



USAID | **PERU**
DEL PUEBLO DE LOS ESTADOS
UNIDOS DE AMERICA

**Annual Program Statement
(APS) No. USAID/DCHA/CMM-
APS-OAA-14-000003**

**CONFLICT MITIGATION AND
RECONCILIATION PROGRAMS
ACTIVITIES**

2014



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DEL PUEBLO DE LOS ESTADOS
UNIDOS DE AMERICA

PROPOSITO:

- Explicar brevemente los alcances del programa
- Dar a conocer los diferentes instrumentos de asistencia
- Explicar los procedimientos a seguir
- Responder inquietudes



GENERALIDADES

- **Quiénes pueden participar?**

Organizaciones No Gubernamentales (ONG) locales y americanas, con o sin fines de lucro, organizaciones internacionales, e instituciones educativas

- **Cuál es la definición de “Organización Local”?**

Una organización local se define como una entidad que debe:

- (1) estar legalmente reconocida bajo las leyes peruanas
- (2) tener su sede principal de negocios en el Perú
- (3) ser mayoritariamente de propiedad de ciudadanos peruanos o residentes legales en el Perú o, ser administrada por un órgano rector, cuya mayoría de miembros sean ciudadanos peruanos o residentes permanentes legales en el Perú
- (4) no encontrarse bajo el control de una entidad extranjera o de individuo(s) que no sean ciudadanos o residentes permanentes en el Perú.



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- **Qu programas son elegibles para participar?**
 - Programas realizados en Frontera (estos programas no aplican para Perú)
 - Programas en Curso (p.11)



APOYO FINANCIERO Y PERIODO DE EJECUCION

FINANCIAMIENTO

- US\$16,000,000
- Entre US\$ 100,000 y 500,000 dólares

Unicamente para organizaciones locales

- Entre \$500,000 y \$1,200,000

Instituciones locales e internacionales

Aplicaciones menores a \$100,000 o mayores a \$1,200,000 no serán consideradas

PERIODO DE EJECUCION

- Mínimo un año (01) año
- Máximo cuatro (04) años

Aplicaciones menores a un año o mayores a cuatro años no serán consideradas



ALCANCES DEL PROGRAMA

- Aplicaciones relativas a conflictos sociales relacionados con industrias extractivas (uso de recursos o distribución), uso de agua, tierra.
- Debe incluir el enfoque ‘people to people’ basado en un análisis del conflicto o de posibilidades de un conflicto.
- Las hipótesis definidas a través de la teoría de cambio.
- Análisis de riesgos “Do No Harm approach”.
- Enfoque realista:
 - Actividades propuestas conectadas con hipótesis; con el plan de implementación, con indicadores (no solo de proceso – outputs-, sino también de cambio);
 - Incorporación de consideraciones de género. (p. 6)

ESPECIFICACIONES PARA EL PERU (Adjunto 1)

- Aplicaciones: conflictos sociales relacionados con industrias extractivas (uso de recursos o distribución), uso de agua, tierra.
- Preferencias: 5 zonas geográficas (Loreto, Amazonas, San Martín, Ucayali y Madre de Dios) y fortalecimiento de capacidades de grupos marginalizados (poblaciones indígenas, mujeres) y jóvenes.
- USAID Forward: Se considera importante fortalecer las capacidades locales de organizaciones de la sociedad civil para entender y tratar el tema de conflictos sociales en sus comunidades. Esto puede incluir que el solicitante proponga otorgar donaciones a grupos o redes locales que puedan estar realizando o que les presenten propuestas innovadoras.



Enfoque (Approach)

People to People (Persona a Persona)

El enfoque: reunir personas (grupos étnicos/religiosos, partidos políticos, etc., en áreas de conflicto). El espíritu es generar oportunidades de interacción entre grupos en conflicto y proponer entendimiento, confianza, empatía (ver ejemplo en p. 17).

Por ejemplo, una aplicación basada en políticas gubernamentales o en fortalecer capacidades de solamente funcionarios públicos NO sería adecuada para este APS porque no es people to people approach.

