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NOFO Issuance Date: February 19, 2021
Deadline for Questions: March 05, 2021 by 17:00 Kosovo Time
Concept Paper Closing Date: March 26, 2021 by 17:00 Kosovo Time

Subject: Notice of Funding Opportunity (NOFO) Request for Concept Papers under RFA No. 72016721RFA00003

Activity Title**:** **USAID/Kosovo Local Works Activity**

Dear Prospective Applicants:

The United States Agency for International Development (USAID) in Kosovo is seeking applications from eligible prospective Kosovo organizations to implement the program entitled "USAID/Kosovo Local Works Activity." Eligibility for this assistance award is restricted to local organizations and targeted municipalities; see Section C of this NOFO for eligibility requirements.

USAID intends to make up to two awards to the applicant(s) who best meet the objectives of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. **Eligible parties interested in submitting a concept paper are encouraged to read this NOFO thoroughly to understand the type of program sought, submission requirements and selection process.**

Concept papers may be submitted by qualified organizations working as a partnership or consortium.

Competition for award(s) resulting from this NOFO will be conducted in two phases, per Section D:

- **Phase I:** Submission of concept papers by prospective applicants; and
- **Phase II:** Submission of a full application upon request from USAID.

The concept papers will be reviewed by USAID and only the organization that successfully completes the first phase will be invited to participate in the second phase of the competition. USAID may consider the option of entering in a co-creation process with the successful applicant(s) during the second phase if deemed feasible. In order to promote consistency and for ease of review, all applicants must use the **Standard Concept Paper Application Form** which is included as **Attachment 1.** Submissions using other formats will not be considered.

Subject to the availability of funds, award(s) will be made to the responsible, eligible applicant(s) whose application(s) best meets the objectives of this funding opportunity and the selection criteria contained herein. While multiple awards are anticipated as a result of this NOFO, USAID reserves the right to fund any or none of the applications submitted.

The strict deadline for submission of the concept papers is no later than the time mentioned above. The Concept Papers must be submitted electronically to Fiolla Radoniqi at fradoniqi@usaid.gov and Elyssa Jeter at ejeter@usaid.gov. To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its

entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.8. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Any questions or comments related to this notice may be sent to fradoniqi@usaid.gov and ejeter@usaid.gov. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID Programs.

Sincerely,

Digitally signed by PATRICIA M SIASO (affiliate)
Date: 2021.02.19 14:12:42 +01'00'

Patricia Siaso
Agreement Officer
USAID/Kosovo

TABLE OF CONTENTS

SECTION A - PROGRAM DESCRIPTION	2
SECTION B - FEDERAL AWARD INFORMATION	7
SECTION C - ELIGIBILITY INFORMATION	9
SECTION D - APPLICATION AND SUBMISSION INFORMATION	9
SECTION E - CONCEPT PAPER APPLICATION REVIEW	17
SECTION F - FEDERAL AWARD ADMINISTRATION INFORMATION	18
SECTION G - FEDERAL AWARDING AGENCY CONTACTS	19
SECTION H	19
SECTION I	19
SECTION J - ATTACHMENTS	19

SECTION A - PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID's supplement, 2 CFR 700, as well as the additional requirements found in Section F.

USAID/Kosovo Local Works Activity

A.1 Overview

Sustainability is achieved through local ownership. Local Works[1] is a unique program designed to advance locally owned development and enhance the Agency's ability to empower local actors to take the lead in identifying and addressing development challenges. This program aims to pilot approaches and methods to strengthen local systems and networks, testing the theory that increasingly capable networks of local actors can own and lead their own development.

The long-term vision for Local Works is a shift in influence away from international donors and towards local actors - local organizations, Government of Kosovo, private sector, social organizations and citizens, etc. In Kosovo, this would manifest itself as Kosovar organizations able to serve the interests of their constituents[2] by setting their own priorities, tapping into local resources, and working collectively with other local actors to overcome local development challenges.

