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## USAID FINANCIAL SECTOR TRANSFORMATION PROJECT

Funding Opportunity Title:	Promoting Economic Growth in Ukraine through Improved Financial Service
Announcement Type:	Annual Program Statement
Funding Opportunity Number:	APS-FST-001
Issuance Date:	September 30, 2019
Questions for First Round of Evaluations Due By:	October 6, 2019
Questions for Following Rounds Due By:	Rolling basis
Deadline for Submission of Concept Papers:	Monthly rolling basis
Final Closing Date:	March 31, 2020
Submit Concept Papers by email to:	<a href="mailto:GrantsFST@dai.com">GrantsFST@dai.com</a>

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### To Interested Applicants:

The purpose of this Annual Program Statement (APS) is to solicit applications for funding within the framework of Grants under Contract Program of the USAID Financial Sector Transformation Activity (FST) implemented by DAI Global, LLC. USAID FST, through funding from the United States Agency for International Development (USAID), is seeking concept papers first and then full applications from prospective partners to implement activities that will contribute towards achieving USAID FST goals and objectives in transforming and stabilizing Ukrainian financial sector.

Competition for this APS will be open for 6 months. However, it is probable that all of the available funds for this APS will be awarded to proposals (concept papers) submitted during the first round of evaluations. All concept papers for review in the first round of evaluations are due by 23:59 (Kyiv time) October 18, 2019. At the discretion of USAID FST, applications received after the first round of evaluations may be considered on a rolling basis or as part of another round of evaluations.

The period of execution of grant project activities may be up to 12 months. Award size can range from \$10,000 to \$100,000. Grant awards will be issued in Ukrainian hryvnias equivalent to US dollars grant amount. USAID FST may choose to fully fund or incrementally fund the selected application(s). The number of awards and amount of available funding is subject to change and USAID FST reserves the right to make no awards as a result of this APS.

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## SECTION I – FUNDING OPPORTUNITY DESCRIPTION

### (I) Description of the Proposed Program

#### Background

The goal of the USAID FST is to transform and stabilize Ukraine’s financial sector. The objective is to cultivate and support an enabling environment for businesses of all sizes with products that serve a wide range of business and consumer needs. FST focuses on increased financial intermediation by banks and non-bank financial institutions, legal and regulatory reform, transparency and financial disclosure, and ultimately higher levels of long-term, sustainable economic growth in Ukraine.

FST is a four year program, ending in December 2020. Proposed grant activities will have to be completed by the end of October, 2020.

#### Overall Program Objectives

The Grants Program contributes to Development Objective (DO)1: “Corruption Reduced in Target Sectors”, Intermediate Result (IR) 1.1 “Economic Impact of Corruption Reduced in Target Sectors”; and DO 4 “Inclusive, Sustainable Market-Driven Economic Growth”, IR4.4 “Inclusive, Innovative Finance Expanded” under the new USAID Mission Country Development and Cooperation Strategy (CDCS).

Grants will promote greater access to finance by consumers and businesses, advance financial consumer protection and awareness, help building trust in financial institutions, develop and advance financial sector legislative reforms, financial disclosure and transparency, and increase financial inclusion by helping financial service providers in defining new market segments, offering new tailored products and introducing innovations.

More specifically, applicants should focus on activities that build institutional capacity to deliver services related to financial sector reform (legal/regulatory, consumer protection, financial inclusion, financial intermediation, transactions, promotion of use of financial products and services). USAID FST will award grants through the Activity’s Grants Fund.

#### Illustrative Interventions

Types of potential grant activities may include, but are not limited to:

- High-quality, low-cost or free legal aid to vulnerable financial service consumers and enhancing their financial awareness and confidence through public or targeted education activities.
- Alternative dispute resolution in the financial sector to provide consumers with a fair and fast out-of-court mechanism to resolve their disputes with financial institutions.
- Support for financial business associations to provide access to finance for small and medium-sized enterprises (SMEs), help identify new market segments, promote legal/regulatory reform, develop financial instruments and adopt international experience and standards.
- Financial inclusion and increased access to finance for micro entrepreneurs, SME, women and other vulnerable or unbanked populations.