Theory of Change (Teoria del Cambio)

El uso de hipótesis que contengan la siguiente propuesta if/then (si hacemos x, entonces pasará y). (Ver ejemplo en p. 17)



INSTRUMENTOS DE ASISTENCIA

❑ **PROPOSITO**

- Transferencia de dinero
- Llevar a cabo actividades de apoyo de carácter público autorizadas bajo las leyes de los Estados Unidos
- Generalmente otorgadas a instituciones sin fines de lucro o instituciones educativas
- No incluyen utilidad

❑ **TIPOS**

- Donaciones
- Acuerdos Cooperativos
- Donaciones de Obligación Fija



DIFERENCIA ENTRE DONACIONES Y CONVENIOS COOPERATIVOS

USAID mantiene participación en ciertas áreas del programa.

- Aprobación del personal clave
- Aprobación de los planes de implementación
- Areas de colaboración conjunta
 - Participación en la selección de miembros de Comités Consultivos
 - Consentimiento en la selección de los beneficiarios de subadjudicaciones y en las cláusulas substantivas de las mismas
 - Aprobación de los Planes de Monitoreo y Evaluación
 - Monitoreo para autorizar determinados tipos de orientación o reorientación debido a las interrelaciones con otros proyectos
- Autoridad para detener cualquier actividad de construcción



DONACION DE OBLIGACION FIJA

- Programas con actividades específicas
- Definición de Metas o “Hitos” (Milestones)
- Monitoreo basado en el cumplimiento de Metas o “Hitos”
- Pago en base al cumplimiento y aprobación de las metas o “hitos”
- Apropiado para beneficiarios de “alto riesgo”
- Permite el acceso a Non-US NGOs con poca o ninguna experiencia en la recepción e implementación de donaciones del Gobierno Americano



Recepción de Aplicaciones

- Fecha:** 28 de marzo a las 5:00 p.m.
- Dirigidos a:** Personas de contacto en USAID/Perú (Adjunto No. 2)
- Nota:** Las aplicaciones que se reciban después de las 5:00 pm del 28 de marzo serán descalificadas.
- Envío:** UN (01) correo electrónico con DOS (02)adjuntos (narrativo y costos). Etiquetado de la siguiente manera: Nombre del País – Nombre de la Organización – Nombre del Programa
No se aceptarán aplicaciones enviada a través de grants .gov
- Notificación:** USAID confirmará dentro de las 24 horas siguientes la recepción de la aplicación.



INSTRUCCIONES – ELABORACION DE APLICACIONES

❑ *Aplicación Técnica*

- **No debe exceder** de 12 páginas
- Debe incluir un “Resumen Ejecutivo” sintetizando los elementos fundamentales de la aplicación y el monto
- La aplicación técnica debe organizarse siguiendo el mismo orden de los criterios de evaluación
- Espacio simple, font 12 – Times New Roman o similar
- Páginas: debidamente numeradas de forma consecutiva
- Márgenes: 1 pulgada en ambos márgenes
- Idioma Inglés



INSTRUCCIONES – ELABORACION DE APLICACIONES

❑ *Aplicación de Costos*

- Aplicaciones entre el rango \$100,000 - \$500,000, no > de 3 páginas
- Aplicaciones entre el rango de \$500,000 - \$1,200,000 no > de 5 páginas
- Debe incluir una versión narrativa de todos los costos propuestos
- Presupuesto en Excel con formulas incluidas
- Aplicaciones > \$500,000 que incluyan consorcio con organizaciones locales, deben incluir la provisión de recursos para el fortalecimiento de sus capacidades de gestión y técnicas



