g. Tribal affiliation or clan		
6. Information on Key Individuals associated with the organization named in 5 above, or, if no organization is listed, information on each individual to receive cash or in-kind assistance (including technical assistance). Use continuation sheets as necessary. ** = mandatory information.		
A. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if "key individual"):**
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:		
Part II: Contractor/Grantee/Recipient Certification:		
Potential Awardee certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor/Grantee/Recipient understands that the US Government may rely on the accuracy of such information in processing this vetting request.		
Name:		Signature:
Title/Organization:		Date:
Part III: Submission details (to be completed by USG vetting official)		
Vetting request number		
Staff member who initiated request		
Project name		
Date submitted for screening		

(Use additional continuation sheets as necessary):

B. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if “key individual”):**
Other names used (may include nicknames, pseudonyms not listed under “Name”):**		Gender:**
Current employer and job title:**		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father’s Name)
Email:		
C. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if “key individual”):**
Other names used (may include nicknames, pseudonyms not listed under “Name”):**		Gender:**
Current employer and job title:**		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father’s Name)
Email:		
D. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if “key individual”):**
Other names used (may include nicknames, pseudonyms not listed under “Name”):**		Gender:**
Current employer and job title:		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father’s Name)
Email:		
E. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if “key individual”):**
Other names used (may include nicknames, pseudonyms not listed under “Name”):**		Gender:**
Current employer and job title:		Occupation:

Address of residence:**	Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:	

INFORMATION FORM INSTRUCTIONS

Please provide information for key individuals of all organizations receiving funds from USAID, including grantees, sub-grantees, Contractors, and vendors, who work in Afghanistan. Please do not provide information for United States citizens or permanent legal residents of the United States.

Part I

Question 1 – Self-explanatory

Question 2- Indicate the proposed type of mechanism to be utilized by placing a check mark on the line in front of the appropriate term

Question 3 – Enter the amount of award or assistance in US dollars and indicate the start and end date of the program using a mm/dd/yyyy format

Question 4 – Indicate the purpose of the award or assistance. Use additional sheets and attach to page one of the vetting form if necessary

Question 5 a-g – Self-explanatory.

Attach a copy of the relevant Afghan business license.

Question 6 - “**Key Individual**” means (i) Any large shareholder: defined as owning 10% or more of an equity stake in the organization, whether publically or privately held; (ii) Principal officers of the organization's governing body (e.g., chairman, vice chairman, treasurer or secretary of the board of directors or board of trustees); (iii) The principal officer and deputy principal officer of the organization (e.g., executive director, deputy director; president, vice president); (iv) The program manager or chief of party for the USAID-financed program; and (v) Any other person with significant responsibilities for administration of USAID financed activities or resources (while a comprehensive list is not possible, this would include any person acting in a role substantially similar to those outlined in (i)-(iv). For Private Security Companies, this would include leadership roles down to the level of field commanders). Complete for each of these four categories or indicate “N/A” if a category does not apply. Use additional pages as needed. Attach copies of photo ID for each “key individual”.

Note: If a “Key Individual” is a US Citizen or Permanent Resident, no information is required.

Part II

Individual filling out form must read the Certification and print their name where indicated, sign where indicated, print their title and the name of their organization where indicated, and print the date where indicated.

Part III

This section is not for individual’s information and will be completed by the USG vetting official.

J.3 CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

SEE FOLLOWING PAGE

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	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
14. EMPLOYMENT HISTORY							
1. Give last 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 POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Annual Salary	
				From	To	Dollars	
15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)							
SERVICES PERFORMED		EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
				From	To		
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			

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

J.4 CONTRACTOR PERFORMANCE REPORT-SHORT FORM

CONTRACTOR PERFORMANCE REPORT - SHORT FORM	
PART I: Contract Information (to be completed by Contracting Officer)	
1. Name of Contracting Entity:	
2. Contract Number:	
3. Contract Type:	
4. Contract Value (TEC):	
5. Description of Work/Services:	
6. Problems: (If problems encountered on this contract, explain corrective action taken)	
7. Contacts: (Name, Telephone Number and E-mail address)	
a. Contracting Officer:	
b. Other:	
8. Offeror:	
9. Information Provided in Response to RFP No. :	
PART II: Performance Assessment (to be completed by Agency)	
1. Quality of product or service. Comment:	
2. Cost control. Comment:	
3. Timeliness of performance. Comment:	
4. Customer satisfaction. Comment:	
5. Effectiveness of key personnel. Comment:	

Information Provided by:

Information Collected by:

Name:

Name/Office:

Phone/Fax/Internet Address:

Signature: _____

Date:

OMB No. 9000-0142

J.5 CERTIFICATION OF CURRENT COST OR PRICING DATA

This is to certify that, to the best of my knowledge and belief, cost or pricing data (as defined in section 2.101 of the Federal Acquisition Regulation (FAR) and required under FAR subsection 15.403-4) submitted, either actually or by specific identification in writing, to the Contracting Officer or to the Contracting Officer's representative in support of _____* are accurate, complete, and current as of _____**. This certification includes the cost or pricing data supporting any advance agreements and forward pricing rate agreements between the offeror and the Government that are part of the proposal.

FIRM _____

SIGNATURE _____

NAME _____

TITLE _____

DATE OF EXECUTION*** _____

* Identify the proposal, request for price adjustment, or other submission involved, giving the appropriate identifying number (e.g., RFP No.).

** Insert the day, month, and year when price negotiations were concluded and price agreement was reached or, if applicable, an earlier date agreed upon between the parties that is as close as practicable to the date of agreement on price.

*** Insert the day, month, and year of signing, which should be as close as practicable to the date when price negotiations were concluded and the contract price was agreed to.

J.6 U.S. COUNTER-NARCOTICS STRATEGY FOR AFGHANISTAN

The USG five-pillar strategy focuses on helping the Government of the Islamic Republic of Afghanistan (GIROA) disrupt Afghanistan's opium-based economy and strengthen the central government's control over the country. To address these objectives comprehensively, the USG has focused on helping the GIROA implement the five pillar strategy:

1. Public Information (PI) - (State/INL and DOD): Designed as a year-round, nationwide program focused on helping the GIROA achieve sustainable reductions in poppy cultivation and production through public information, engagement, and education.
2. Alternative Development (AD) - (USAID): Designed to help the GIROA establish economic alternatives to the cultivation of poppy for Afghan people.
3. Elimination/Eradication - (State/INL): Designed to help the GIROA deter and reduce the cultivation of opium poppy by launching a major program of prevention incentives while also building a credible forced eradication capability.
4. Interdiction - (DEA, DOD, and State/INL): Focuses on decreasing narcotics trafficking and processing in Afghanistan by helping the GIROA build its capacity to disrupt and dismantle the most significant drug trafficking organizations. Groups such as the DEA-trained Counter narcotics Police of Afghanistan (CNPA), the Afghanistan Special Narcotics Force (ASNF), and the National Interdiction Unit (NIU) of the CNPA are being equipped to arrest and prosecute the command and control elements of narcotics trafficking organizations.
5. Law Enforcement/Justice Reform - (DOJ and State/INL): Encompasses both police and justice sector efforts to help the GIROA increase overall rule of law, specifically in the area of narcotics-related law enforcement. Programs are closely tied to police-sector and justice-sector efforts at large. USG advisors mentor the Afghan Criminal Justice Task Force's (CJTF) pursuit of narcotics and public corruption cases through the Central Narcotics Tribunal (CNT) in Kabul.

J.7 PRE-SOLICITATION CONFERENCE REGISTRATION LIST

	Name	Organization	Contact email
1	Eric Sedlacek	CNFA	esedlacek@cnfa.org
2	David Dupras	Tetra Tech ARD	David.Dupras@tetrattech.com
3	Timur Tsutsuk	Tetra Tech ARD	timur.tsutsuk@tetrattech.com
4	Ruth Berg	Futures Group	RBerg@futuresgroup.com
6	Charles Conconi	IESC	klepillez@iesc.org
7	Tarek Nabhan	IESC	klepillez@iesc.org
8	David Seider	IESC	klepillez@iesc.org
9	David Hartingh	IESC	klepillez@iesc.org
10	David Seider	IESC	dseider@iesc.org
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12	Michael Stanisich	IRD	cwatson@ird-dc.org
13	Chris Watson	IRD	cwatson@ird-dc.org
14	Steven J. Anlian	Technologists	sanlian@technologistsinc.com
15	Chuck Banks	Deloitte	chbanks@deloitte.com
16	Peter G. Roberts	FLAG International	pgroberts@flaginternational.com
17	Robert Gerard Jacobi	Creative Associates	Robertj@creativeDC.com
18	Thoric Cederstrom	Creative Associates	
19	Sarah McClung	Futures Group	smcclung@futuresgroup.com
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21	Alexander Shahyrrar	ANHAM USA	toni.christiansen@anham.com
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23	AHMAD TAHIR	TIME SQUARE Construction & Supply CO (TSCC).	timesquare.sc@gmail.com
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30	Daniel Martinko	DAI	Daniel_Martinko@dai.com
31	Alia Afshar-Gandhi	DAI	Alia_Afshar-Gandhi@dai.com
32	Yousri Hanna	DAI	Yousri_Hanna@dai.com
33	Guy Ewald	FAF Developments	guy.ewald@fafdevelopments.com
34	Howard L. Schauer	National Guard Bureau	Howard.Schauer@us.army.mil
35	David Andrew Czarnecki	The Louis Berger Group	dczarnecki@louisberger.com
36	Helen Marie Soln	The Louis Berger Group	hsoln@louisberger.com
37	John McCormack	USAID/W/OAPA	jmccormack@usaid.gov
38	Jeffrey D. Saussier	Sheladia Associates, Inc.	jsaussier@Sheladia.com
39	Thoric Cederstrom	Creative Associates International	ThoricC@CreativeDC.com

J.8 ELECTRONIC PAYMENTS HORTATORY LANGUAGE FOR ACQUISITION AND ASSISTANCE SOLUTIONS

Introduction

The various electronic payment systems available today accelerate financial inclusion for billions of poor people in developing countries who would otherwise have no access to financial services. Additionally, increased innovation in this arena has the potential to deliver a range of financial services that are affordable and convenient to the poor.

Discussion

THE OPPORTUNITY: Across the world today, USAID implementing partners spend millions of dollars of payments in cash every year. These payments may include disbursements of salaries, payments to vendors, payments to participants of programs, such as cash-for-work programs, emergency relief payments, and others. Implementing partners also often support businesses in a specific sector or along a value chain. They advise on how to build sound financial management systems, and marketing techniques, among other technical assistance. Often these businesses rely on cash in their financial management systems.

Advances in communication technology and network capacities have enabled innovative new ways to make payments through mobile devices, smart cards and other electronic methods. The transition from cash to electronic payments has potentially significant benefits for all groups involved:

- **Cost Savings.** Decreasing the costs associated with physical cash operations
- **Transparency.** Increased accountability and tracking of financial flows
- **Security.** Safer delivery of payments, especially for women
- **Financial Inclusion.** Reaching those not yet in the financial services sector
- **New Market Access.** Opening doors for fee-for-service business models to previously unserved areas due to high transaction costs.