- Development of financial literacy programs, promotion of financial consumer protection and skills-building workshops to increase the people’s understanding of financial services, especially for vulnerable groups.
- Development of applied, interactive financial education initiatives designed to reach users of financial services at key “teachable” moments.
- Initiatives to address Ukrainian customer complaints or questions regarding financial service providers.
- Innovations to support broader financial inclusion objectives, including payments systems, financial comparison applications, and lending to small businesses or consumers.
- Trainings and workshops for financial market industry representatives on professional ethics and compliance issues to facilitate their prudent behavior in the financial markets.

## **(2) Administration of Award**

Awards to U.S. organizations will be administered in accordance with 2 CFR 200 Subpart E, ADS 303 and USAID Standard Provisions for U.S. nongovernmental organizations. For non-U.S. organizations, USAID Standard Provisions for non-U.S. non-governmental organizations would apply.

Applicants may obtain copies of the referenced material at the following websites:

2 CFR 200:

<http://www.ecfr.gov/cgi-bin/text-idx?SID=0a5b7fee6378930cce72564449dd8bb7&mc=true&node=sp2.1.200.d&rgn=div6>

Standard Provisions for U.S. Nongovernmental Recipients:

<https://www.usaid.gov/sites/default/files/documents/1864/303maa.pdf>

Standard Provisions for Non-U.S., Nongovernmental Recipients:

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

## **SECTION II – AWARD INFORMATION**

### **(1) Estimated Funding Level**

USAID FST expects to award several grants. USAID FST may choose to fully fund or incrementally fund the chosen Application(s). The number of awards and amount of available funding is subject to change. Award size can range from \$10,000 to \$100,000. Grant awards will be issued in Ukrainian hryvnias equivalent to US dollars grant amount.

### **(2) Anticipated Start Date of this Award and Performance Period**

USAID FST anticipates the start date upon award with a performance period of up to 12 months (with the completion date of no later than October 2020).

### **(3) Award Type**

USAID FST anticipates awarding several types of grants (hereafter called Agreement) to fund successful applications submitted in response to this APS.

## SECTION III – ELIGIBILITY INFORMATION

### (I) Types of Entities that May Apply

USAID FST will consider proposals related to this APS from the following types of organizations: legally registered local NGOs, private sector associations and entities, other organizations (non-profits and for-profits). More specifically, illustrative types of organizations may include:

- NGOs (not-for profit and for-profit; national, regional, local);
- Private enterprises and entities;
- Financial institutions, including MFIs;
- Industry/sector, trade or other private sector associations;
- Think tanks, educational institutions (e.g., universities);
- Professional associations;
- Foundations.

In addition, applicants should:

- Be legally recognized and registered. Registration documents and statutes must be submitted.
- Not be affiliated with a political party nor engaged in any political activities.
- Not be focused solely on religious activities.

#### Ineligible Organizations

USAID FST grant support may not be extended to the following types of organizations:

- Any entity that has been found to have misused USAID funds in the past;
- Political parties, groupings, or institutions or their subsidiaries and affiliates;
- Organizations that advocate or promote anti-democratic policies or illegal activities;
- Faith-based organizations whose objectives are for discriminatory and religious purposes, and whose main objective for the grant is of a religious nature;
- Any entity included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID;
- Any entity whose name appears in the System of Award Management (SAM) with an active exclusion; and
- An organization that refuses to sign all required certifications and assurances.

This APS is issued as a public notice to ensure that all interested and qualified organizations have a fair opportunity to submit applications for funding.

### (2) Cost Share

Cost share is not required; but applicants are encouraged to contribute resources from their own private or local sources for the implementation of this program where feasible. Applications offering cost share or leveraging USAID resources otherwise will be given preference, *ceteris paribus*.

## SECTION IV – APPLICATION AND SUBMISSION INFORMATION

### (1) Application Process

USAID FST will review proposals using a two-stage process. Applicants must submit a concept paper by email to: [GrantsFST@dai.com](mailto:GrantsFST@dai.com). Concept papers must meet the identified needs of this solicitation. If the proposed project meets the needs of this APS, a full proposal will be requested from the applicant.

Do not submit a full proposal unless requested by USAID FST. Only upon receipt of positive USAID FST feedback on the concept paper the applicant will be requested to put together a full proposal for USAID FST consideration, using the criteria below.

The concept paper and Full Application must be submitted in accordance with the instructions in SECTIONS IV (2), (3) and (4) below.