INSTRUCCIONES – ELABORACION DE APLICACIONES

Otros Documentos

- Los siguientes documentos deberán ser incluidos más no formarán parte de las limitaciones de páginas establecidas para la aplicación técnica y costos :
 - Prueba de calificación como organización local
 - Página de portada: Debe incluir: (1) número del APS, (2) nombre de la(s) organización(es) incluyendo socios, (3) título del programa propuesto, (4) Misión a donde se envía la aplicación, (5) monto del programa indicando el monto solicitado a USAID, (6) Tipo de Organización (US/Local, etc.), (7) Información de la persona de contacto indicando si tiene autorización para negociar.
 - Tabla de Contenido
 - Curricula Vitae (CVs) del Personal Clave – 3 personas – CV no debe exceder a 3 páginas
 - Plan Ilustrativo de Actividades para el Primer Año (no más de 3 páginas)
 - Plan de Monitoreo y Evaluación: Incluyendo indicadores propuestos (no más de 3 páginas)
 - Referencia de Desempeño Pasado: Referencias en el desempeño de tres proyectos similares financiados durante los tres últimos años
 - Presupuesto en Excel incluyendo fórmulas
 - Otros documentos como mapas etc.
 - Plan de Desarrollo de Capacidades (no mas de 2 páginas)
 - Organigrama



Criterios de Evaluación

Análisis y Metodología:	40 puntos
○ Análisis del Contexto y Conflicto (15 puntos)	
○ Teoría de Cambio (10 puntos)	
○ Enfoque Persona-a-Persona (15 puntos)	
Plan de Implementación, Costos y Sostenibilidad	35 puntos (Org. Local)
	45 puntos (Otras Orgs.)
○ Plan de Implementación (25 puntos)	
○ Do No Harm (10 puntos)	
○ *Compromiso con Organizaciones Locales (10 puntos)	
Monitoreo y Evaluación:	8 puntos
Capacidades Institucionales:	5 puntos
Desempeño Pasado	2 puntos
Total:	90 puntos
*Solo para solicitantes internacionales	
Compromiso local:	10 puntos
Total:	100 puntos



Proceso de Evaluación

Etapa 1

- A realizarse en USAID/Perú
- Duración aproximada: 1 mes
- Comité Evaluador: Evaluará y seleccionará las aplicaciones recibidas para emitir recomendación a CMM/W sobre la base de los Criterios de Evaluación.
- Se notificará a los solicitantes cuyas aplicaciones no fueron seleccionadas

Etapa 2

- A realizarse en USAID/Washington
- Duración aproximada: algunos meses
- Washington notificará los resultados del proceso a USAID/Perú

USAID/Perú se contactará con la(s) institución(es) seleccionadas para solicitar información adicional, realización del “Pre-award Survey”, aclaraciones, plan de marca, firma de convenios, entre otros.



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Consultas: <http://www.grants.gov>

Preguntas sobre el APS: CMMAPS@usaid.gov

Información adicional: r-richards@usaid.gov (Adjunto 2).

Muchas gracias!

On March 10, 2014, USAID held a bidders' conference to advise potential applicants of the requirements of APS-OAA-14-000003 (Solicitation for Conflict Mitigation and Reconciliation Programs and Activities). Conference participants also had the opportunity to ask questions.

- Q1. I am having trouble accessing the listing on grants.gov. Can you share a link?
The link is <http://www.grants.gov/web/grants/view-opportunity.html?oppId=251741>. Alternatively, go to www.grants.gov, click on "Search Grants," then enter APS-OAA-14-000003 in the field "Funding Opp #."
- Q2. Is the budget part of the 12-page page limit for the technical application?
No, as stated in the APS instructions, the technical and cost applications must be submitted separately and have separate page limit requirements.
- Q3. To which office of an organization will USAID provide funds in the event of an award? The local office in Lima or the headquarters office (situated, for example, in the US)?
USAID will provide funds to the main organization which submits the application and with which a potential award is signed.
- Q4. How will the 10 points awarded for Local Engagement be used? Will it be like a bonus for those organizations which are not local?
No. Local organizations will be evaluated based on 90 points and non-local organizations will be based on 100 points. The relative percentage of total points will then be compared.
- Q5. Is there any prioritization within the five "priority zones" of USAID/Peru mentioned in Attachment 1 to the APS?
No.
- Q6. Do applications need to focus on all five "priority zones"?
No.
- Q7. Will there be more points awarded for applications that include all five "priority zones"?
No. Points will be awarded based on the evaluation criteria in the APS and will depend on the strength of each technical approach.
- Q8. If USAID decides to award a Fixed Obligation Grant, will funds only be provided after the completion of all award activities?
No. Funds will be dispersed incrementally in accordance with agreed-upon milestones.
- Q9. Can an organization provide cost share in funds only or also in in-kind contributions?
Both.
- Q10. How will points under the "Local Engagement" evaluation criterion be awarded?
Detailed information on this evaluation criterion is on Page 19 of the APS.