Electronic payment systems include, but are not limited to, electronic funds transfers using bank accounts, pre-paid cards (bank issued magnetic or smart cards) using Point of Sale devices, mobile banking, and money transfer and payment systems available through mobile network operators and/or banks.

Of all the electronic payment systems, mobile money appears to be the least understood, yet the technology and infrastructure behind it might have the longest reach and greatest potential audience. Mobile money enables individuals to store money, seamlessly transfer it to friends and family in need, and withdraw it without ever travelling to a bank. Depending on the country, users may also be able to pay for goods and services and access a whole range of financial services through their mobile phone. This can be life-changing for the 2.5 billion people without access to basic financial services. Mobile money can also directly support USAID's broader goals because it increases financial inclusion, improves transparency, and roots out corruption by preventing leakages and also increases broad based economic growth.

Though the potential benefits are clear, there is still more work to be done and USAID has a unique opportunity to leverage financial and political influence to drive greater usage of electronic payment systems. To that end, prospective partners should note the following:

USAID encourages host country governments, bilateral and multilateral development partners, contractors, subcontractors, grantees, sub-grantees, and private sector alliance partners to help strengthen the financial services sector in the countries we work. Where programs propose cash distributions, partners should consider incorporating electronic payment systems into program design and implementation where feasible, thereby reducing reliance on physical cash.

If an offeror considers the use of electronic payments in its operations and programs, a brief explanation of the selected method of electronic payment should be included in the proposal and, where feasible, how the offeror proposes to reduce the reliance on physical cash. Examples of operational costs that can use e-payments are: temporary staff salaries; vendor payments; travel per-diem for staff. Examples of program costs that can use e-payments are: cash for work payments; payment to trainers or trainers of trainers; direct grants to beneficiaries. This discussion of the type of payment is for informational purposes and for our understanding of how the offeror proposes to pay recipients/beneficiaries. This information will be used by USAID to understand and measure the impact of USAID's promotion of the use of electronic payments by implementing partners. The information provided in the offeror's proposal will not be an evaluation factor unless specifically stated as such in the evaluation criteria in this solicitation document.

J.9 INITIAL ENVIRONMENTAL EXAMINATION (IEE)

INCLUDED AS A SEPARATE ATTACHMENT

J.10 SF – LLL DISCLOSURE OF LOBBYING ACTIVITIES

INCLUDED AS A SEPARATE ATTACHMENT

J.11 SF – 294 SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS

INCLUDED AS A SEPARATE ATTACHMENT

J.12 AFGHANISTAN AGRICULTURAL ASSESSMENT (DALBERG STUDY)

Note: The following attachments are for REFERENCE ONLY. They should not be construed as requirements when responding to this solicitation. These attachments can be found at http://afghanistan.usaid.gov/en/opportunities/procurement_opportunities. The attachments will be located under the solicitation titled, Regional Agricultural Program (RADP) South.

J.13 Afghanistan Agricultural Assessment and Framework Development—Summary presentation by Dalberg Global Development Advisors. April 22, 2011.

J.14 Agricultural Assessment and Framework Development—Additional supporting materials by Dalberg Global Development Advisors. April 22, 2011.

J.15 Agriculture Prospects Report—Report from MAIL General Directorate of Planning and Policy, Statistics and Marketing Information Office. July 8, 2012.

- J.16 Rapid Assessment of 12 Value Chains with a focus on Kandahar & Helmand Provinces— Document prepared by Altai Consulting for IRD/AVIPA PLUS. October 2009.
- J.17 Roots of Peace Crop Income Projection Afghanistan, 2010—Document prepared by Gary A. Kuhn. September 2010.
- J.18 Wheat Markets and Wheat Availability in Afghanistan—Report by the Food Security Response Analysis Support Team in Afghanistan. September 17, 2012.
- J.19 Raisin Drying Survey Report (Kandahar Region). October 2011
- J.20 USAID “Powering Agriculture: An Energy Grand Challenge for Development” briefer. Challenge launched in June 2012.

Reference Links:

- USAID Innovation website: <http://transition.usaid.gov/innovation>
- USAID/Afghanistan website highlighting the Mission’s commitment to Innovation and Public Private Partnerships:
http://afghanistan.usaid.gov/en/about/innovation_public_private_partnerships
- Feed the Future website on private sector engagement: <http://www.feedthefuture.gov/private-sector-engagement-hub>
- IFC website highlighting the importance of private sector solutions:
http://www1.ifc.org/wps/wcm/connect/corp_ext_content/ifc_external_corporate_site/ifc+news/news/tosjobstudy
- USAID Office of Innovation and Development Alliances (IDEA) website:
<http://idea.usaid.gov/organization/gp>

[END OF SECTION J]

SECTION K: REPRESENTATIONS, CERTIFICATIONS AND OTHER STATEMENTS OF OFFERORS

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)		
52.222-25	AFFIRMATIVE ACTION COMPLIANCE	APR 1984
52.237-8	RESTRICTION ON SEVERANCE PAYMENTS TO FOREIGN NATIONALS	AUG 2003

K.2 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 _____

(End of provision)

K.3 52.204-8 ANNUAL REPRESENTATIONS AND CERTIFICATIONS (MAY 2012)

(a)

(1) The North American Industry classification System (NAICS) code for this acquisition is 541990.

(2) The small business size standard is \$6.5 million.

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

(b)

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

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

(i) Paragraph (d) applies.

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

(c)

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

- (i) 52.203-2, Certificate of Independent Price Determination. This provision applies to solicitations when a firm-fixed-price contract or fixed-price contract with economic price adjustment is contemplated, unless—
- (A) The acquisition is to be made under the simplified acquisition procedures in Part 13;
 - (B) The solicitation is a request for technical proposals under two-step sealed bidding procedures; or
 - (C) The solicitation is for utility services for which rates are set by law or regulation.
- (ii) 52.203-11, Certification and Disclosure Regarding Payments to Influence Certain Federal Transactions. This provision applies to solicitations expected to exceed \$150,000.
- (iii) 52.204-3, Taxpayer Identification. This provision applies to solicitations that do not include the clause at 52.204-7, Central Contractor Registration.
- (iv) 52.204-5, Women-Owned Business (Other Than Small Business). This provision applies to solicitations that—
- (A) Are not set aside for small business concerns;
 - (B) Exceed the simplified acquisition threshold; and
 - (C) Are for contracts that will be performed in the United States or its outlying areas.
- (v) 52.209-2, Prohibition on Contracting with Inverted Domestic Corporations—Representation. This provision applies to solicitations using funds appropriated in fiscal years 2008, 2009, 2010, or 2012.
- (vi) 52.209-5; Certification Regarding Responsibility Matters. This provision applies to solicitations where the contract value is expected to exceed the simplified acquisition threshold.
- (vii) 52.214-14, Place of Performance--Sealed Bidding. This provision applies to invitations for bids except those in which the place of performance is specified by the Government.
- (viii) 52.215-6, Place of Performance. This provision applies to solicitations unless the place of performance is specified by the Government.
- (ix) 52.219-1, Small Business Program Representations (Basic & Alternate I). This provision applies to solicitations when the contract will be performed in the United States or its outlying areas.
- (A) The basic provision applies when the solicitations are issued by other than DoD, NASA, and the Coast Guard.
 - (B) The provision with its Alternate I applies to solicitations issued by DoD, NASA, or the Coast Guard.

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

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

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

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

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

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

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

(xvii) 52.225-4, Buy American Act--Free Trade Agreements--Israeli Trade Act Certificate. (Basic, Alternates I, II, and III.) This provision applies to solicitations containing the clause at 52.225- 3.

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

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

(C) If the acquisition value is \$50,000 or more but is less than \$77,494, the provision with its Alternate II applies.

(D) If the acquisition value is \$77,494 or more but is less than \$100,000, the provision with its Alternate III applies.

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

(xix) 52.225-20, Prohibition on Conducting Restricted Business Operations in Sudan-- Certification. This provision applies to all solicitations.

(xx) 52.225-25, Prohibition on Contracting with Entities Engaging in Sanctioned Activities Relating to Iran—Representation and Certification. This provision applies to all solicitations.

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

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

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

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

[Contracting Officer check as appropriate.]

___ (i) 52.219-22, Small Disadvantaged Business Status.

___ (A) Basic.

___ (B) Alternate I.

___ (ii) 52.222-18, Certification Regarding Knowledge of Child Labor for Listed End Products.

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

___ (iv) 52.222-52 Exemption from Application of the Service Contract Act to Contracts for Certain Services--Certification.

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

___ (vi) 52.227-6, Royalty Information.

___ (A) Basic.

___ (B) Alternate I.

___ (vii) 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 accessed through <https://www.acquisition.gov>. After reviewing the ORCA database information, the offeror verifies by submission of the offer that the representations and certifications currently posted electronically that apply to this solicitation as indicated in paragraph (c) of this provision have been entered or updated within the last 12 months, are current, accurate, complete, and applicable to this solicitation (including the business size standard applicable to the NAICS code referenced for this solicitation), as of the date of this offer and are incorporated in this offer by reference (see FAR 4.1201); except for the changes identified below [*offeror to insert changes, identifying change by clause number, title, date*]. These amended

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

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.

(End of Provision)

K.4 52.209-5 CERTIFICATION REGARDING RESPONSIBILITY MATTERS (APR 2010)

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

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

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

(B) Have have not , within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) contract or subcontract; violation of Federal or State antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, violating Federal criminal tax laws, or receiving stolen property (if offeror checks “have”, the offeror shall also see 52.209-7, if included in this solicitation); and

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

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

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

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

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

(2) Examples.

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

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

(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).

(ii) 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 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 nonresponsible.

(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.

(End of Provision)

K.5 52.209-7 – INFORMATION REGARDING RESPONSIBILITY MATTERS (FEB 2012)

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

“Administrative proceeding” means a non-judicial process that is adjudicatory in nature in order to make a determination of fault or liability (*e.g.*, Securities and Exchange Commission Administrative Proceedings, Civilian Board of Contract Appeals Proceedings, and Armed Services Board of Contract Appeals Proceedings). This includes administrative proceeding at the Federal and State level but only in connection with performance of a Federal contract or grant. It does not include agency actions such as contract audits, site visits, corrective plans, or inspection of deliverables.

“Federal contracts and grants with total value greater than \$10,000,000” means—

- (1) The total value of all current, active contracts and grants, including all priced options; and
- (2) The total value of all current, active orders including all priced options under indefinite-delivery, indefinite-quantity, 8(a), or requirements contracts (including task and delivery and multiple-award Schedules).

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

(b) The offeror has does not have current active Federal contracts and grants with total value greater than \$10,000,000.