A.2 Background

In 2019, USAID/Kosovo was selected to receive funding to implement a Local Works activity, part of USAID's global initiative that seeks to support local development by investing in the creativity and resourcefulness of communities. Under the Local Works program, selected USAID Missions are partnering with a variety of local actors to advance locally-led development. ***Locally-led development*** **refers to the extent to which local actors are empowered to lead priority-setting, decision-making, management, measurement, and other processes through which development assistance contributes toward improving systems and outcomes for development.**

The USAID/Kosovo Local Works Activity aims to:

- Increase socio-economic cohesion among target communities–Kosovo Roma, Ashkali, and Egyptian;
- Increase capacities of target communities to collaborate with relevant stakeholders for increased socio-economic cohesion;
- Facilitate locally-led and sustainable recycling models in pilot municipalities (Gračanica and Fushe Kosove) through private sector engagement; and
- Increase and facilitate quality partnerships among the Roma, Ashkali, and Egyptian communities, private sector, and municipal governments (Gračanica and Fushe Kosove)

[1] *In Section 7080 of the Consolidated and Further Continuing Appropriations Act, 2015 (P.L. 113-235), Local Works replaces the Development Grants Program and is referred to as the Small Grants Program.

[2] Constituent refers to any member of a community. This term is used instead of "beneficiary," which conpapers a lack of agency, whereas "constituent" implies participation and individual agency.

A.3 Theory of Change

If USAID/Kosovo facilitates sustainable recycling models in target municipalities (Gračanica and Fushe Kosove - pilot locations);

and USAID/Kosovo increases and facilitates quality partnerships among the Roma, Ashkali, and Egyptian communities, private sector and municipal governments (Gračanica and Fushe Kosove);

Then: USAID/Kosovo will contribute to improved socio-economic cohesion of marginalized groups (Roma, Ashkali, and Egyptian communities, youth, women and girls), municipal governments and the private sector in target municipalities (Gračanica and Fushe Kosove) through recycling efforts.

A.4 Purpose

The purpose of the Local Works Activity is **to increase socio-economic cohesion among target communities–Kosovo Roma, Ashkali, and Egyptian–through the facilitation of sustainable recycling models led by the private sector and in cooperation with communities and local governments.** For the purpose of this activity the target stakeholder communities **can be defined broadly as** marginalized groups (Roma, Ashkali, and Egyptian communities, youth, women and girls).

A.5 Development Challenge

Marginalized Kosovo Roma, Ashkali and Egyptian and other ethnic minority groups face limited access to opportunities in virtually every aspect of human development, such as basic rights, health, education, housing, employment and standard of living. The gap is especially wide for young people. For example, Kosovo Roma aged 18-24 are half as likely as neighboring non-Roma youth to be in employment, education, or training (22 percent versus 53 percent). This has lifelong socio-economic implications that hamper opportunities for minority populations.[3]

In the private sector there are dozens of small-scale recycling processors functioning to collate plastic and scrap materials collected by individuals into quantities sufficient to meet the needs of exporters. Collectively these processors create Kosovo's biggest export, scrap material for recycling, which is valued at approximately $45 million a year. However, recyclable material processing firms are predominantly dependent on informal street and landfill collectors. That makes the firms' inflow of recyclable waste uneven and unreliable, which threatens their profits and self-sustainability.

Kosovo Roma, Ashkali, and Egyptians are the main, informal recyclable material collectors and they number in the thousands. They are also the most impoverished groups in Kosovo and represent more than 50 percent of recyclable material waste collectors. However, the recycling sector in Kosovo is currently highly fragmented, with uneven and unstandardized involvement of several municipalities and private firms pursuing different waste management strategies, which may or may not include recycling. Often, these strategies are not designed to be sensitive to the needs of the Kosovo Roma, Ashkali, Egyptian and other marginalized communities. This results in further marginalization of these groups and complicates the ability of these groups to efficiently engage in recycling.

[3] (World Bank and UNDP estimates based on 2017 UNDP-WB-EC Regional Roma Survey data).

The Government of Kosovo is working toward accession to the European Union (EU). One of the principal requirements from the EU is that Kosovo exists as a multiethnic state in peace and harmony, which is also in accordance with Kosovo's constitution. Furthermore, the EU has set a goal for its members to recycle at least 50 percent of its municipal waste. It is imperative for Kosovo to align with EU directives and requirements. Successful implementation of this Local Works Activity will help put Kosovo on that path. The current dire state of Kosovo's recycling capabilities is highlighted by the World Bank in its Country Environmental Analysis, which states, "Kosovo lacks proper waste management for virtually all solid waste types (domestic, industrial, healthcare and hazardous)." As a result, almost all waste ends up in landfills, is dumped illegally, or is burned; practices that will continue without a proper, functioning waste-recycling structure. Local governments are facing increasing demands from constituents to address this issue.