### (2) Concept Paper

In the first stage, all applicants are required to submit a short technical concept paper no longer than **five (5) pages**. The concept paper should state concisely the goal and purpose of the proposed activity and demonstrate the applicant's capabilities and expertise to implement it.

Concept papers will be reviewed in terms of responsiveness to the APS, appropriateness of subject matter, and creativity. Applicants are encouraged to demonstrate how their proposed work will contribute to objectives of USAID FST Activity in Ukraine.

#### Concept Paper Instructions

Prepare the application for the concept paper according to the structural format set forth below:

1-Cover Page (no more than one (1) page). The cover page must include:

- a. the APS number and title;
- b. Address of organization;
- c. Type of organization (e.g., for-profit, non-profit, university, etc.);
- d. Contact point (lead contact name; relevant telephone, fax, e-mail information);
- e. Signature of authorized representative of the applicant.

2-Technical approach (no more than three (3) pages): This section should address the program summary and selected objectives in Section I of this document and should include:

- a. Concise title, goal and objectives of proposed project;
- b. The project target groups and beneficiaries;
- c. Activities to be implemented to achieve the project's goal and objectives;
- d. Expected outcomes and outputs (results);
- e. Risks that can impede the successful implementation of the project and how you propose to overcome them.

3-Supporting information (no more than (1) page):

- a. Proposed total estimated cost; brief cost breakdown (e.g., salaries, travel, etc.);

- b. Proposed amount of cost-sharing, if any;
- c. Proposed duration of the activity;
- d. Brief description of applicant's previous work or experience relevant to the proposed activity/project.

USAID FST will contact selected applicants to request a full proposal based on the information provided in the concept paper.

### **(3) Notification**

Applicants will be notified whether:

- f. They are successful and requested to submit a full application;
- g. They are rejected.

### **(4) Full Application**

#### **A. General Requirements**

Successful grant applicants who were notified and asked to submit a Full Application will need to complete the application form provided by USAID FST. The Full Application includes a more detailed Technical Application, Cost Application (Detailed Budget and Budget Notes) and signed Representations and Certifications (please, refer to *Paragraph (6) Other Important Information: D. Certifications, Assurances, Other Statements of the Recipient and Solicitation Standard Provisions*).

Responsible FST staff member will contact successful applicants to provide feedback on the concept note and support the development of the final application. The development of the full application and grant budget must be driven by the applicant. During this phase, applicants may discuss:

- The applicant's goals and strategies to achieve these goals;
- Which proposed activities are most aligned with the objectives described in the APS;
- Strategies to ensure the long-term sustainability of the intervention;
- Proposed budget and the applicant's contribution to the funded activities if any;
- Documentation that may be requested to verify the costs of items in the budget;
- Target results of the grant activities and monitoring and reporting requirements;
- Gaps in technical knowledge and organizational capacity that FST may be able to support with technical assistance, capacity development and training.

The applications must be prepared in accordance with the instructions below. Selection for award will be made in accordance with the evaluation criteria in Section V. Applicants should retain for their records one copy of all parts of the application and all enclosures that accompany their application.

Note that all applicants will be subject to a pre-award financial and management review and must demonstrate that they have a rigorous financial and monitoring system in place that will ensure auditable systems and records.

## B. Format of Application Submission

The chart below lists each element required for submission of a complete application.

What to Submit	Required Content	Required Format
1. Technical Application	Narrative based on the application form template provided and guidance by USAID FST; includes more specific objectives; detailed activities; projected results and budget narrative.	Word
2. Cost Application <ul style="list-style-type: none"><li>• Budget in Excel File (template provided)</li><li>• Budget Notes (template provided)</li></ul>	Budget and Budget Notes templates will be provided by USAID FST together with the Full Application template.	Excel Word
3. Certifications, Assurances, Other Statements of the Recipient and Solicitation Standard Provisions	Per required form, as described in Section IV.(5).D	Signed PDF

## C. Content of Application Submission

### 1. Technical Application

To facilitate the competitive review of the applications, the Applicants should complete Application Technical Proposal Template (Technical Application) which will be provided to successful grant applicants based on the Concept Paper by USAID FST. The Technical Application will comprise of the following sections and should not exceed 12 pages:

- A. General Grantee Information;
- B. Proposed Grant Description;
- C. Summary Budget.

Budget in Excel File and Budget Notes should be submitted as attachments.