(c) If the offeror checked “has” in paragraph (b) of this provision, the offeror represents, by submission of this offer, that the information it has entered in the Federal Awardee Performance and Integrity Information System (FAPIS) is current, accurate, and complete as of the date of submission of this offer with regard to the following information:

(1) Whether the offeror, and/or any of its principals, has or has not, within the last five years, in connection with the award to or performance by the offeror of a Federal contract or grant, been the subject of a proceeding, at the Federal or State level that resulted in any of the following dispositions:

- (i) In a criminal proceeding, a conviction.
- (ii) In a civil proceeding, a finding of fault and liability that results in the payment of a monetary fine, penalty, reimbursement, restitution, or damages of \$5,000 or more.
- (iii) In an administrative proceeding, a finding of fault and liability that results in—
 - (A) The payment of a monetary fine or penalty of \$5,000 or more; or
 - (B) The payment of a reimbursement, restitution, or damages in excess of \$100,000.

(iv) In a criminal, civil, or administrative proceeding, a disposition of the matter by consent or compromise with an acknowledgment of fault by the Contractor if the proceeding could have led to any of the outcomes specified in paragraphs (c)(1)(i), (c)(1)(ii), or (c)(1)(iii) of this provision.

(2) If the offeror has been involved in the last five years in any of the occurrences listed in (c)(1) of this provision, whether the offeror has provided the requested information with regard to each occurrence.

(d) The offeror shall post the information in paragraphs (c)(1)(i) through (c)(1)(iv) of this provision in FAPIIS as required through maintaining an active registration in the Central Contractor Registration database via <https://www.acquisition.gov> (see 52.204-7).

(End of provision)

K.6 52.230-1 COST ACCOUNTING STANDARDS NOTICES AND CERTIFICATION (MAY 2012)

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

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

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

I. Disclosure Statement -- Cost Accounting Practices and Certification

(a) Any contract in excess of \$700,000 resulting from this solicitation will be subject to the requirements of the Cost Accounting Standards Board (48 CFR Chapter 99), except for those contracts which are exempt as specified in 48 CFR 9903.201-1.

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

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

(c) Check the appropriate box below:

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

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

(ii) One copy to the cognizant Federal auditor.

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

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

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

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

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

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

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

* (4) *Certificate of Interim Exemption.* The offeror hereby certifies that

(i) the offeror first exceeded the monetary exemption for disclosure, as defined in (3) of this subsection, in the cost accounting period immediately preceding the period in which this offer was submitted and

(ii) in accordance with 48 CFR 9903.202-1, the offeror is not yet required to submit a Disclosure Statement. The offeror further certifies that if an award resulting from this proposal has not been made within 90 days after the end of that period, the offeror will immediately submit a revised certificate to the Contracting Officer, in the form specified under subparagraph (c)(1) or (c)(2) of Part I of this provision, as appropriate, to verify submission of a completed Disclosure Statement.

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

II. Cost Accounting Standards -- Eligibility for Modified Contract Coverage

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

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

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

III. Additional Cost Accounting Standards Applicable to Existing Contracts

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

* yes * no

(End of Provision)

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 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.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 _____

[END OF SECTION K]

SECTION L: INSTRUCTIONS, CONDITIONS, AND NOTICES TO OFFERORS

L.1 52.252-1 SOLICITATION PROVISIONS INCORPORATED BY REFERENCE (FEB 1998)

This solicitation incorporates one or more solicitation provisions by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. The offeror is cautioned that the listed provisions may include blocks that must be completed by the offeror and submitted with its quotation or offer. In lieu of submitting the full text of those provisions, the offeror may identify the provision by paragraph identifier and provide the appropriate information with its quotation or offer. Also, the full text of a solicitation provision may be accessed electronically at this/these address (es): <http://arnet.gov/far/> (FAR) <http://www.usaid.gov/pubs/ads/300/aidar.pdf> (AIDAR); a Word version of the AIDAR is also available at <http://www.usaid.gov/pubs/ads/300>.

NUMBER	TITLE	DATE
	FEDERAL ACQUISITION REGULATION (48 CFR Chapter 1)	
52.204-6	DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER	APR 2008
52.222-24	PREAWARD ON-SITE EQUAL OPPORTUNITY COMPLIANCE EVALUATION	FEB 1999
52.222-46	EVALUATION OF COMPENSATION FOR PROFESSIONAL EMPLOYEES	FEB 1993
52.237-10	IDENTIFICATION OF UNCOMPENSATED OVERTIME	OCT 1997

L.2 52.215-1 INSTRUCTIONS TO OFFERORS—COMPETITIVE ACQUISITION (JAN 2004)

a) Definitions. As used in this provision--

“Discussions” are negotiations that occur after establishment of the competitive range that may, at the Contracting Officer's discretion, result in the offeror being allowed to revise its proposal.

In writing, writing, or written means any worded or numbered expression that can be read, reproduced, and later communicated, and includes electronically transmitted and stored information.

“Proposal modification” is a change made to a proposal before the solicitation's closing date and time, or made in response to an, or made to correct a mistake at any time before award.

“Proposal revision” is a change to a proposal made after the solicitation closing date, at the request of or as allowed by a Contracting Officer as the result of negotiations.

“Time,” if stated as a number of days, is calculated using calendar days otherwise specified, and will include Saturdays, Sundays, and legal holidays. If however the last day falls on a Saturday, Sunday, or legal holiday, then the period shall begin the next working day.

b) Amendments to solicitations. If this solicitation is amended, all terms and conditions that are not amended remain unchanged. Offerors must acknowledge receipt of any amendment to this solicitation by the date and time specified in the amendment(s).

c) Submission, modification, revision, and withdrawal of proposals.

(1) Unless other methods (e.g., electronic commerce or facsimile) are permitted in the solicitation, proposals and modifications to proposals must be submitted in paper media in sealed envelopes or packages (i) addressed to the office specified in the solicitation, and (ii) showing the time and date specified for receipt, the solicitation number, and the name and address of the offeror. Offerors using commercial carriers should ensure that the proposal is marked on the outermost wrapper with the information in paragraphs (c)(1)(i) and (c)(1)(ii) of this provision.

(2) The first page of the proposal must show—

(i) The solicitation number;

(ii) The name, address, and telephone and facsimile numbers of the offeror (and electronic address if available);

(iii) A statement specifying the extent of agreement with all terms, conditions, and provisions included in the solicitation and agreement to furnish any or all items upon which prices are offered at the price set opposite each item;

(iv) Names, titles, and telephone and facsimile numbers (and electronic addresses if available) of persons authorized to negotiate on the offeror's behalf with the Government in connection with this solicitation; and

(v) Name, title, and signature of person authorized to sign the proposal. Proposals signed by an agent must be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

(3) Submission, modification, revision, and withdrawal of proposals.

(i) Offerors are responsible for submitting proposals, and any modifications *or* revisions so as to reach the Government office designated in the solicitation by the time specified in the solicitation. If no time is specified in the solicitation, the time for receipt is 3:00 p.m., local time, for the designated Government office on the date that proposal. Or revision is due.

(ii) (A) Any proposal, modification or revision received at the Government office designated in the solicitation after the exact time specified for receipt of offers is “late” and will not be considered unless it is received before award is made, the Contracting Officer determines that accepting the late offer would not unduly delay the acquisition; and—

(1) If it was transmitted through an electronic commerce method authorized by the solicitation, it was received at the initial point of entry to the Government infrastructure not later than 3:00 p.m. one working day prior to the date specified for receipt of proposals; or

(2) There is acceptable evidence to establish that it was received at the Government installation designated for receipt of offers and was under the Government's control prior to the time set for receipt of offers; or

(3) It is the only proposal received.

(B) However, a late modification of an otherwise successful proposal that makes its terms more favorable to the Government will be considered at any time it is received and may be accepted.

(iii) Acceptable evidence to establish the time of receipt at the Government installation includes the time/date stamp of that installation on the proposal wrapper, other documentary evidence of receipt maintained by the installation, or oral testimony or statements of Government personnel.

(iv) If an emergency or unanticipated event interrupts normal Government processes so that proposals cannot be received at the office designated for receipt of proposals by the exact time specified in the solicitation, and urgent Government requirements preclude amendment of the solicitation, the time specified for receipt of proposals will be deemed to be extended to the same time of day specified in the solicitation on the first work day on which normal Government processes resume.

(v) Proposals may be withdrawn by written notice received at any time before award. Oral proposals in response to oral solicitations may be withdrawn orally. If the solicitation authorizes facsimile proposals, proposals may be withdrawn via facsimile received at any time before award, subject to the conditions specified in the provision at 52.215-5, Facsimile Proposals. Proposals may be withdrawn in person by an offeror or an authorized representative, if the identity of the person requesting withdrawal is established and the person signs a receipt for the proposal before award.

(1) Unless otherwise specified in the solicitation, the offeror may propose to provide any item or combination of items.

(2) Offerors must submit proposals in response to this solicitation in English, unless otherwise permitted by the solicitation, and in U.S. dollars, unless the provision at FAR 52.225- 17, Evaluation of Foreign Currency Offers is included in the solicitation.

(3) Offerors may submit modifications to their proposals at any time before the solicitation closing date and time, and may submit modifications in response to an amendment, or to correct a mistake at any time before award.

(4) Offerors may submit revised proposals only if requested or allowed by the Contracting Officer.

(5) Proposals may be withdrawn at any time before award. Withdrawals are effective upon receipt of notice by the Contracting Officer.

d) Offer expiration date. Proposals in response to this solicitation will be valid for the number of days specified on the solicitation cover sheet (unless a different period is proposed by the offeror).

e) Restriction on disclosure and use of data. Offerors that include in their proposals data that they do not want disclosed to the public for any purpose, or used by the Government except for evaluation purposes, must—

(1) Mark the title page with the following legend: This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed--in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of--or in connection with--the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This

restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets [insert numbers or other identification of sheets]; and

(2) Mark each sheet of data it wishes to restrict with the following legend: Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

f) Contract award.

(1) The Government intends to award a contract or contracts resulting from this solicitation to the responsible offeror(s) whose proposal(s) represents the best value after evaluation in accordance with the factors and sub-factors in the solicitation.

(2) The Government may reject any or all proposals if such action is in the Government's interest.

(3) The Government may waive informalities and minor irregularities in proposals received,

(4) The Government intends to evaluate proposals and award a contract without discussions with offerors (except clarifications as described in FAR 15.306(a)). Therefore, the offeror's initial proposal should contain the offeror's best terms from a cost or price and technical standpoint. The Government reserves the right to conduct discussions if the Contracting Officer later determines them to be necessary. If the Contracting Officer determines that the number of proposals that would otherwise be in the competitive range exceeds the number at which an efficient competition can be conducted, the Contracting Officer may limit the number of proposals in the competitive range to the greatest number that will permit an efficient competition among the most highly rated proposals.

(5) The Government reserves the right to make an award on any item for a quantity less than the quantity offered, at the unit cost or prices offered, unless the offeror specifies otherwise in the proposal.

(6) The Government reserves the right to make multiple awards if, after considering the additional administrative costs, it is in the Government's best interest to do so.

(7) Exchanges with offerors after receipt of a proposal do not constitute a rejection or counter offer by the Government.

(8) The Government may determine that a proposal is unacceptable if the prices proposed are materially unbalanced between line items or sub-line items. Unbalanced pricing exists when, despite an acceptable total evaluated price, the price of one or more contract line items is significantly overstated or understated as indicated by the application of cost or price analysis techniques. A proposal may be rejected if the Contracting officer determines that the lack of balance poses an unacceptable risk to the Government.