- Q11. Is level of participation of companies in the extractive industries important particularly in respect to social responsibility concerns?
It depends on the technical approach demonstrated in the application and the individual focus of the overall application.
- Q12. What is the major difference between the three major implementing mechanisms (grant, fixed obligation grant, and cooperative agreement)? How do we know which one to propose?
Organizations do not propose an implementing mechanism and as part of their applications. USAID will decide the appropriate mechanism should an organization reach that point in the process.
- Q13. Is the budget narrative part of the technical narrative?
No they are separate and have separate page limits. In addition, the budget in Excel format is not part of the budget narrative document nor does it count towards the page limit of the budget narrative.
- Q14. What is the time limit for submission of questions under the APS?
Questions will be accepted on a rolling basis. Please use the contact information in the APS.
- Q15. If an organization is planning to present an application on behalf of a local consortium, is it enough to mention this in the application?
The application must specify the partners and which organization is the prime. Any award will only be to one organization (the prime), which will be responsible for performance of all activities.
- Q16. Does the requirement that non-local organizations must strengthen local organizations as part of their applications preclude the possibility of an international organization being eligible?
No. But all non-local organizations must include local capacity building into their applications.
- Q17. Is there a higher score for an organization that is or has a partner that is registered with the "Registro de Entidades e Instituciones de Cooperación Técnica Internacional Constituidas en el Extranjero" (ENIEX)?
No.
- Q18. What is the classification of CESAL?
An international NGO, which is eligible.
- Q19. Is it necessary for partners proposed by a prime to be registered with USAID or on grants.gov?
It is not necessary to be registered on grants.gov although it is advisable so as to receive any updates published to the APS. All USAID prime and sub-awardees must have completed DUNS (at <http://fedgov.dnb.com/webform>) and SAM

registration (at <https://www.sam.gov/portal/public/SAM/##11>) prior to award or sub-award.

Q20. Are maps considered part of the technical narrative page limit?

No.

El 10 de Marzo del 2014, USAID condujo una “conferencia de concursantes”, con el fin de informar a potenciales aplicantes sobre los requisitos de la convocatoria APS- OAA-14-000003 (Solicitud de Propuestas de Programas y Actividades en Mitigación de Conflictos y Reconciliación). Participantes en la conferencia tuvieron la oportunidad de formular preguntas, las cuales se detallan a continuación.

- P1. Tengo problema accedando la solicitud en grants.gov. Podría proporcionar el “link”? **El link es <http://www.grants.gov/web/grants/view-opportunity.html?oppId=251741>. Si esto no funciona, visite la página de internet www.grants.gov, de click en “Search Grants” y escriba “APS-OAA-14-000003” en el campo titulado “Funding Opp #.”**
- P2. El presupuesto es parte del máximo de 12 páginas para la propuesta técnica?
No, tal y como lo establecen las instrucciones del APS, las propuestas técnica y económica deben presentarse en documentos separados y tienen distintos límites de páginas.
- P3. En caso de ganar una adjudicación, a qué oficina de la organización le proveería USAID los fondos? A la oficina local en Lima, o a la oficina central (situada, por ejemplo en los Estados Unidos de Norteamérica)?
USAID proporcionará los fondos a la organización principal que presente la aplicación y que será con la que se firme el potencial convenio.
- P4. Cómo se adjudicarán los 10 posibles puntos que se otorguen por el uso de organizaciones locales o “Compromiso Local”? Será una especie de bono para aquéllas organizaciones que no sean locales?
No. Organizaciones locales serán evaluadas en una escala de 90 puntos, mientras que organizaciones no locales serán evaluadas en una escala de 100 puntos. Posteriormente, se hará comparación porcentual relativa en base al número total de puntos.
- P5. Existe alguna prioritización dentro de las 5 “zonas prioritarias” para USAID/Peru y mencionadas en el Anexo 1 del APS?
No.
- P6. Es necesario que las aplicaciones cubran intervención en las cinco “zonas prioritarias” especificadas en la convocatoria?
No.
- P7. Se otorgarán más puntos a las aplicaciones que incluyan las cinco “zonas prioritarias”?
No. Los puntos se otorgarán con base en los criterios de evaluación contenidos en el APS y dependerá de la solidez de cada propuesta técnica.
- P8. En caso de que USAID decida adjudicar la actividad vía un instrumento de Donación de Obligación Fija (FOG por sus siglas en inglés), los fondos se otorgarán sólo hasta que se completen todas y cada una de las actividades del programa?