### 2. Cost Application

If a full technical proposal is requested, a cost application will be required as well. The cost application, comprising of two attachments: the Budget and the Budget Notes, should detail all direct costs associated with the implementation and completion of activities. Applicants may request an award ranging from \$10,000 to \$100,000 and with the project life of up to 12 months. This amount is subject to revision depending on availability of funds. Further, successful applicants may be asked to scale back portions of their programs to accommodate funding constraints.



The cost application includes specific cost information for this project and additional required information from the applicant. Additional documents may be required to be submitted by an applicant in order for USAID FST Staff to make a determination of responsibility.

The application must also provide evidence that the funds requested are reasonable and would be used in a cost-effective manner. USAID FST will assess whether the overall costs are realistic for the work to be performed, whether the costs reflect that the Applicant understands the requirements, and whether the costs are consistent with the technical application. The application will also be assessed for cost effectiveness, and applications that minimize administrative costs in order to maximize program, outreach, and capacity building activities will generally be considered a better value.

### **2.1. Budget**

The budget must be submitted electronically in MS Excel according to the form provided.

### **2.2. Budget Notes**

The budget must have accompanying budget notes and justification that details the total costs for implementation of the program an organization is proposing. The budget narrative must be written in the third person. The combination of the cost data and breakdowns specified below and the cost notes must be sufficient to allow a determination of whether the costs estimated are reasonable. The following is provided as guidance on issues involving specific types of costs:

1. Internal Employees: Title of each position, name of employee, percentage of involvement, description of duties, gross salary rate, and justification of salary rate. Direct salaries and wages should be proposed in accordance with the Applicant's personnel policies.
2. State Social Tax on salary for full-time employees 22%: as applicable per Ukrainian fiscal legislation.
3. Consultants: Please list all proposed consultants, their scopes of work, duration and rates, explaining how these rates were calculated. Information should be sufficient to determine the reasonableness of the cost of each specific subcontract and consultant expected to be hired.
4. Materials/Equipment: Specify all equipment to be purchased, including the type of equipment, the manufacturer, the unit cost and the number of units to be purchased. *Source and Origin Requirements: Goods and services procured under this award must have their source and origin under principal authorized geographic code 110 (the United States, the independent states of the former Soviet Union, or a developing country, but excluding any country that is a prohibited source).* Procurement source and origin requirements under the agreement will be dependent upon the source of funding.
5. General/Operational Costs: Please detail the expenses related to administration of the project, e.g.: office rent, office supplies, communication, copying/duplication, bank fees etc.
6. Activity costs: Please detail and provide breakdown of the expenses for project activities (seminars, conferences, awareness raising campaigns, research, publications etc.)
7. Program Income (if applicable): The Recipient will account for program income in accordance with 2 CFR 200.307. In accordance with 2 CFR 200.307 (e)(2), program income earned under this award will be added to funds committed by USAID FST and the recipient to the project or program and used to further eligible project or program

objectives. Additionally, in accordance with 2 CFR 200.307(e)(3), program income may be used to finance the non-Federal share of the project or objectives.

8. For-profit applicants should note that USAID FST policy prohibits the payment of fee/profit to the recipient under grants. Forgone profit does not qualify as cost-sharing or leveraging.

### **3. Supporting Documentation**

1. Applicants that have never received a grant, cooperative agreement, or contract may be further requested to submit a copy of their accounting manual, personnel and policy manual or equivalent documentation.
2. Applicants must submit any additional evidence of responsibility to USAID FST Staff to make a determination of responsibility. The information submitted must substantiate that the Applicant:
  - a. has adequate financial resources or the ability to obtain such resources as required during the performance of the award;
  - b. has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant - nongovernmental and governmental;
  - c. has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance;
  - d. has a satisfactory record of integrity and business ethics;
  - e. is otherwise qualified and eligible to receive a grant under applicable laws and regulations (e.g., EEO); and
  - f. Presents evidence of a DUNS Number.

The Applicant 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 Applicant/Recipient to ensure compliance with these Executive Orders and laws. Recipients may not engage with, or provide resources or support to, individuals and organizations associated with terrorism.

No support or resources may be provided to individuals or entities that appear on the Specially Designated Nationals and Blocked persons List maintained by the US Treasury (online at [www.SAM.gov](http://www.SAM.gov)) or the United Nations Security Designation List (online at: [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml)).