(9) If a cost realism analysis is performed, cost realism may be considered by the source selection authority in evaluating performance or schedule risk.

(10) A written award or acceptance of proposal mailed or otherwise furnished to the successful offeror within the time specified in the proposal shall result in a binding contract without further action by either party.

(11) If a post-award debriefing is given to requesting offerors, the Government shall disclose the following information, if applicable:

(i) The agency's evaluation of the significant weak or deficient factors in the debriefed offeror's offer.

(ii) The overall evaluated cost or price and technical rating of the successful and the debriefed offeror and past performance information on the debriefed offeror.

(iii) The overall ranking of all offerors, when any ranking was developed by the agency during source selection.

(iv) A summary of the rationale for award.

(v) For acquisitions of commercial items, the make and model of the item to be delivered by the successful offeror.

(vi) Reasonable responses to relevant questions posed by the debriefed offeror as to whether source-selection procedures set forth in the solicitation, applicable regulations, and other applicable authorities were followed by the agency.

Alternate I (Oct 1997). As prescribed in 15.209(a)(1), substitute the following paragraph (f)(4) for paragraph (f)(4) of the basic provision:

(f)(4) The Government intends to evaluate proposals and award a contract after conducting discussions with offerors whose proposals have been determined to be within the competitive range. If the Contracting Officer determines that the number of proposals that would otherwise be in the competitive range exceeds the number at which an efficient competition can be conducted, the Contracting Officer may limit the number of proposals in the competitive range to the greatest number that shall permit an efficient competition among the most highly rated proposals. Therefore, the offeror's initial proposal should contain the offeror's best terms from a price and technical standpoint.

L.3 52.216-1 TYPE OF CONTRACT (APR 1984)

The Government contemplates award of a Cost Plus Fixed-Fee (CPFF) completion type contract resulting from this solicitation.

L.4 52.233-2 SERVICE OF PROTEST (SEP 2006)

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

Marcus Johnson
Contracting Officer

Hand-Carried Address:

Office of Acquisition and Assistance
USAID/Afghanistan

U.S. Embassy East Compound
Great Masood Road
Kabul, Afghanistan

Attention: Mr. Paul Martin

Mailing Address:
Office of Acquisition and Assistance
Attn: Mr. Paul Martin
USAID/Afghanistan
American Embassy
APO AE 09806

Fax Number: U.S. number 202-216-6288, ext. 4739

(b) The copy of any protest shall be received in the office designated above within one day of filing a protest with the GAO.

Another, copy of the protest must be sent to GC/LE, Attn: William Buckhold, Fax: (202) 216-3058.

L.5 SPECIFIC INSTRUCTIONS TO OFFERORS

- a) 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 will 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.
- b) 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.
- c) Pre-award Survey. USAID reserves the right to perform a pre-award survey which may include, but is not limited to: (1) interviews with key personnel to establish their ability to perform contract duties under the project conditions; (2) a review of the prime contractor's financial condition, business and personnel procedures; and (3) site visits to the prime contractor's institution.
- d) 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 must follow the instructions contained in this RFP and supply all information and signature/certifications, as required.

- e) Proposal Preparation Costs. The U.S. Government will not pay for any proposal preparation costs.
- f) Submission of Alternate Proposals. All offerors must submit a proposal directly responsive to the terms and conditions of this RFP. If an offeror chooses to submit an alternative proposal, they must, at the same time, submit a proposal directly responsive hereto for any alternate to even be considered.

L.6 DELIVERY INSTRUCTIONS

Email submissions of proposals are required, and in order to assure USAID receives the complete package, please specify the number of pages for 1) the Tech proposal 2) the cost and price proposal. Electronic submission of proposals is appropriate however the electronic version must not exceed the 8MB limit.

- a) Proposals submitted in response to this RFP will be received in the following manner:

Questions in reference to this solicitation must be received in writing via e-mail only to KabulAidOAAmailbox@usaid.gov.

All proposals must be submitted via electronic mail. This will be the only acceptable method of receipt. Proposals submitted by any method other than electronic mail as specified will not be accepted.

NOTE: Each e-mail must contain a subject line, which clearly indicates the name of the offeror and the solicitation number. Sample subject line: “ABCD, Inc. – RFP SOL-306-13-000022, RADP - South”. **All questions and requests for clarification must be received by February 1, 2013 by 3:00 PM local time (KABUL)**. No questions will be accepted after this date.

- b) Closing Date and Time. All proposals in response to this RFP must be due not later than the date stated in Block 9 of the SF 33 cover of this Solicitation.

Subject line will state the RFP number and title of the project:

RFP No.: RFP SOL-306-13-000022

(Title): “Regional Agricultural Development Program (RADP) – South”

Technical and Cost/Business Proposals must be kept separate from each other. Technical Proposals must not make reference to pricing data in order that the technical evaluation may be made strictly on the basis of technical merit.

- c) Electronic Submission:

Follow these instructions when submitting the proposals by email:

- The USAID email gateway accepts messages whose total size with attachments is 8 MB (no zipped or compressed files);
An email proposal must be submitted to KabulAidOAAmailbox@usaid.gov and the subject line of the email must contain the solicitation number RFP SOL-306-13-000022, “Regional Agricultural Development Program (RADP) – South”;

- Acceptable native file formats are Microsoft Office Suite applications (.DOC, .XLS, .MDB) or Adobe Acrobat (.PDF);
- Time of receipt of the email is the USAID email gateway time-stamp of the message header;
- The cost proposal must be submitted in “XLS” form only; it must not be read only or protected.

For proposals submitted by email, respondents are encouraged to request a return receipt. Please acknowledge receipt of this email.

NOTE: Offerors are responsible for ensuring timely delivery of proposals.

L.7 INSTRUCTIONS FOR THE PREPARATION OF THE TECHNICAL PROPOSAL

Offerors must organize the Technical Proposal to follow the technical evaluation criteria specified in Section M and must discuss and address the performance of services described in Section C. To facilitate the review of proposals, offerors will organize the narrative portions of their proposal in the same order as indicated in section M.2 below. Technical Proposals must be organized in the following manner:

- I. Technical Approach
- II. Key Personnel (with statements of qualification for each and role in management plan)
- III. Past Performance (for prime and major subs)
- IV. Annexes

Annex A – Draft Performance Monitoring and Evaluation Plan (must not exceed 3 pages)

Annex B – Statements of Qualification for Key Personnel (must not exceed 2 pages each)

Annex C – Letters of Commitment (Key Personnel)

Annex D – Staffing Plan (3 page limit organigram with explanatory information as required)

Annex E – Rapid Mobilization Plan (3 pages maximum including timeline)

Annex F – SF-294 (Subcontracting Report for Individual Contracts)

Annex G – Branding Implementation Plan and Marking Plan (Outlined in ADS 320)

Annex H – Security Plan (must not exceed 8 pages)

Charts, such as Management Structure Organizational Chart(s), and all critical information from appendices will be summarized in the technical proposal.

Statements of Qualification may include resume details but will primarily be an expression by the offeror of why the proposed person is likely to succeed in the position they are proposed for. Statements of Qualification must also address the required qualifications for each Key Personnel.

The page length for the Technical Proposals must not exceed 50 pages (including sections I-III), but not including annexes. Annex page limitations are outlined above. Table of Contents, dividers and charts are not subject to a page limitation as specified below. USAID will not evaluate information submitted above this page limit. Do not use a type smaller than 11 pitch. Offerors must use only 8.5 inch by 11 inch (210mm by 297mm) paper, single-spaced pages with margins no less than one inch on each border. Number each page consecutively.

The proposal must be submitted by email only to KabulAidOAAmailbox@usaid.gov. It is highly recommended that the offeror submit their offer with a read and delivery receipt.

Offerors must organize the technical proposal to follow the technical evaluation criteria listed in Section M and include the information set forth below:

I. Technical Approach:

Sub-factor 1 - Program design: The objective of RADP is to improve food and economic security for rural Afghans in target areas. The offeror must review and elaborate on the methodology for the implementation of activities under each program component, proposed number of beneficiaries, geographic targeting and sustainability approaches. The offeror is likewise instructed to clearly demonstrate how their technical approach complements or expands on USAID's proposed program to achieve measureable, sustainable results. Other components of a successful proposal will include:

- Identifying the most cost effective and sustainable interventions with the greatest return will be paramount.
- Demonstrated understanding of the impact of previous investments in infrastructure, training and capacity building and how to build on them.
- Positive impact on providing licit alternatives to poppy production through linkages with other initiatives promoted by GIRoA , including the Ministry of Counter Narcotics, and other donors.
- Identifying, building, and monitoring the capacity of new and existing farmer organizations and strengthening market linkages of these organizations to markets.
- Clear detailed plans to build value-added agribusiness for import substitution and domestic markets as well as export when feasible and appropriate.
- Plans to improve the productivity and profitability of farmers.
- Demonstration of how proposed activities will improve access of farmers to market information and improve efficiencies of getting products to market.
- Strategies will be provided for improving the technical and managerial capacity of small, medium, and large agribusinesses, including how the offeror must effectively link with the private sector.
- Strong utilization of local and international partners and service providers in implementing activities.
- A focus on quality of impact vs. quantity in activity deliverables.
- Offerors are expected to propose activities that will have significant and transformation impacts on targeted value chains that lead to improved farmer livelihoods. All activities must be adequately justified. The selection of value chains and target districts must be well justified and lay the foundation for high-impact, sustainable activities within the existing operating environment.
- This contract will be managed by a Contracting Officer's Representative (COR) based in Kabul. The contractor must include in its management approach how it intends to effectively work with USAID at national and sub-national levels. The informational and coordinating relationship between the prime contractor, any sub-contractors, and USAID will be indicated in the proposed management structure.
- Overall creative and innovative approach that utilizes, where appropriate, new and existing technologies to achieve program objectives, including the use of mobile money or electronic payment methods.

Offerors will propose districts where activities will be conducted. Justification, with clear criteria must be included in the proposal.

Offerors must submit proposals with originality, creativity, and flexibility to achieve the critical program results of improving agricultural productivity and profitability through private sector agricultural development as well as partnership with MAIL and the DAILs. In discussing the methodology, offerors must provide illustrative examples of how and where they will achieve their proposed program implementation.

The offerors are required to submit capability information on how grants will be awarded and administered under this contract. Grants are expected to form a component of the RADP program. While a Grants Manual is not due as part of the proposal, offerors must describe how they would use a grants component to achieve the program objectives. A Grants Manual will need to be submitted to USAID within 45 days of the effective date of the contract. Partnership with USAID at every level is required.

Sub-factor 2 - Plan for program implementation and monitoring: Offerors must discuss how they plan on developing a baseline tied directly to the contract objective, intermediate results and implementation region to determine if they have achieved success. Offerors must also provide a plan to ensure that activities empower women to the greatest extent possible.