This overview reinforces the need for a multi-pronged and holistic approach to address the fragile and complex nature of social cohesion of these marginalized communities through recycling. Besides the general issues described above, each community experiences its specific development challenges. In their concept papers, the applicants should describe the key challenges, as well as the enablers, inhibitors, and incentives that may drive the accomplishment of the Local Works Activity's goal and objectives in their target communities.

A.6 Program Objectives

The purpose of this activity is **to increase socio-economic cohesion among marginalized communities–Kosovo Roma, Ashkali, and Egyptian–through the facilitation of sustainable recycling models led by the private sector and in cooperation with communities and local governments.** The activity will work with four targeted local stakeholder groups: 1) youth; 2) Kosovo Roma, Egyptian and Ashkali minority groups who are the principal informal recyclable material collectors; 3) for-profit recyclable material processors; and 4) local and national government. This purpose will be achieved through three mutually supportive objectives:

Objective 1 - Local actors working together to increase socio-economic cohesion among target communities

The efforts under this objective will result in:

- increased capacities of marginalized communities and other private sector and government stakeholders to work around a common initiative;
- increased opportunities for collaboration among different socio-economic structures in Kosovo that will develop different approaches to build their own solutions to recycling;
- enhanced socio-economic cohesion among these target communities in Kosovo; and
- improved coordination and mobilization of local leadership/municipal officials within the four target stakeholder groups: youth, informal recyclable material collectors from the Kosovo Roma, Ashkali and Egyptian communities, for-profit recyclable material processors, and local and national governments.

Objective 2 – Private sector and Municipal Governments facilitate sustainable recycling models in target municipalities (Gračanica and Fushe Kosove–pilot locations) that will benefit target communities.

The assistance under this objective will result in:

- financially self-sustaining model(s) facilitated and established by the the private sector in partnership with target communities;
- recyclable material collection, sorting, and processing scaled up;
- quantities of separated recyclable materials increased to create a locally-reliable volume of materials for processors;
- jobs created for Kosovo Roma, Ashkali and Egyptian communities in recycling sector; and
- income increased among informal Kosovo Roma, Ashkali and Egyptian recycling collectors participating in activity.

Objective 3 - Develop replicable models that can be sustained and scaled up

The measure of success for this objective will be the effective replication of the sustainable locally-led development models in other communities, regions, and nationwide beyond the course of the activity.

A.7 Guiding Principles

Activity interventions will be guided by the following principles:

● **Inclusive and Participatory Decision-Making**: To the extent possible, the proposed approach must encourage and ensure the active participation of all relevant local actors, including Kosovo Roma, Ashkali and Egyptian communities, youth, women, private sector, local governments, etc. Local actors must lead efforts to identify community development issues and priorities.

● **Local Resource Mobilization:** To the extent possible, the proposed approach must include community philanthropy, volunteering, or partnerships that leverage resources from the local private sector, government, civil society, and academia; and other sources of local skills and finances to replace those of international donors.

● **Private Sector Engagement:** To the extent possible, all activities must operationalize USAID's Private Sector Engagement policy, which aims to increase the involvement of the private sector as co-investors and service providers in the implementation of development activities.

A.8 Monitoring, Evaluation and Learning

Applicants should propose an initial Monitoring, Evaluation, and Learning (MEL) Plan with expected results and illustrative indicators for each Local Works objective. The apparently successful applicant(s) will further develop the proposed results and illustrative indicators with USAID/Kosovo during the process of co-creation of full applications. The MEL Plan should use locally-defined indicators of success, and minimal, but sufficient data to facilitate adaptive learning and management in support of greater local ownership and sustainability.

The following are some illustrative indicators:

- Number of individuals from target communities participating to work around a common priority

development initiative (disaggregated by sex).
- Number of private sector led recycling models established.
- Number of private sector led recycling models replicated.
- Number of jobs created as a result of recycling models established (disaggregated by ethnicity, youth, geography, and sex).
- Percent of organizations with improved capacity to collaborate with relevant stakeholders for increased socio-economic cohesion.
- Percent increase in monthly income for Roma, Ashkali and Egyptain beneficiaries as a result of USG assistance.
- Percent increase in volume (in tons) of recycled materials processed by partner recycling facilities.