No. Los fondos se distribuirán de forma incremental con el cumplimiento de cada meta o “hito” según se establezca en el convenio.

- P9. Contribuciones por parte de las organizaciones (“cost share”) pueden ser en especie, o sólo en dinero?
Ambas.
- P10. Cómo se adjudicarán puntos bajo el criterio de evaluación denominado uso de organizaciones locales o “Compromiso Local”?
Información detallada sobre este criterio de evaluación se encuentra en la Página 19 del APS.
- P11. El nivel de participación de las empresas extractivas juega un papel importante, especialmente con respecto a temas de responsabilidad social?
Dependerá del enfoque técnico presentado en la propuesta y del enfoque individual de la aplicación en general.
- P12. Cuál es la diferencia principal entre los tres principales mecanismos de implementación (Donación, Donación de Obligación Fija (FOG por sus siglas en inglés) y Convenio de Cooperación)? Cómo sabemos cuál proponer?
Organizaciones no proponen el mecanismo de implementación como parte de sus aplicaciones. USAID decidirá cuál es el mecanismo apropiado una vez que dicha organización llegue a ese punto en el proceso.
- P13. La narrativa del presupuesto, es parte de la narrativa técnica?
No, son documentos separados y tienen distintos límites de páginas. Adicionalmente, el presupuesto en formato de Excel tampoco es parte de la narrativa del presupuesto y tampoco cuenta para el límite de páginas de la narrativa del presupuesto.
- P14. Cuál es la fecha límite para formulación de preguntas sobre el APS?
Preguntas serán aceptadas conforme se vayan recibiendo. Favor de dirigir sus preguntas al contacto proveído en el APS.
- P15. Si una organización está planeando presentar una aplicación a nombre de un consorcio local, basta con solo mencionar esto en la aplicación?
La aplicación debe especificar todos y cada uno de los socios del consorcio y cuál es la organización principal. Toda adjudicación se hará solo a una organización (la organización principal), la cuál será la responsable por el cumplimiento de todas y cada una de las actividades.
- P16. El requerimiento para organizaciones no locales de fortalecer las capacidades locales como parte de sus propuestas, elimina la posibilidad de que una organización internacional sea elegible?
No. Sin embargo, todas las organizaciones no locales deben incluir el fortalecimiento de capacidades locales en sus aplicaciones.

- P17. Se otorgará un mayor puntaje a organizaciones que estén registradas o que tengan un socio registrado en el "Registro de Entidades e Instituciones de Cooperación Técnica Internacional Constituidas en el Extranjero" (ENIEX)?
No.
- P18. Cuál es la clasificación de CESAL?
Organización No Gubernamental Internacional, las cuales son elegibles.
- P19. Es necesario que los socios propuestos por el socio principal de un consorcio, estén registrados con USAID o en grants.gov?
No es necesario registrarse en grants.gov aunque sí es recomendable para así recibir cualquier actualización al APS. Todo recipiente o sub-recipiente de fondos de USAID debe obtener y completar su registro en DUNS (en este link: <http://fedgov.dnb.com/webform>) y en SAM (en este link: <https://www.sam.gov/portal/public/SAM/##11>) previo a la adjudicación o sub-adjudicación.
- P20. Los mapas cuentan para el límite de páginas de la narrativa técnica?
No.