As part of the submission, the offeror is required to submit a draft PMP (**Annex A**) and that will include, at a minimum, the following elements and be capable of generating the following data and reports:

- Baseline data for conditions at the start of the project (Plan for collecting baseline due within 90 days of contract award).
- Intermediate results and indicators along with targets for each fiscal year.
- Reporting of deliverables against PMP targets and Data Quality Assessment (DQA).
- Indicator data disaggregated by province and district with GPS coordinates.
- Reporting on disadvantaged groups (women) with both PMP indicators and budget/project data.
- Reporting on required, Mission level indicators.

The milestones and targets listed in Section C are minimum requirements set by USAID. Offerors are encouraged to propose higher or more ambitious targets that exceed the minimum requirements.

Sub-factor 3 - Institutional Capacity: The offerors must demonstrate capacity and willingness to partner with GIROA entities, other RADP contractors and coordinate with other donors, USAID programs, local and international private sector and the coalition military.

- Offerors must identify capacity with the United States Government (USG) Regional Platform South, along with their field staff and military partners.
- Offerors must discuss how they plan on developing a direct partnership with MAIL and other GIROA stakeholders at the provincial and district levels. Discussion on mechanisms for coordination with other regional RADP contractors and coordination through the RADP Central component must also be included.
- Coordination with local organizations and sub-awardees. The offeror must provide innovative and sound proposed methods of coordinating with and supporting the Afghan organizations. Proposed methodologies must discuss and be focused on how these local organizations will be partnered with and supported to achieve program objectives.
- The offeror must demonstrate how the proposed team of subcontractors/partners is best suited to successfully implement the proposed technical approach.

Sub-factor 4 - Environmental Mitigation and Monitoring Plan: USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities will require environmental mitigation expertise. Respondents to the RFP will therefore include as part of their proposal their approach to achieving **environmental compliance and management**, to include:

- The respondent's approach to developing and implementing the IEE.
- The respondent's approach to providing necessary environmental mitigation expertise, including examples of past experience of environmental mitigation of similar activities.
- The respondent's illustrative budget for implementing the environmental compliance activities. For the purposes of this solicitation, offerors will reflect illustrative costs for environmental compliance implementation and monitoring in their cost proposal.

II. Key Personnel and Staffing Plan:

Sub-factor 1 - Key Personnel (Annexes B&C): Offerors will provide a statement up to two pages on how each of the proposed personnel meets requirements of the position in a Statement of Qualification. The annexed Statements of Qualification will support the limited narrative allowed for in the Technical Proposal and must include 3-5 references, preferably CORs or program managers from previous projects, to support the information submitted.

NOTE: Years of experience in a given field can be used in lieu of an advanced degree; however, the years of experience must be in line with the technical requirements of the position of the program. Furthermore, the offeror must explain exactly how the years of experience for a proposed individual in any given field equates to the required advanced degree.

Qualifications of Key Personnel:

- 1) The Chief of Party candidate will, but not limited to, be responsible for overall program management, provide leadership to attain objectives, ensure adequate communications with USAID, and identify and mitigate program risks. The candidate for this five year position must meet the following minimum qualifications:

Education:

A minimum of a master's degree in agricultural production, agricultural science, water resources management, international development, business management or a related field is required;

Work Experience:

1. At least 10 years of progressively responsible international development experience in managing and implementing large agriculture or business development programs which must include 10 years of progressively responsible supervisory experience.
2. Demonstrated expertise in agriculture and agribusiness development, local capacity building or business enabling environment, and program design and implementation.

Supervisory Experience:

1. At least 10 years of progressively responsible supervisory experience, including:
 - a. Direct supervision of professional and support staff.
 - b. Experience in building and effectively supervising a diverse team of employees.
 - c. Quality evaluation of staff performance and deliverables.
 - d. Contract management.
2. Excellent interpersonal skills and demonstrated ability to hold staff accountable for quality outputs and results as well as communication with external stakeholders such as governments, donors, etc.

Other Qualifications:

1. Prior experience in designing and implementing agriculture programs in Afghanistan, the region, or a conflict or post conflict country is highly desirable.
 2. Experience working in the private sector is highly desirable.
 3. Professional oral presentation and concise writing skills in English is required. Therefore the candidate must have the equivalent of a FSI S4/R4 proficiency in the English language. Professional proficiency (equivalent to FSI S3/R3) in Dari or Pashto is desirable.
 4. Ability to interact regularly and professionally with senior host-government counterparts on policy and other strategic planning issues.
 5. Demonstrated organizational skills and strong track record in meeting deliverables and deadlines.
 6. Demonstrated ability to work collaboratively with other project implementors, local implementing partners, and teams implementing USG- and other donor-funded programs, including activities in different sectors such as infrastructure and democracy/governance.
 7. Capacity to effectively deal with and resolve conflict.
 8. Demonstrated ethical management approach.
 9. Demonstrated team building and management skills.
- 2) The Deputy Chief of Party candidate will, but not limited to, support for overall program management, fulfill the responsibilities of the Chief of Party when required, and manage field operations to ensure achievement of goals, and identify and mitigate program risks. The candidate for this five year position must meet the following minimum qualifications:

Education:

A minimum of a master's degree in agricultural production, agricultural science, water resources management, international development, business management or a related field is required;

Work Experience:

1. At least five years of progressively responsible experience in managing and implementing large donor-funded agriculture or counter narcotic programs, particularly in transitional, Islamic, or post-conflict countries.
2. Experience with agricultural development programs implementing agricultural extension, agribusiness, or value chain development activities.
3. Demonstrated experience with host-government and private sector partners in planning and evaluating agriculture development activities at the national and sub-national level.
4. Experience working with a range of stakeholders, from high-level government officials to small farmers.
5. Experience designing and managing quality assurance and quality control activities with an emphasis on managing for results.

Supervisory Experience:

5. At least five years of progressively responsible project management and supervisory experience, including:
 - a. Direct supervision of a diverse team of professional and support staff.
 - b. Excellent interpersonal skills and demonstrated ability to motivate staff to be accountable for program outcomes.
 - c. Experience mentoring and building capacity of national staff

Other Qualifications:

1. Equivalent to a FSI S4/R4 proficiency in the English language is required. Professional proficiency (equivalent to FSI S3/R3) in Dari or Pashto is desirable.
 2. Ability to interact regularly and professionally with senior host-government counterparts on policy and other strategic planning issues.
 3. Demonstrated organizational skills and strong track record in meeting deliverables and deadlines.
- 3) The Value Chain Advisor candidate will, but not limited to, be responsible for providing technical leadership for program activities, ensure adequate linkages to local stakeholders (including the private sector) for each of the focus value chains, and identify and mitigate program risks. The candidate for this five-year, expat position must meet the following minimum qualifications:

Education:

A minimum of a master's degree in agriculture, business management, economics or related field is required;

Work Experience:

1. At least five years of progressively responsible experience in implementing large donor-funded agricultural value chain activities, particularly in transitional, Islamic, or post-conflict countries.
2. Demonstrated experience developing value chain activities to support farmers and private sector partners.
3. Track record of project design and project implementation capacity building working with host government, local private sector, and other related players.
4. Prior experience with counter-narcotic alternative development activities a plus.

Supervisory Experience:

1. At least five years of progressively responsible program management and implementation experience, developing agribusiness and value chain activities.
2. Direct supervision of a diverse team of professionals including agro-economists, extension workers, and support staff.
3. Excellent interpersonal skills and demonstrated ability to motivate staff to be accountable for program outcomes.

Other Qualifications:

1. Excellent interpersonal and written communication skills in English. Dari or Pashto proficiency is desirable.
2. Ability to interact regularly and professionally with senior host-government and community level counterparts on activity selection, planning, and field implementation.
3. Demonstrated organizational skills and strong track record in meeting deliverables and deadlines.

- 4) The Director of Finance candidate will, but not limited to, be responsible for overall program financial management and administration, manage the grants under contract, ensure compliance with all USAID rules and regulations, identify and mitigate financial and administrative. The candidate for this five-year position must meet the following minimum qualifications:

Education:

Minimum of a master's degree in accounting, finance, or a practicing Certified Professional Accountant is required.

Work Experience:

1. At least five years of progressively responsible financial experience managing the accounting and finance component for large donor-funded programs, particularly in transitional, Islamic, or post-conflict countries.
2. Ability to manage grants under contract funds.

Other Qualifications:

1. Equivalent to a FSI S4/R4 proficiency in the English language is required. Professional proficiency (equivalent to FSI S3/R3) in Dari or Pashto is desirable.
 2. At least 5 years of progressively responsible supervisory experience, setting up the accounting and finance function for a large funded project.
 3. Direct supervision of a diverse team of professional accountants and financial management staff.
- 5) The Compliance Officer candidate will, but not limited to, be responsible for compliance with all USAID rules and regulations, ensure periodic internal audits, monitor sub-grantees and identify and mitigate program risks. The candidate for this five year position must meet the following minimum qualifications:

Responsibilities:

The Compliance Officer will report directly to the Chief Financial Officer of the Contractor's overseas Headquarter Office. The purpose of this line of reporting is to allow the Compliance Officer to review the compliance and transparency of all processes and personnel in the program. The Compliance Officer will have the following responsibilities:

1. Ensure compliance with regulations, USAID policies, and USAID/Afghanistan Mission Orders and Implementing Partners Notices;
2. Establish standards and procedures to ensure that the compliance program throughout the project are effective and efficient in preventing, detecting, identifying, and correcting noncompliance with applicable rules and regulations;
3. Ensure compliance to organizational policies, procedures and internal controls; and
4. Ensure due diligence that funds are not being diverted from their development purpose outlined in the contract and are not vulnerable to corruption, extortion or otherwise benefitting malign groups.

Other Qualifications:

1. Equivalent to a FSI S4/R4 proficiency in the English language is required. Professional proficiency (equivalent to FSI S3/R3) in Dari or Pashto is desirable.
2. Relevant certification from internationally recognized compliance or auditing organization (Institute of Internal Auditors, International Standards Organization, American Society for Quality, International Register of Certified Auditors, etc.) is highly required;
3. At least five years of experience in audit, procurement, finance, management or legal fields.

Other Personnel

As needed, the program may also engage the services of expert local (Afghan) or expatriate (US or TCN) technical advisors on a long- or short-term basis to provide expertise in areas not possessed by other staff including subcontractors. Such advisors will have high technical and professional qualifications and their use in each case will be appropriate based on their professional qualifications and experience. Each advisor must be assigned to work under the control and supervision of the COP. Expatriates and local Afghan experts may both be utilized, as necessary, to meet the objectives of RADP. The skills and

composition of these technical staff must make it possible that the implementer is able to give a professional briefing in English on any of the project's core areas, to USAID, at any of its locations. This does not necessarily require that all Afghan technical staff have English fluency; however, it does require that the staff composition, location thereof, and their language skills allow for a briefing at all of USAID's relevant locations.