Upon the award decision, recipients will be required to get registration on the Federal Government owned and operated free website the System for Award Management SAM ([www.SAM.gov](http://www.SAM.gov)). USAID FST Staff will provide detailed instructions and advice on this process.

## **(5) Submission Instructions**

Applicants are encouraged but not required to submit technical applications in English. All templates: Full Application, Budget and Budget Notes will be available in English and Ukrainian languages.

Concept Paper: The concept paper must be submitted by email to: [GrantsFST@dai.com](mailto:GrantsFST@dai.com) no later than the deadline on the cover page of this APS or subsequently announced deadlines if additional reviews are announced. All correspondence must include the relevant APS number and title.

Full Application: Applications must be submitted by e-mail to: [GrantsFST@dai.com](mailto:GrantsFST@dai.com). All correspondence must include the APS number and title.

## **(6) Other Important Information**

### **A. Branding**

All USAID-sponsored assistance awards are required to adhere to branding policies and revised marking requirements for grants and cooperative agreements in accordance with ADS 320. This includes visibly displaying the USAID Standard Graphic Identity that clearly communicates assistance is, “From the American people” on all programs, projects, activities, publications, public communications, and commodities provided or supported through USAID assistance awards. ADS 320 requires that, after the evaluation of the applications, USAID FST Staff will request the Apparently Successful Applicant to submit a Branding Strategy that describes how the program, project, or activity is named and positioned, how it is promoted and communicated to beneficiaries and cooperating country citizens, and identifies all donors and explains how they will be acknowledged. USAID FST will not competitively evaluate the proposed Branding Strategy. ADS 320 may be found at the following website: [www.usaid.gov/policy/ads/300/320.pdf](http://www.usaid.gov/policy/ads/300/320.pdf).

### **B. Environmental Procedures**

1. 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, i.e.: environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this APS.
2. In addition, the 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 will govern.
3. No activity funded under this grant 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.”)

4. Prior to award, the USAID FST screens all prospective grant interventions for potential environmental and/or human health impacts. If there is a potential for environmental and/or human health impacts, USAID FST will conduct an Environmental Review in accordance with FST environmental compliance requirements and in coordination with the USAID Mission Environmental Officer (MEO).

### **C. Data Universal Numbering System (DUNS)**

There is a mandatory requirement for the applicant to provide a DUNS number to USAID FST. The Data Universal Numbering System is a system developed and regulated by Dun & Bradstreet (D&B) that assigns a unique numeric identifier, referred to as a "DUNS number" to a single business entity. Without a DUNS number, USAID FST cannot deem an applicant to be "responsible" to conduct business with and therefore, USAID FST will not enter into an agreement with any such organization. The award of a grant resulting from this APS is contingent upon the winner providing a DUNS number to USAID FST. Organizations who fail to provide a DUNS number will not receive an agreement and USAID FST will select an alternate awardee.

All U.S. and foreign organizations which receive a grant with a value of \$25,000 and above are required to obtain a DUNS number prior to signing of the agreement. Instructions for Obtaining a DUNS Number can be found here <https://www.grants.gov/applicants/organization-registration/step-1-obtain-duns-number.html>. Please notify USAID FST if you have any problems applying for or receiving the DUNS number.

### **D. Certifications, Assurances, Other Statements of the Recipient and Solicitation Standard Provisions**

For awards to non-U.S. organizations, USAID Standard Provisions non-U.S. non-governmental organizations would apply <https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>.

In accordance with ADS 303.3.8, USAID FST will require successful grant applicants to submit a signed copy of the following certifications and assurances, as applicable:

- Part I – Certifications and Assurances
  1. Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs (Note: This certification applies to Non-U.S. organizations if any part of the program will be undertaken in the United States);
  2. Certification Regarding Lobbying (This certification applies to grants greater than \$100,000)'
  3. Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206)'
  4. Certification Regarding Terrorist Financing, Implementing Executive Order 13224'
  5. Certification of Recipient.
- In addition, the following two certifications will be included only as required per ADS 206 for Key Individuals or Covered Participants in covered countries:
  - Part II – Key Individual Certification Narcotics Offenses and Drug Trafficking;
  - Part III – Participant Certification Narcotics Offenses and Drug Trafficking.

## SECTION V – APPLICATION REVIEW INFORMATION

### (1) Eligible Organizations

Please refer to *Section II – Eligibility Information / (I) Types of Entities that May Apply* for eligible and ineligible types of organizations.