Apparently successful implementing partner(s) will closely collaborate with USAID/Kosovo on monitoring, evaluating, and learning from progress toward the accomplishment of the Local Works Activity's results, as well as on providing information to help answer the following USAID/Kosovo Local Works learning questions:

1. What approaches have effectively promoted and improved social cohesion issues among local actors?
2. What private sector led approaches have been most successful at improving livelihoods (jobs, income, and economic opportunity) among Roma, Ashkali and Egyptain communities?
3. How do community-generated initiatives foster relationships with local government and the local private sector?
4. What are the most effective approaches for scaling up and replicating sustainable recycling models? Why are these more successful than other approaches?

A.9 Geographic Restrictions

This activity must be implemented in **Gračanica <u>and</u> Fushe Kosove.** Based on the availability of funds and activity's success, USAID may scale up to other municipalities. Applicant's may propose other municipalities as part of a scale up plan for implementation during year three.

[END OF SECTION A]

SECTION B - FEDERAL AWARD INFORMATION

The award(s) under this NOFO will be administered through and managed by USAID/Kosovo.

B.1 Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award up to two assistance awards pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID/Kosovo intends to provide up to $2,000,000 per individual award funding over four years plus one option year. While two awards are anticipated as a result of this NOFO, USAID/Kosovo reserves the right to fund one or none of the applications submitted.

This activity seeks to initially focus on two targeted municipalities (Gracanica and Fushe Kosove) based on the high percentage of marginalized populations in these municipalities. Initially, the activity will work in these two municipalities to identify their development priorities, including the most effective ways to partner with each other. Depending on availability of funds, the activity may scale up to other municipalities.

B.2 Start Date and Period of Performance for Federal Awards

The anticipated period of performance of the proposed activity for each award is four years plus one option year. The estimated start date will be **TBD.**

B.3 Substantial Involvement

Substantial involvement may be anticipated under this assistance award as described in ADS 303.3.11(e) 1-9.

B.4 Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is **937** which means that the Recipient will be allowed to make purchases for items from the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source.

B.5 Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation for the "USAID/Kosovo Local Works" which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award. The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

[END OF SECTION B]

SECTION C - ELIGIBILITY INFORMATION

C.1 Eligible Applicants

Eligibility for this NOFO is restricted to only Kosovo local organizations as defined below. USAID seeks to initiate implementation in two pilot municipalities in **Gracanica and Fushe Kosove** based on the high percentage of marginalized populations in these municipalities. Therefore, applications should be from qualified local, Kosovo entities, such as private, nonprofit organizations (or for-profit companies willing to forego profits), including private voluntary organizations, universities, research organizations, professional associations, and relevant special interest associations.

USAID defines a local organization as one that:

- Is legally organized under the laws of the recipient country;
- Has as its principal place of business or operations in Kosovo;
- Is majority-owned by individuals who are citizens or lawful permanent residents of the recipient country;
- Is managed by a governing body the majority of who are citizens or lawful permanent residents of Kosovo.

The term "majority owned" and "managed by" include, without limitation, beneficiary interests and the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means.

Applicants will be required to include signed letter(s) of commitment with marginalized groups (Roma, Ashkali, and Egyptian communities) *when requested by USAID*.

The eligibility requirements apply to only the principal applicant. **USAID/Kosovo will not accept concept paper applications from individuals. USAID/Kosovo welcomes concept paper applications from organizations that have not previously received financial assistance from USAID.**

C.2 Cost Sharing or Matching

There is no mandatory cost share requirement for awards issued under this NOFO, however cost sharing is encouraged.

C.3 Other

Only one application is allowed from one eligible applicant.

[END OF SECTION C]

SECTION D - APPLICATION AND SUBMISSION INFORMATION

D.1 Agency Point of Contact

Patricia Siaso
Agreement Officer

Fiolla Radoniqi
Acquisition and Assistance Specialist

To be considered for this funding opportunity, all applicants must follow the procedures below. USAID/Kosovo may exclude applicants from further consideration if any submission is not within these parameters. Applications and all supporting material must be submitted in English.

D.2 Questions and Answers

Questions regarding this NOFO should be submitted to the above points of contact no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant. Please check www.grants.gov for any amendments.