USAID
FROM THE AMERICAN PEOPLE

ISSUANCE DATE: February 24, 2014
CLOSING DATE: March 28, 2014

SUBJECT: Funding Opportunity No. USAID/DCHA/CMM-APS-OAA-14-000003; Solicitation for Conflict Mitigation and Reconciliation Programs and Activities

Ladies/Gentlemen:

Pursuant to the Foreign Assistance Act of 1961, as amended (FAA) and Section 7060(f) of the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2014 (P.L. 113-76, Division K), the United States Government (USG), as represented by the U.S. Agency for International Development (USAID), Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), Office of Conflict Management and Mitigation (CMM), invites applications for funding from qualified U.S. and non-U.S., non-profit or for-profit non-governmental organizations (NGOs), and international organizations (PIO or IO) to carry out activities that mitigate conflict and promote reconciliation by bringing together individuals of different ethnic, religious, or political backgrounds from areas of civil conflict and war in the countries listed below.

The purpose of this APS is to disseminate information to prospective applicants so they may develop and submit applications for USAID funding. This APS: (A) describes the types of activities for which applications will be considered; (B) describes the funding available and the process and requirements for submitting applications; (C) explains the criteria for evaluating applications; and (D) refers prospective applicants to relevant documentation available on the internet. USAID/DCHA/CMM anticipates awarding multiple grants and/or cooperative agreements as a result of this APS

Below is a list of eligible countries for which applications may be submitted under this APS. In preparing applications, please refer to the Mission-specific country and regional guidelines in Attachment 1: List of Eligible Countries and Country-Specific Instructions.

<p><u>Africa</u> Burundi Central African Republic East Africa (cross-border programs)¹ Ethiopia Kenya Nigeria</p>	<p><u>South America</u> Peru</p> <p><u>Asia</u> Nepal Papua New Guinea Thailand</p>
<p><u>Europe and Eurasia</u> Georgia</p>	

To be competitive under this solicitation, applications must be fully responsive to all directions in this APS document as well as to the Mission-specific focus points outlined in Attachment 1.

¹ Kenya-Somalia, Kenya-Ethiopia, Kenya-South Sudan, Kenya-Uganda, South Sudan-Ethiopia and South Sudan-Uganda

Sincerely,

A handwritten signature in blue ink, appearing to be 'RR', with a large, sweeping horizontal stroke underneath.

Ray Richards
Agreement/Contracting Specialist, M/OAA/DCHA
USAID Office of Acquisition & Assistance
1300 Pennsylvania Ave., NW,
Rm. 518-E, SA-44
Washington, DC 20523
Phone: (202) 567-5555
rrichards@usaid.gov

USAID/DCHA/CMM
Annual Program Statement
FY 14 Conflict Mitigation and Reconciliation Programs and Activities
APS-OAA-14-00003

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
Bureau for Democracy, Conflict, and Humanitarian Assistance
Office of Conflict Management and Mitigation (USAID/DCHA/CMM)
1300 Pennsylvania Avenue, N.W. Washington, D.C. 20523

ISSUANCE DATE: February 24, 2014

CLOSING DATE: March 28, 2014

SUBJECT: USAID/DCHA/CMM Annual Program Statement (APS) for Conflict Mitigation and Reconciliation Programs and Activities (Funding Opportunity No. APS-OAA-)

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<u>Africa</u> Burundi Central African Republic East Africa (cross-border programs) ¹ Ethiopia	<u>South America</u> Peru <u>Asia</u> Nepal Papua New Guinea
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¹ Kenya-Somalia, Kenya-Ethiopia, Kenya-South Sudan, Kenya-Uganda, South Sudan-Ethiopia and South Sudan-Uganda

Kenya Nigeria <u>Europe and Eurasia</u> Georgia	Thailand
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To be competitive under this solicitation, applications must be fully responsive to all directions in this APS document, as well as to the Mission-specific focus points outlined in Attachment 1.