A broad range of such technical expertise may be required to carry out the multiple components of this contract. The contractor is expected to use subcontractors with expertise related to the respective program activities to fulfill staffing requirements. Illustrative technical specialist areas include, but are not limited to, the following:

- Value Chain Specialist
- Agronomist
- Livestock Specialist
- Food Zone Coordinator
- Area Supervisors
- Gender Specialist
- Agribusiness Financial Management Advisor
- Local Organization Capacity Development Specialist
- Mapping GIS Specialist
- Community Mobilization Specialists
- Environmental Assessment and Compliance Specialist
- Grants Management Specialist
- Monitoring and Evaluation Specialist
- Procurement Specialist
- Information Officer or Communications Specialist

Sub-factor 2 - Staffing Plan (Annex D): In addition to Key Personnel, the Contractor must employ additional staff directly or through subcontractors as needed to accomplish the objectives of the program and to manage implementation and local office operations throughout the project, including financial management, administrative support, and other functions as necessary.

Final proposed staff selection and partnership with relevant organizations will reflect value chains selected. Some needs may also be addressed through subcontracts to local, Afghan public organizations, international partner organizations with relevant capacity, or short term personal contracts. RADP is expected to have a staffing plan that incorporates the skill sets of Key Personnel and Other Personnel at the level of effort deemed necessary, most appropriate, and most cost-effective to meet the objectives laid out in the Scope of Work.

III. Past Performance:

- 1) Offerors will submit, if available, past performance listed in the PPIR's database. The Offeror (including all partners of a joint venture) must provide performance information for itself and each major subcontractor (see definition of "major sub" above) in accordance with the following:
 - a. Provide with the Technical Proposal a list of no less than five (5) of the most relevant contracts in terms of size, scope and complexity, for efforts similar to the work in the subject proposal performed over the past three (3) years. Please indicate which are listed in PPIRs.

The most relevant indicators of performance are contracts of similar scope of work and location.

- b. Provide a list of at least three (3) subcontractors utilized on the most relevant contracts in terms of size, scope and complexity, for efforts similar to the work in the subject proposal over the past three (3) years. For each proposed subcontractor, the subcontractor must have had 20 percent or more of the contract value.
- c. Provide for each of the contracts listed above a list of contact names, job titles, mailing addresses, phone numbers, e-mail addresses, and a description of the performance to include:
 - Summary of tasks,
 - Primary location(s) of work,
 - Term of performance,
 - Skills and expertise required,
 - Dollar value, and
 - Contract type, i.e., fixed-price, cost reimbursement, etc. (USAID recommends that you alert the contacts that their names have been submitted and that they are authorized to provide performance information concerning the listed contracts if and when requested by USAID).
- d. Additional performance references and contact information from projects to validate the prime's performance in the following areas:
 - 1) Grants Under Contract management and utilization for results;
 - 2) Performance and management of Key Personnel; and
 - 3) Use, management, and development of local companies and partners.

Note: no less than five (5) references are required, preferably from previous CORs and program managers.

- 2) If extraordinary problems impacted any of the referenced contracts, provide a short explanation and the corrective action taken.
- 3) Describe any quality awards or certifications that indicate exceptional capacity to provide the service or product described in the statement of work.
- 4) Performance in Using Small Business (SB) Concerns (as defined in FAR 19.001). This section is not applicable to offers from small business concerns.
- 5) As part of the evaluation of performance in Section M of this solicitation, USAID will evaluate the extent the Offerors used and promoted the use of small business concerns under current and prior contracts over the past five (5) years. The evaluation will assess the extent small business concerns participated in these contracts relative to the size/value of the contracts, the complexity and variety of the work small business concerns performed, and compliance with the Offeror's SB subcontracting plan or other similar small business incentive programs set out in your contract(s).
- 6) In order for USAID to fully and fairly evaluate performance in this area, all Offerors who are not small business concerns must do the following:

- a) Provide a narrative summary of your organization's use of small business concerns on relevant projects over the past three years. Describe how you actually use small businesses—as subs, as joint venture partners, through other teaming arrangements, etc. Explain the nature of the work small businesses performed—substantive technical professional services, administrative support, logistics support, etc. Describe the extent of your compliance with your SB subcontracting plan(s) or other similar SB incentive programs set out in your contract(s) and explain any mitigating circumstances if goals were not achieved. Offerors will also describe how they will procure, hire, and use local Afghan organizations and enterprises.
- b) To supplement the narrative summary in (A), provide with your summary a copy of the most recent SF 294 “Subcontracting Report for Individual Contracts” for each contract against which you were required to report for the past three (3) years (see Annex F).
- c) Provide the names and addresses of three SB concerns for us to contact for their assessment of your performance in using SB concerns. Provide a brief summary of the type of work each SB concern provided to your organization, and the name of a contact person, his/her title, phone number, and e-mail address for each.

IV. Annexes:

The following annexes will be evaluated separately:

Sub-factor 1 - Rapid Mobilization Plan (Annex E): This will be a highly visible program with expectations that program startup and implementation will begin quickly. MAIL/DAILs, USG Regional Platform South, USAID and the military will seek RADP development impact to directly contribute to or complement the achievement achieving Afghanistan transition objectives. The offerors must demonstrate capacity to mobilize resources immediately and implement activities in accordance with a strict timeline and focused objectives.

Sub-factor 2 - Branding Implementation Plan and Marking Plan (Annex G): Offerors must submit their branding implementation plan and marking plan in accordance with ADS 320, Branding and Marking.

Sub-factor 3 - Security Plan (Annex H): Security remains a concern for performance in Afghanistan. Offerors must provide a detailed approach to security for their personnel and facilities that responsibly balances the risks proposed in areas covered with the costs to provide the needed measures. The security plan must at a minimum contain the offerors’ processes and what you envision will be necessary to secure the contractor staff in the performance of this requirement. Offerors must propose a plan that reflects compliance with the most recent determinations and decrees of the Afghan government at time of submittal. For armed security services, the offerors are required to use the Afghan Public Protection Force (APPF).

L.8 INSTRUCTIONS FOR THE PREPARATION OF THE BUSINESS PROPOSAL

NOTE: The current maximum U.S. Mission Local Compensation Plan Basic Rate is \$49,893.00 per annum based on a 40 hour work week. The rate includes the equivalent of a 13th month bonus. Local employees are also provided danger pay which calculated at 25% (\$12,473.00) of the Basic Rate.

As the period of performance for this contract is five years, the CLIN budget structure must be broken out into five, one-year increments.

(A) PART 1 - STANDARD FORM (SF) 33

The offeror must submit the cover page (Section A) of this Solicitation [Standard Form (SF) 33, "Solicitation, Offer, and Award"], with blocks 12 through 18 completed, with an original signature of a person authorized on behalf of the offeror to sign the offer.

(B) PART 2 - PROPOSED COSTS/PRICES

- (1) For the purposes of the business proposal, a major subcontractor is considered one whose proposed cost exceeds 20 percent of the anticipated contract value or performs a critical activity only.

The offerors must submit a summary budget for the contract period. The summary budget must reflect summary cost information for each of the major budget categories for each of the contract periods separately and then offer the program total for the entire contract, item for item in the last column of the spread sheet.

The offerors must submit evidence that the Cognizant Audit Agency has performed an Accounting Systems Review and found the system to be acceptable. The name and point of contact of the Cognizant Audit Agency who performed the review must be included.

The offerors must also submit a detailed version of its summary budget for the contract period. The detailed budget must reflect every estimated cost item, broken out. The detailed budget must reflect these individual cost items for each of the contract years and then offer the program total for the entire contract, item for item in the last column of the spread sheet. To facilitate efficient and practical review of budget details, the sheets and detailed breakdowns will be formatted to where they can be printed practically without requiring manipulation to the format fields.

The offerors must submit a detailed budget narrative that supports item for item the cost estimates proposed in its detailed budget. The budget narrative will describe the nature of individual cost items proposed and include a description of the source of that particular cost estimate (historical experience with the cost item, catalogue price, vendor price quotes, etc.). Narratives for the individual cost items must provide a discussion of any estimated escalation rates where applicable. Estimated costs proposed to exceed ceilings imposed by USAID or Federal procurement policy must be fully explained and justified.

Additionally, the offerors will structure their proposals so as to provide the best value and greatest assurance of results at the lowest cost. Each offeror's cost proposal for the contract period must be evaluated in terms of reasonableness and realism to determine the appropriate cost for the work, the offeror's understanding of the work, and their ability to perform the work.

- (2) The following is the minimum information required in the budget and budget narrative:

- (a) **Salary and Wages** - Direct salaries and wages will be proposed in accordance with the offeror's proposed personnel policies. Unit costs for each proposed position, key or not, will be expressed in an amount per work day with the corresponding level of effort required for the position (number of work days) and then calculated to a total cost for each cost period where the salary would be applicable. Biographical Data Sheets are required for all long term, short term expatriate personnel and all long term cooperating country personnel being proposed (forms may be obtained at http://www.usaid.gov/procurement_bus_opp/procurement/forms/). Narratives must provide a discussion of the estimated annual escalation of all salaries where applicable. Salaries proposed in excess of

maximum annual salary rate described in “AAPD 06-03” must be explained thoroughly.
http://www.usaid.gov/business/business_opportunities/cib/pdf/aapd06_03.pdf

(b) **Fringe Benefits** - If the offeror has a fringe benefit rate that has been approved by an agency of the Government, such rate will be used and evidence of its approval will be provided. If a fringe benefit rate has not been so approved, the cost proposal will propose a rate and explain how the rate was determined. If the latter is used, the narrative will include a detailed breakdown comprised of all items of fringe benefits (e.g., unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in dollars and as a percentage of salaries.

(c) **Travel, Transportation and Per Diem** - The cost proposal will indicate the number of trips, domestic and international, and the estimated costs per trip. Specify the origin and destination for each proposed trip, duration of travel, and number of individuals traveling. Per Diem will be based on the offeror's normal travel policies (offerors may choose to refer to the Federal Standardized Travel Regulations for cost estimates).

(d) **Procurement** - A list of proposed non-expendable property purchases. Specify all equipment to be purchased, including the type of equipment, the manufacturer, the unit cost, the number of units to be purchased and the expected geographic source. Goods and services provided by the offerors under this USAID-financed award are expected to be subject to the 937 Geographic Code.

(e) **Equipment and Supplies** - Specify all materials and supplies expected to be purchased, including type, unit cost and units.

(f) **Communications** - Specific information regarding the type of communication cost at issue (i.e. mail, telephone, cellular phones, internet etc.) must be included in order to allow an assessment of the realism and reasonableness of these types of costs.

(g) **Subcontracts/Consultants** - Information sufficient to determine the reasonableness of the cost of each specific subcontract and consultant expected to be hired must be included. Similar information will be provided for all consultants as is provided under the category for personnel.

(h) **Allowances** - Allowances will be broken down by specific type and by person. Allowances will be in accordance with the offeror's policies and the applicable regulations and policies. The Independent Government Cost Estimate for these services includes allowance limits established by the U.S. Department of State. The allowance caps include the following:

Post Differential (35%)
Danger Pay (35%)

(i) **Direct Facilities Costs** - Specific information regarding the cost of any facilities needed to perform program activities. The information provided will include the unit cost (rent), the time period the facilities are needed and the number of facilities. Only facilities that directly benefit the program activities will be included in this category; all other facility costs will be included in the indirect cost category.