D.3 General Content and Form of Application

The applications for this funding opportunity will be processed in two phases:

Phase I: Submission of concept papers by prospective Applicants; and selection of the apparently Successful Applicant;

Phase II: The Apparently Successful Applicant submits a full application and negotiation of the award. In this step USAID may decide to engage in the co-creation process.

Phase I – Concept paper Submission:

The Applicants must submit concept papers in response to the USAID/Kosovo Local Works Activity purpose and objectives as stated in the Program Description, following the guidelines outlined in this NOFO. Applicants must submit their concept papers, using the template in **Attachment 1**.

USAID will conduct a Merit Review of all timely and compliant concept papers based on the Merit Review criteria provided in Section E: Concept Paper Application Review Information. Based on the review of the concept papers, USAID expects to invite the Applicant(s) deemed most meritorious to meet USAID development objectives to submit a full application accordingly.

The Applicants must submit their concept papers according to the instructions stipulated in Section D.5 Technical Concept Paper Format of this NOFO.

Phase II – Full Application Submission

Full Application process occurs after the Selection Committee recommends the concept paper for further development, and the Agreement Officer has determined the Applicant to be the Apparently Successful Applicant after the Phase 1 concept paper merit review and evaluation. USAID/Kosovo will invite the Apparently Successful Applicant to elaborate on the technical approach, resource requirements, and management of the project under the guidance of the Agreement Officer. This may involve debate, negotiation, give and take, and discussion of various approaches between USAID and the Apparently Successful Applicant.

USAID/Kosovo may decide to engage in co-creation of the program description development with the Apparently Successful Applicant(s). In the event that USAID/Kosovo decides to enter in a co-creation process the Apparently Successful Applicant(s) is expected to collaborate closely with USAID in drafting the full program application.

The Agreement Officer may determine the general nature of the award type or the specific award type, depending on the nature of the project. USAID may invite the Apparently Successful Applicant to submit a full application. **Do not submit a full application unless explicitly invited by USAID/Kosovo.**

The Applicant must submit the full application via email to fradoniqi@usaid.gov and ejeter@usaid.gov by the due date and guidance given by the Agreement Officer during co-creation. Applicants will be informed by the Agreement Officer of his/her determination. The full application will include, but not be limited to, the development and review of a full budget as well as completion and review by USAID of the applicant's representations, certification, and other terms in accordance with: https://www.usaid.gov/ads/policy/300/303mba

D.4 Concept Paper Application Submission Procedures

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and result in exclusion from this opportunity. Applicants should retain a copy of the application and all enclosures for their records.

The concept paper utilizing Attachment I, in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late concept papers will not be reviewed or considered.

The concept paper must be submitted electronically via email to fradoniqi@usaid.gov and ejeter@usaid.gov. Email submissions must include the RFA number indicated on the cover page, and applicant's name in the subject line heading.

The concept paper must be submitted as a consolidated email attachment, i.e. you must consolidate the various parts of a concept paper into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

Applicants are reminded that email is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the concept paper in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government

infrastructure is the USAID mail server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Kosovo cannot guarantee their acceptance by the internet server. File size must not exceed 5MB.

D.5 Technical Concept Paper Format

The concept paper should be specific, complete, and presented concisely. The concept paper must demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. The conceshould take into account the requirements of the program and merit review criteria found in this NOFO.

The concept paper template should not exceed 7 pages. The page limit does not include the cover page, table of contents, executive summary and budget. Any figures and tables within the concept paper itself must fit within the 7 page limit.

a) **Cover Page (not included in the page limit)**

b) **Table of Contents (not included in page limit)**

c) **Executive Summary (max 1 page- not included in the page limit)**

d) **Concept Paper Template (max 7-pages - Attachment 1)**

The Applicants must submit their concept papers following below instructions:

- The concept paper must not exceed 7-pages in length total for all sections, single-spaced, written in no smaller than 12-point font, and in Times New Roman or a similar typeset. No annexes or extra pages may be submitted. USAID will not review any pages in excess of the page limits papers in the subsequent sections.
- Each page should be consecutively numbered. In addition to the 7-pages concept paper limit the following may be submitted, a cover page, table of content, and executive summary (maximum one-page);
- Concept papers should have margins of not less than one inch on all sides and should be formatted in the portrait style (not landscape) for all text portions.
- Concept papers must be submitted following the template in **Attachment 1**.
- Concept papers must be submitted in English.
- Concept papers must be submitted only via email to fradoniqi@usaid.gov and ejeter@usaid.gov at the specified date/time. Do not submit concept papers via grants.gov as they will not be accepted.
- USAID reserves the right not to review any concept papers that fail to follow these instructions.