TABLE OF CONTENTS

1.	APS Scope and Objectives	4
2.	Award Information	7
2.1	Anticipated Funding Available	7
2.2	Anticipated Number of Award	7
2.3	Type of Award(s)/Substantial Involvement	7
2.4	Award Duration	8
2.5	Award Size Thresholds	8
3.	Applicant Eligibility and Program Eligibility.....	9
3.1	Types of Organizations Eligible to Apply	9
3.2	Types of Programs Eligible	10
4.	Application and Submission Requirements.....	11
4.1	General Application Instructions	11
4.2	Submission Instructions and Deadlines	12
4.3	Estimated Timeline for Application Reviews	13
4.4	Submission Format	13
4.5	Technical and Cost Instructions and Discussion of Evaluation Criteria	16
4.6	Evaluation Criteria	21
5.	Award and Administration Information	22
	Pre-award Surveys	23
	Post-award Reporting	23
	Financial Reporting	23
	Relevant Documentation	23
	Attachments	
	Attachment 1: List of Eligible Countries and Country-Specific Instructions	
	Attachment 2: USAID Mission Points of Contact	

DCHA/CMM Background

The Office of Conflict Management and Mitigation strives to create programming that effectively prevents, mitigates, and manages the causes and consequences of violent conflict, instability, and extremism. DCHA/CMM leads USAID's efforts to identify and analyze sources of conflict, supports early responses to address the causes and consequences of instability and violent conflict, and seeks to integrate conflict mitigation and management into USAID's analyses, strategies, and programs.

DCHA/CMM manages this APS in accordance with a Congressional appropriation to provide a central source of funding for reconciliation-related programming. To meet Congressional intent, this APS will support "people-to-people" conflict mitigation and reconciliation programs and activities that bring together individuals of different ethnic, religious, or political backgrounds from areas of civil conflict and war in the countries listed in Attachment 1: List of Eligible Countries and Country-Specific Instructions. Programs that provide opportunities for adversaries to address issues, reconcile differences, promote greater understanding and mutual trust, and work on common goals with regard to potential, ongoing, or recent conflict will receive consideration for funding under this APS.

The Reconciliation Fund Managed by DCHA/CMM

The first funding opportunity for USAID's Conflict Management and Mitigation (CMM) Reconciliation Programs Fund was global in scope and launched in 2004. In fiscal year (FY) 2013, the program's total estimated cost was nearly \$26,000,000, of which approximately \$10,000,000 was designated to support programs in Israel, the West Bank and Gaza and Jordan. In FY14, there will continue to be two separate APS funding opportunities: one APS for Israel, the West Bank and Gaza, and the Middle East/North Africa, and one APS for this global reconciliation program (estimated total funding \$16 million). **This APS funding opportunity is only for the global reconciliation program, and covers the countries listed in Attachment 1: List of Eligible Countries and Country-Specific Instructions.**

DCHA/CMM Points of Contact

Design and posting of this APS is administered in Washington, D.C. by USAID/DCHA/CMM in conjunction with USAID's Office of Acquisition and Assistance (USAID/M/OAA). At the award and post-award stage, however, grant administration will be handled by the local USAID Mission that handles USAID programming in the country in question. A list of USAID Mission points of contact is provided as Attachment 2: USAID Mission Points of Contact. Upon award, the Mission Agreement Officer must appoint an Agreement Officer's Representative (AOR) to provide technical and administrative oversight of the specific award. For any acquisition questions regarding this APS, kindly contact USAID/M/OAA/DCHA first at: CMMAPS@usaid.gov. The USAID CMMAPS@usaid.gov inbox will only be operational during the open period for this solicitation. If further assistance is necessary, you may contact Ray Richards at: r-richards@usaid.gov.

1. APS Scope and Objectives

The objective of this APS is to make significant strides in the overall goal of conflict mitigation, peace, and reconciliation through the implementation of people-to-people activities in selected eligible conflict-affected countries.

“People-to-people” programs are one approach among many to conflict prevention, mitigation, and management. While a diversity of programs and approaches may be considered people-to-people in nature, most entail bringing together representatives of conflict-affected groups to interact purposefully in a safe space. This type of work can address divisions within a community that may be rooted in group differences such as ethnicity or religion, status, class, or political affiliation. People-to-people projects generally address patterns of prejudice and demonizing that reinforce the perceived differences between groups and hinder the development of relationships among parties to a conflict. The aim is to create opportunities for a series of interactions between conflicting groups in the community or broader society to promote mutual understanding, trust, empathy, and resilient social ties.