(j) **Other Direct Costs** - This includes report preparation costs, passports and visas fees, medical exams and inoculations, insurance (other than insurance included in the offeror's fringe benefits), as well as any other miscellaneous costs, which directly benefit the program proposed by the offeror. The narrative will provide a breakdown and support for all other direct costs. If seminars and conferences are included, the

offeror must indicate the subject, venue and duration of proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs.

(k) **Security:** Security cost will at a minimum address the following:

- Personal Security Detail
- Security and Security Related Communication Equipment
- Security training
- Static Guard Services
- Fully Armored Vehicles and/or Light Armored Vehicles (Property authorized and in accordance with ADS 563)
- Personal Protection Equipment (helmets, flak jackets, etc.) and/or security modifications to residential and office facilities, including but not limited to protective barriers, e.g. blast walls.

A security plan will also be included, and must contain your processes and what you or your subcontractor will be necessary to secure the contractor's in the performance of this requirement.

(l) **Grants Under Contracts (GUCs):** The anticipated figure for GUC is already contained in the budget. No fee is allowable as applied to GUCs. A fixed-fee is allowed under this contract, although fees will not be allowed for grants under contracts. Furthermore, USAID will not make advance payments; however, as described in FAR 32, USAID may consider using a Letter of Credit (LOC) for the GUC portion of this contract. Offerors suggesting the use of a LOC will justify its use, specifically with the programmatic benefits of such financing.

The contractor may propose creative ways to utilize the \$10,000,000.00 grant fund such as fixed obligation grants, grants of equipment or supplies, subsidy to reduce risk of adopting new technologies, and micro-grants. Creativity is expected in the use of this fund to support Afghan initiatives and institutions in line with the objective of the program.

(m) **Indirect Costs:** The offeror must support the proposed indirect cost rate with a letter from a cognizant U.S. Government audit agency or with sufficient information for USAID to determine the reasonableness of the rates. For example, a breakdown of labor bases and overhead pools, the method of determining the rate, a description of all costs in the pools, etc.

(n) **Fixed Fee:** In accordance with FAR 15.404, it would be helpful (optional) if fee can be demonstrated based upon the applicable factors of: technical, management, support for Federal socioeconomic programs, contractor cost risk, contractor effort, and cost control and other past accomplishments, independent development, and capital investments. Any additional factors may be discussed as a basis for fee. The table below can be used as a reference.

(3) The following standard cost elements must be included in the submission as applicable. Individual subcontractors will include the same cost element breakdowns in their budgets as applicable.

Cost Element:	LOP Amount
Total Direct Labor	
Salary and Wages	\$ _____
Fringe Benefits	\$ _____
Travel, Transportation, and Per Diem	\$ _____
Procurement	\$ _____
Equipment and Supplies	\$ _____
Communications	\$ _____
Subcontracts/Consultants	\$ _____
Allowances	\$ _____
Direct Facilities Cost	\$ _____
Other Direct Cost	\$ _____
Direct Contract Expenditures	\$ _____
Security	\$ _____
Indirect Costs	\$ _____
Total Estimated Cost	\$ _____
Fixed Fee	\$ _____
Grants under Contract (no fee allowed)	<u>\$10,000,000.00</u>
Total Est. Cost plus Fee	\$ _____

(a) Indirect Cost Information

(i) The offeror and each proposed major subcontractor must include a complete copy of its most current Negotiated Indirect Cost Rate Agreement (NICRA) or other documentation from its cognizant Government Audit Agency, if any, stating the most recent final indirect cost rates.

(ii) If the offeror or any major subcontractor(s) does not have a cognizant Government Audit Agency, audited balance sheets and profit and loss statements for the last two complete years, and the current year-to-date statements (or such lesser period if the offeror is a newly-formed organization), must be included in the proposal. The profit and loss statements will include detail of the total cost of goods and services sold, including a listing of the various indirect administrative costs, and are supplemented by information on the prime contractor's customary indirect cost allocation method, together with supporting computations of the basis for the indirect cost rate(s) proposed.

(C) PART 3 - REPRESENTATIONS, CERTIFICATIONS, AND OTHER STATEMENTS OF OFFERORS

An offeror and each proposed major subcontractor may reference its representations, certifications and other statements if they are registered with ORCA. However, if an offeror is not registered with ORCA, the offeror and each proposed major subcontractor must complete all representations, certifications, and other statements of offerors as required in Section K, and sign and date on the last page in the space provided.

(D) PART 4 - POLICIES AND PROCEDURES

If the offeror does not have prior USAID contracting experience, submit a copy of its personnel policies, especially regarding salary and wage scales, fringe benefits, merit increases, promotions, leave, differentials, travel and per diem regulations, etc. The CO may determine that a pre-award survey is necessary (see FAR 9.106).

(E) PART 5 – SUBCONTRACTING PLAN

If the offeror is other than a small business, it must submit a Subcontracting Plan. Submitted Plans must address subcontracting with small business (SB), veteran-owned small business, service disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns.

(F) PART 6 - JOINT VENTURE INFORMATION

If two or more parties have formed a partnership or joint venture (see FAR Subpart 9.6), for the purposes of submitting a proposal under this Solicitation and, if selected, would perform the contract as a single entity, they must submit, as an attachment to the Cost/Business Proposal, the Corporate Charter, By-Laws, or Joint Venture or Partnership Agreement. In addition, the teaming arrangements must be identified, company relationships must be fully disclosed and respective responsibilities and method of work must be expressly stipulated. The joint venture or partnership agreement must include a full discussion of the relationship between the organizations, including identification of the organization, which organization will have accounting responsibility, how work will be allocated, and profit or fee, if any, shared. In addition, the principles to the joint venture or partnership agreement must agree to be jointly and severally liable for the acts or omissions of the other.

(G) PART 7 - EVIDENCE OF RESPONSIBILITY

The offeror must submit sufficient evidence of responsibility for the contracting officer to make an affirmative determination of responsibility pursuant to the requirements of FAR Subsection 9.104-1. However, in the case of a small business offeror, the contracting officer will comply with FAR 19.6. Accordingly, prime offerors will seriously address each element of responsibility. To be determined responsible, a prospective contractor must:

- (1) Have adequate financial resources to perform the contract, or the ability to obtain them (see FAR 9.104-3(a));
- (2) Be able to comply with the required or proposed delivery or performance schedule, taking into consideration all existing commercial and governmental commitments;
- (3) Have a satisfactory performance record (See FAR 9.104-3(b) and Subpart 42.15). A prospective contractor must not be determined responsible or non-responsible solely on the basis of a lack of relevant performance history, except as provided in FAR 9.104-2;
- (4) have a satisfactory record of integrity and business ethics;
- (5) Have the necessary organization, experience, accounting and operational controls, and technical skills, or the ability to obtain them (including, as appropriate, such elements as production control procedures, property control systems, quality assurance measures, and safety programs applicable to materials to be produced or services to be performed by the prospective contractor and subcontractors). (See FAR 9.104-3(a));
- (6) Have the necessary production, construction, and technical equipment and facilities, or the ability to obtain them (See FAR 9.104- 3(a)); and
- (7) Be otherwise qualified and eligible to receive an award under applicable laws and regulations (e.g., Equal Opportunity, Clean Air and Water, Small Business subcontracting, etc.).

(H) PART 8 - LETTERS OF COMMITMENT (SUBCONTRACTORS)

The Cost/Business Proposal must include a letter, on subcontractor letterhead, and signed by an authorized representative of each major subcontractor, which specifically indicates the major subcontractor's agreement to be included in the offeror's proposed teaming arrangement.

(I) PART 9 - INFORMATION TO SUPPORT CONSENT TO SUBCONTRACTORS

The offeror must address each of the elements in FAR 44.202-2 in order for proposed major subcontractors to be considered by the contracting officer for consent of subcontractors to be granted with the initial award.

L.9 INSTRUCTIONS FOR THE PREPARATION OF BRANDING AND MARKING PLANS

As part of the proposal, in accordance with Section D and ADS 320 the offeror(s), will submit a draft Branding Implementation Plan (BIP) and a Marking Plan (MP). The BIP will be negotiated within the time that the Contracting Officer specifies. A negotiated BIP will be included in and made a part of the resultant contract. Failure to submit and negotiate a BIP will make the offeror ineligible for award of a contract. The offeror must include all estimated costs associated with the Branding Implementation Plan and the Marking plan of the RADP.

Offeror(s) will submit a preliminary BIP and MP (not to exceed two pages) as a separate annex to the technical proposal. The BIP and MP will not be a part of the technical evaluation. Offerors will be required to submit formal and detailed Branding Implementation Plan and Marking plans for final review before award, or in the competitive range.

Branding Implementation Plan (BIP):

A Branding Implementation Plan must be developed by offerors. It must describe how the program will be communicated to the beneficiaries and promoted to host-country citizens. It will outline the events and materials the contractor will use to deliver the message that the assistance is from the American people.

More specifically, Branding Implementation Plan must address the following:

How to incorporate the message; "This assistance is from the American people jointly sponsored by USAID and the Government of Islamic Republic of Afghanistan," in communications and materials directed to beneficiaries, or provide an explanation if his message is not appropriate or possible.

How to publicize the program, project, or activity in Afghanistan and a description of the communications tools to be used. Such tools may include the following: press releases, press conferences, media interviews, site visits, success stories, beneficiary testimonials, professional photography, PSAs, videos, web casts, e-invitations, or other e-mails sent to group lists, such as participants for a training session blast e-mails or other Internet activities, etc.

The key milestones or opportunities anticipated to generate awareness that the program, project, or activity is from the American people jointly sponsored by USAID and the Government of the Islamic Republic of Afghanistan, or an explanation if this is not appropriate or possible. Such milestones may be linked to specific points in time, such as the beginning or end of a program, or to an opportunity to showcase publications or other materials, research findings, or program success. These include, but are not limited to, the following: launching the program, announcing research findings, publishing reports or

studies, spotlighting trends, highlighting success stories, featuring beneficiaries as spokespeople, securing endorsements from partner municipalities, ministry or local organizations, promoting final or interim reports, and communicating program impact/overall results.

Marking Plan (MP):

USAID's policy is that programs, projects, activities, public communications, or commodities implemented or delivered under contracts and subcontracts exclusively funded by USAID are marked exclusively with the USAID Identity. Marking Plan must be developed to enumerate the public communications, commodities, and program materials and other items that visibly bear or will be marked with the USAID Standard Graphic identity. Where applicable, a host-country government or ministry symbol may be added.

Except for the manufacturer's trademark on a commercial item, the corporate identities or logos of contractors or subcontractors are not permitted on USAID-funded program materials and communications. Please refer to ADS section 320.3.2.4 that describes what the Marking Plan must address. Note that marking is not required for Contractors' offices, vehicles, and other non-deliverable items.

L.10 LATE SUBMISSIONS

The Government will process late submissions of offers in accordance with FAR 15.208 and FAR 52.215-1. If an offer is received late and is not eligible for consideration in accordance with FAR 15.208 and FAR 52.215-1, then the Government will reject that offer without evaluation.