Applicants must provide as a part of their concept paper application, which are not included in the 7-page limit:

- Summary Budget using:
    1. SF-424A, Budget Information – Non-construction Programs (Attachment 2)
    2. SF-424, Application for Federal Assistance (Attachment 3)
- Copy of the Applicant organization's formal registration as evidence of valid legal status.
- Copy of the Applicant organization's Tax Verification certificate, as evidence of status with fiscal and taxation authorities in Kosovo. The certificate can be obtained electronically at http://evertetimi.atk-ks.org/.
- Organizational chart
- Evidence of interest of partnership, such as a letter or email from the partner.

The Concept paper template (Attachment 1) must describe, at minimum, the following:

Section 1: Technical Approach (3 pages)

The following must be included in the Technical Approach:

- A discussion of the development context, including brief background on the specific development challenge/opportunity and needs to be addressed by the concept paper (include a description of the target population and any gender integration specific challenges).
- A statement noting which objectives in Section A the applicant's program will focus. Statement should be relevant to the particular needs and constraints of Kosovo; it should avoid unnecessary duplication; it should articulate potential impact of the proposed activity and it should include learning and adaptation components for constituent-led priority setting.
- The technical approach to be used, including the specific program activities and strategies to be conducted (what, where, how, and when and how they will be informed by constituent priorities and existing local capacities.)
- A description of how the activity will target and be implemented in two municipalities, Gracanica and Fushe Kosove.
- Applicant's summary approach to Monitoring, Evaluation and Learning (a full Monitoring, Evaluation and Learning Plan will be requested during Full Application phase).
- A description of the coordination, cooperation, and inclusion of relevant stakeholders.
- Describe how sustainability will be achieved.

Section 2: Management Plan - (2 pages)

- An identification of partners/coalitions for activities where appropriate to broaden geographic diversity, promote greater inclusion, and increase program reach.
- An efficient and logical structure for overall program implementation, including how the applicant will divide labor, responsibilities and funding with partners or any potential sub-grantees, including a brief organizational and/or coalition chart.
- Staffing plan and Strategic partnership plan that corresponds to the skills, experiences, and strengths called for by the applicant's approach.

Section 3: Institutional Experience and Past Performance[4] - (2 pages)

- Demonstrate experience in working effectively with partners such as the government, private sector and other local stakeholders.
- Demonstrates previous experience of how it has engaged marginalized groups and their inclusion into the community

The Applicant must demonstrate recent relevant experience (within the past five years) and capability, including that of its proposed partners (if any), in implementing programs related to the goal and objectives in this funding opportunity description. The experience must be similar in scope and complexity. The Applicant must also demonstrate experience and capability in the facilitation of partnerships across organizations, with emphasis on leveraging local partnerships, and with host-government counterparts. The Applicant must articulate how the described institutional experience and capability will enhance the likelihood of successful implementation of the activity objectives.

D.6 Required Certifications and Assurances

- Copy of the Applicant organization's formal registration as evidence of valid legal status.
- Copy of the Applicant organization's Tax Verification certificate, as evidence of status with fiscal and taxation authorities in Kosovo. The certificate can be obtained electronically at http://evertetimi.atk-ks.org/.

(a) Dun and Bradstreet and SAM Requirements

During the **concept paper-stage** it is not mandatory for the applicant to have a DUNS and Sam Registration, only in case that they are requested to submit a full application the DUNS and SAM Registration is mandatory.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS number) and System for Award Management (SAM) requirements. Each applicant (unless the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

1. Provide a valid DUNS number for the applicant and all proposed sub-recipients;
2. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.beta.sam.gov).
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the

[4] **Institutional experience** is defined as the organization's breadth and depth of knowledge relevant to the program objectives.
Past Performance is defined as quality of performance and ability to meet targets in prior activities or endeavors.

time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

DUNS number: http://fedgov.dnb.com/webform
SAM registration: http://www.beta.sam.gov

Non-U.S. applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain an NCAGE code, on www.beta.sam.gov, navigate to Help, then to International Registrants.