### (2) Evaluation Criteria for Concept Paper

Concept papers will be reviewed in terms of responsiveness to the APS, appropriateness of subject matter, and creativeness. Applicants are encouraged to demonstrate how their proposed work will contribute to USAID FST goals.

1. Strength of technical approach and responsiveness to APS objectives (40 points):
  - 1.1. Alignment with and contribution toward USAID FST Objectives;
  - 1.2. Engagement of private sector and facilitation of partnerships, successful projects or models;
  - 1.3. Promotion of financial inclusion and literacy among consumers of financial products and services;
  - 1.4. Creativity and innovation of proposed ideas;
  - 1.5. Advocacy for and advancement of financial sector reform at grassroots level.
2. Sustainability (30 points):
  - 2.1. Strategy for how the Applicant will continue or scale interventions after funding ends;
  - 2.2. Feasibility that interventions will succeed and attract additional funding to reach scale.
3. Management & Institutional Capacity (30 points):
  - 3.1. Institutional capacity (technical, administrative and financial);
  - 3.2. Experience in same or relevant industries or sectors;
  - 3.3. Past performance managing interventions of similar scope, complexity and size;
  - 3.4. Demonstrated long term experience by key staff in capabilities where appropriate.

### (3) Evaluation Criteria for Full Application

The technical applications will be evaluated in accordance with the technical evaluation criteria set forth below. An award will be made to the responsible Applicant whose application offers the best value to the U.S. Government, considering both technical and cost factors. Applicants should note that these criteria: (1) serve as the standard against which all applications will be evaluated, and (2) serve to identify the significant matters that Recipients should address in their applications.

All evaluation factors other than cost, when combined, are significantly more important than cost. The criteria set forth below are of equal importance and the sub-criteria within each criterion are of equal importance.

1. Technical Approach (40 points)
  - Alignment to FST objectives;

- Demonstrated understanding of the subject content as indicated in the Proposed Grant Description Section; applicant must also demonstrate how the proposed activities will address the emphasized outcomes using prescribed and illustrative indicators;
- Degree to which program approach and proposed strategies are creative, innovative, collaborative, and feasible;
- Clear implementation plan as listed in this APS;
- Collaboration, inclusion, and strengthening of the Applicant's capacity and that of the local partners.

## 2. Project Management & Institutional Capacity (20 points)

- Capacity to recognize and adjust to shifting political and social environments over the life of a project;
- Demonstrated institutional capacity to manage (technically, administratively and financially) a project in the relevant industry or sector;
- Clear demonstration of how progress and impact will be tracked, measured and reported, with clear and appropriate milestones, expected accomplishments, with measurable output and performance indicators, along with a plan to document and share good practices and lessons learned;
- Demonstrated long term experience by key staff in capabilities where appropriate.

## 3. Past Performance (20 points)

- Demonstrated performance in (a) achieving results and, (b) implementation of projects/activities similar in scope and breadth;
- Successful institutional track record in implementing projects/activities of similar scope, complexity and size.

## 4. Cost Effectiveness and Reasonableness (20 points)

# SECTION VI – AWARD AND ADMINISTRATION INFORMATION

## (1) Post- Selection Information

Following selection of an awardee, USAID FST will inform the successful applicant concerning the award by email.

USAID FST also will notify unsuccessful applicants concerning their status after selection has been made.

## (2) General Information on Reporting Requirements

Program implementation reporting will be determined based on the outcome of the collaborative finalization of the planned program and the delineation of roles and responsibilities. A performance monitoring and evaluation plan, using established baseline data and specific, measurable targets and indicators will also be agreed upon. Financial reporting will be in accordance with the requirements of the obligating document.

## SECTION VII – USAID FST PROJECT CONTACTS

The points of contact for this APS and any grant related questions is [GrantsFST@dai.com](mailto:GrantsFST@dai.com).

Any prospective applicant desiring an explanation or interpretation of this APS must request it in writing by the date listed on the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Oral explanations or instructions given before award of a grant will not be binding. Responses to questions will be posted online and emailed to the applicant. Any information given to a prospective applicant concerning this APS will be furnished promptly to all other prospective applicants as an amendment of this APS, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

## SECTION VIII – OTHER INFORMATION

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

USAID FST reserves the right to fund any or none of the applications submitted. Further, USAID FST reserves the right to make no awards as a result of this APS.