L.11 52.215-22 LIMITATIONS ON PASS-THROUGH CHARGES—IDENTIFICATION OF SUBCONTRACT EFFORT (OCT 2009)

- a) Definitions. Added value, excessive pass-through charge, subcontract, and subcontractor, as used in this provision, are defined in the clause of this solicitation entitled "Limitations on Pass-Through Charges" (FAR 52.215-23).
- b) General. The offeror's proposal must exclude excessive pass-through charges.
- c) Performance of work by the Contractor or a subcontractor.
 - 1) The offeror must identify in its proposal the total cost of the work to be performed by the offeror, and the total cost of the work to be performed by each subcontractor, under the contract, task order, or delivery order.
 - 2) If the offeror intends to subcontract more than 70 percent of the total cost of work to be performed under the contract, task order, or delivery order, the offeror must identify in its proposal—
 - i. The amount of the offeror's indirect costs and profit/fee applicable to the work to be performed by the subcontractor(s); and
 - ii. A description of the added value provided by the offeror as related to the work to be performed by the subcontractor(s).
 - 3) If any subcontractor proposed under the contract, task order, or delivery order intends to subcontract to a lower-tier subcontractor more than 70 percent of the total cost of work to be performed under its subcontract, the offeror must identify in its proposal—

- i. The amount of the subcontractor's indirect costs and profit/fee applicable to the work to be performed by the lower-tier subcontractor(s); and
- ii. A description of the added value provided by the subcontractor as related to the work to be performed by the lower-tier subcontractor(s).

The undersigned agrees, if this offer is accepted within 180 calendar days 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.

[END OF SECTION L]

SECTION M: TECHNICAL EVALUATION CRITERIA

Note: USAID will utilize adjectival ratings for evaluation purposes. Points will not be used.

M.1 GENERAL INFORMATION

- a) The Government may award a contract without discussions with offerors in accordance with FAR 52.215-1.
- b) The Government intends to evaluate offerors in accordance with Section M of this RFP and make contract award to the responsible offeror(s) whose proposal(s) represent(s) the best value to the U.S. Government.
- c) The submitted technical information will be evaluated by a Technical Evaluation Panel using the technical criteria shown below.
- d) For overall evaluation purposes, technical factors are considered significantly more important than the cost factor.

M.2 EVALUATION FACTORS

The specific evaluation criteria are as follows in order of importance:

- a) Technical Approach
- b) Key Personnel and Staffing Plan
- c) Past Performance
- d) Annexes
- e) Cost

Technical evaluation of proposals will be based on the extent and appropriateness of the proposed approaches and feasibility of achieving the strategic objectives, in accordance with the evaluation criteria. Offerors will note that these criteria serve as the standard against which all technical information will be evaluated, and serve to identify the significant matters which offerors will address.

M.3 EVALUATION CRITERIA

The technical evaluation factors are considered significantly more important than cost factors. These criteria have been tailored to the requirements of this RFP and serve to (a) identify the significant matters that the offerors will address in their proposals and (b) set standards against which all offerors will be evaluated.

Technical Approach is the most significant technical factor. Technical Approach is more important than the Key Personnel and Staffing Plan. Sub-factors under Technical Approach are all of equal importance. Key Personnel and Staffing Plan is more important than Past Performance. Sub-factors for Key Personnel and Staffing Plan are of equal importance. Past performance is more important than the Annex. Sub-factors for the Annex are of equal importance. All evaluation factors when combined are significantly more important than cost or price.

Proposals will be evaluated based upon the following technical criteria:

I. Technical Approach

Sub-factor 1 - Program design: the extent to which the offeror presents a clear and realistic strategy and targets in the Afghan context that address how the key components of the Scope of Work will be successfully implemented.

Sub-factor 2 - Plan for program implementation and monitoring: the extent to which the offeror's proposal clearly explains how the proposed activities, outputs and, most importantly, outcomes will be tracked, measured, calculated and reported. The draft PMP (Annex A to the proposal) will be evaluated as part of this sub-factor and must illustrate how an evidence-based system will be used to inform programmatic decisions.

Sub-factor 3 - Institutional Capacity: the extent to which the offeror proposes relationships and linkages with GIRoA entities, local and international NGOs, other RADP contractors, other donors, USAID programs, local and international private sector, and the coalition military are realistic and facilitate the proposed strategies and achievement of program goals.

Sub-factor 4 - Environmental Mitigation and Monitoring Plan: the extent to which the offeror presents an approach that realistically implements the IEE, provides the necessary environmental mitigation expertise, and explains how its budget will reflect illustrative costs for environmental compliance implementation and monitoring.

Note: The milestones and targets listed in Section C are minimum requirements set by USAID. Offerors are encouraged to propose higher or more ambitious targets that exceed the minimum requirements. Proposed targets will be evaluated as part of the Technical Approach factor for relevant information that substantiates them as cost-effective, technically feasible, and consistent with other requirements of this RFP.

II. Key Personnel and Staffing Plan

Sub-factor 1 - Key Personnel: Offers will be evaluated on the extent of how the proposed personnel are responsive and meet the qualifications outlined in Sections F and L. The Statements of Qualification (Annex B to the proposal) and Letters of Commitment (Annex C) will be evaluated as part of this sub-factor.

Sub-factor 2 - Staffing Plan: the extent to which the proposed team and staffing plan presents a logical and feasible approach to program implementation as described in Section F and Section L. The proposed staff and management structure are complementary and must be appropriate to the proposed technical approach and management plan. The Staffing Plan (Annex D to the proposal) will be evaluated as part of this sub-factor.

III. Past Performance

- 1) USAID will evaluate the quality of an offeror's and its major subcontractor's past performance based on feedback from references submitted by the offeror for relevant past performance over the last five years. USAID may use performance information obtained from other than the sources identified by the offeror and its major subcontractors. USAID will utilize existing databases of contractor/subcontractor performance information and solicit additional information from the references provided by the offeror in accordance with Section L of this RFP and from

other sources if and when the Contracting Officer finds the existing databases to be insufficient for evaluating an offeror's performance. Submitted SF-294s (Annex F to the proposal) will be evaluated as part of this factor.

- 2) If the performance information contains negative information on which the offeror has not previously been given an opportunity to comment, USAID will provide the offeror an opportunity to comment on it prior to its consideration in the evaluation, and any offeror comment will be considered with the negative performance information.
- 3) USAID will determine the relevance of similar performance information in terms of size, scope and complexity. USAID will give more weight to performance information that is considered more relevant and/or more current.
- 4) In cases where:
 - (i) An offeror lacks relevant performance history;
 - (ii) Information on performance is not available; or
 - (iii) An offeror is a member of a class of offerors where there is provision not to rate the class against a sub-factor.

The offeror will not be evaluated favorably or unfavorably on performance. An exception to this "neutral" rating provision: the non-small businesses prime with no history of subcontracting with small business concerns. Prior to assigning a "neutral" past performance rating, the contracting officer may take into account a broad range of information related to an offeror's performance.

IV. Annexes

Sub-factor 1 - Rapid Mobilization Plan (Annex E): the extent to which the offerors demonstrates its capacity to mobilize resources within 30 days of the effective date of the contract and implement activities in accordance with a strict timeline in Section F and focused objectives.

Sub-factor 2 - Branding Implementation Plan and Marking Plan (Annex G): the extent to which the plans are appropriate for the implementation environment of the project.

Sub-factor 3 - Security Plan (Annex H): the extent to which the offeror's proposal clearly explains a realistic approach to secure its personnel and facilities throughout contract performance, while ensuring compliance with the Afghan government's determinations and decrees.

V. COST

The Business Evaluation will evaluate the proposed price and other business aspects of the business proposal. The price and cost evaluation will assess the reasonableness of the proposed prices and cost, including all options, in accordance with one or more price and cost analysis techniques as identified in FAR 15.404. Any proposal that is unreasonable or materially unbalanced as to price for base or option line items may be rejected. An unbalanced proposal is one that incorporates prices that are significantly understated or overstated as indicated by price and cost analysis techniques.

The offers will be evaluated by summing the total price of all five years of the period of performance as well as the option entertained by FAR 52.217-8.

Prior to conducting the price analysis, each price proposed will be examined for arithmetic accuracy and consistency of the information presented in the pricing schedule.

The Business Evaluation will insure that the proposals comply with the RFP instructions.

The cost proposal must: (i) be realistic and consistent with the technical proposal; (ii) clearly display overall cost control (avoidance of excessive salaries, excessive home office visits, and other costs in excess of reasonable requirements); and (iii) clearly justify the amount of proposed fee.

A cost realism analysis will be conducted. Cost realism is an assessment of accuracy with which proposed costs represent the most probable cost of performance, within the Offeror's technical and management capacity. The cost realism evaluation will:

- (a) verify the Offeror's understanding of the requirements;
- (b) assess the degree to which the cost/price proposal accurately reflects the approaches and/or risk assessments made in the Technical Proposal as well as the risk that the Offeror must provide the supplies or services for the offered prices/cost; and
- (c) assess the degree to which the cost included in the cost/price proposal accurately represents the work effort included in the Technical Proposal.

In evaluating the Offeror's Cost Proposal, the Government will estimate the overall cost to the Government, including fee, which in the Government's judgment will result from the Offeror's performance of the contract. In making this determination, if the proposed cost is considered to be unrealistic, the Offeror's proposed cost, including proposed fee, will be adjusted upward or downward to reflect more realistic costs. Therefore, the evaluated cost, including fee, will be used in making a selection decision. Unrealistic cost proposals may result in a re-evaluation and concurrent rescoring of Technical Proposals. Such re-evaluation based on cost or realistic cost analysis could negatively impact the technical rating and overall rating of the proposal.

M.5 DETERMINATION OF THE COMPETITIVE RANGE

Competitive Range: if the Contracting Officer determines that discussions are necessary, s/he 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 the most highly rated proposals that might otherwise be included in the competitive range exceeds the number at which an efficient competition can be conducted.

M.6 SOURCE SELECTION

In accordance with FAR 52.215-1(f), the Government intends to award a contract or contracts resulting from this solicitation to the responsible offeror(s) whose proposal(s) represent the best value after evaluation in accordance with the factors and sub factors as set forth in this solicitation. The best value determination is performed by the Source Selection Authority and will be made by comparing the differences (strengths, weaknesses, and risks) in the value of the non-cost factors with the differences in the cost proposal. In making this comparison, the Government is more concerned with obtaining technical capability superiority rather than the lowest overall price. However, the Government will not issue an

award to a contractor who presents a significantly higher overall price to achieve only slightly superior technical capabilities. The Government will make this assessment through the development of a trade-off analysis.

M.7 CONTRACTING WITH SMALL BUSINESS CONCERNS

USAID encourages maximum participation of small businesses, veteran-owned small businesses, women-owned small businesses, small disadvantaged businesses, and HUB Zone small businesses. Accordingly, every reasonable effort will be made to identify and make use of such organizations. If, after evaluating all offers, USAID concludes that two or more offers are in effect equally eligible to be selected for the award, then the offer that provides the greater, most varied, and most realistic use of all the categories of small business concerns will be determined to be the best value offer and will be selected for award.

[END OF SECTION M]