(b) Conflict of Interest Pre-Award Term (August 2018)

a. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

2. The applicant must provide conflict of interest disclosures when it submits the applications. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

b. Organizational Conflict of Interest

The applicant must notify USAID of any actual or potential conflict of interest that they are aware of that may provide the applicant with an unfair competitive advantage in competing for this financial assistance award. Examples of an unfair competitive advantage include but are not limited to situations in which an applicant or the applicant's employee gained access to non-public information regarding a federal assistance funding opportunity, or an applicant or applicant's employee was substantially involved in the preparation of a federal assistance funding opportunity. USAID will promptly take appropriate action upon receiving any such notification from the applicant.

(c) Construction

Construction will not be authorized under this award.

Note: Applicants are encouraged to review USAID's web-based resources for concept paper application preparation assistance. Click each topic below for links to relevant resources or visit www.usaid.gov/work-usaid :

- Working with USAID overview
- Responding to a Solicitation
- Training modules

[END OF SECTION D]

SECTION E - CONCEPT PAPER APPLICATION REVIEW

PHASE I – CONCEPT PAPER REVIEW PROCESS

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the Applicants should address in their concept papers, and (b) set the standard against which all concept papers will be evaluated.

Technical and other factors will be evaluated relative to each other, as described here and prescribed in Section D. The concept paper will be reviewed by a Selection Committee (SC) using the criteria described in this section.

2. Review and Selection Process

Technical Approach

- The extent to which the proposed technical approach convincingly demonstrates an understanding of the technical requirements and an ability to achieve the activity's goal and objectives in the two municipalities of Gracanica and Fushe Kosove.

Management Plan:

- The extent to which the Applicant convincingly demonstrates a logical and well-thought out management approach, organizational structure and staffing plan that demonstrates how the Applicant will effectively and efficiently organize, mobilize, and manage the necessary resources to implement the proposed interventions to achieve the Activity goal and expected results
- Extent to which the applicant convincingly demonstrates credibility of the proposed partnerships with marginalized groups (Roma, Ashkali, and Egyptian communities relative to the targeted municipalities), local governments and private sector to successfully achieve the activities objectives.

Institutional Experience and Past Performance

- The extent to which Applicant convincingly demonstrates its experience and capability, including that of its proposed partners, related to the goal and objectives in the funding opportunity description.

3. Budget summary

Budget will not be evaluated at the concept paper stage. However, it will be reviewed to assess the accuracy of the proposed cost elements of the most probable cost of performance, within the Applicant's technical and Management Capability.

PHASE 2 – FULL APPLICATION REVIEW PROCESS

Only the Apparently Successful Applicant(s) will be invited to submit a full application, which at that time guidance will be provided from the Agreement Officer.

[END OF SECTION E]

SECTION F - FEDERAL AWARD ADMINISTRATION INFORMATION

F.1 Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

F.2 Administration & National Policy Requirements

The resulting award from this NOFO will be administered in accordance with the applicable standard provisions: Standard Provisions for Non-U.S. Non-governmental Organizations.

F.3 Reporting Requirements

Reporting requirements will be dependent on each program. Reporting shall not be required more often than quarterly. In general, awardees can expect to provide a quarterly programmatic report, a quarterly financial report (SF-425), an annual report, and a final program report. Final reporting requirements will be included in the request for full application.

F.4 Program Income

Program income is not expected to be generated under this award. However, any program income that is generated under the resulting award shall be in accordance with ADS 303, 2 CFR 200, 2 CFR 700, USAID Standard Provisions for U.S. Non-Governmental Organizations, and USAID Standards Provisions for Non-U.S. Non-governmental Organizations.

F.5 Environmental compliance

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 https://www.usaid.gov/who we-are/agency-policy/series-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.

[END OF SECTION F]

SECTION G - FEDERAL AWARDING AGENCY CONTACTS

Agency Point of Contact:

A. USAID Agreement Officer – Patricia Siaso
B. Negotiator – Fiolla Radoniqi

[END OF SECTION G]

SECTION H

Section H intentionally left blank

SECTION I

Section I intentionally left blank

SECTION J - ATTACHMENTS

Attachment 1 - Concept Paper Template
Attachment 2 - SF-424A, Budget Information – Non-construction Programs
Attachment 3 - SF-424, Application for Federal Assistance
Attachment 4 - Monitoring, Evaluation and Learning Plan (MELP) Guidance

[END OF SECTION J]

[END OF NOFO #72016721RFA00003]