This funding opportunity is intended to fund conflict mitigation programs with a people-to-people approach, and to derive lessons learned and best practices for future people-to-people programming. Lessons learned will be incorporated into future programs and funding opportunities, and will inform DCHA/CMM’s research agenda for conflict management and mitigation.

Successful Applicant Profile

Successful applications under this funding opportunity will submit applications that pay careful attention to the description of the full application and the corresponding evaluation criteria in section 4.6. Below are some characteristics of successful applicant profiles.

- Successful programs demonstrate people-to-people approaches to reconciliation based on a context and conflict analysis that leads to a concrete hypothesis through a defined theory of change. Programs clearly articulate which people or conflicting groups are brought together and why those chosen groups are most relevant based on the conflict context. For additional guidance on theories of change in conflict mitigation and reconciliation, please refer to CMM’s THINC work.²
- Successful programs have focused and realistic approaches in which the implementation of activities flows from the context analysis and theory of change. Implementation activities aim to address underlying grievances that have manifested as adversarial relationships between groups and are innovative and based in best practices. Activities build upon one another in a logical, well-sequenced manner and are organized in a way that is consistent with resources and scope of activities. A single program is likely unable to realistically address the multidimensional aspects of one conflict, so a clear explicit focus and justification of that focus is part of a successful program design.
- Successful programs explicitly and intentionally create linkages between the reconciliation intervention’s immediate objectives and peace writ-large and/or community, national-level peace efforts or structural reforms. USAID considers these types of projects to be the most effective people-to-people projects. USAID supports the Aid Effectiveness agenda, including the New Deal for Engagement in Fragile States. Central to this agenda is the strengthening of the relationship between state and society

²<https://dec.usaid.gov/dec/content/GetDoc.axd?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzMzNDI4&pID=NTYw&attchmnt=VHJlZQ==&rdp=ZmFsc2U=>

and the fostering of legitimate and effective formal and informal institutions. As described in USAID's People-to-People Peacebuilding: A Program Guide, and in alignment with the Aid Effectiveness agenda, effective conflict mitigation and reconciliation programs address both the attitudinal and institutional dimensions of conflict. For more information regarding the Aid Effectiveness agenda and the New Deal, please see the footnoted websites.³

- Successful programs reflect thoughtful consideration of any risks that may result by bringing together conflicting parties and provide sufficient explanation of risk mitigation measures, including appropriate safeguards to avoid intensifying the conflict or creating harmful situations for participants. Recognizing that interventions become part of the conflict context, thoughtful programs reflect on the impact of planned activities and analyze their potential effect(s) on the conflict environment. For additional guidance on a Do No Harm approach to conflict mitigation and reconciliation, please see the link to *People-to-People Peacebuilding: A Program Guide* per footnote below.⁴
- Successful programs incorporate gender considerations throughout all aspects of their approach including design, implementation, and monitoring and evaluation in a substantive and integrated manner. DCHA/CMM recognizes societies often prescribe separate and distinct roles for men and women. These roles shape their experiences and participation in violent conflict. Effective programs are based on a thorough understanding of male and female experiences and consider how to leverage both groups in mitigating conflict. Successful program activities reflect a gender analysis and present detailed rationale for how gender considerations impact the program. For more guidance on gender analysis and integration, please see the following references: ADS 201.3.15.3 and the UN Security Council Resolution 1325 on Women, Peace and Security, which can be found at http://www.peacewomen.org/security_council_monitor/
- Successful programs reflect strong local engagement in all design and programming aspects of the intervention. USAID recognizes peacebuilding is most effective when locally owned and thus, engagement of local entities is essential for sustainability of programmatic goals and outcomes. Local engagement in the past has been supported by applications submitted by local institutions and/or organizations, applications that include local partners in conducting substantive work, and/or applications that include components focused on strengthening the technical and organizational capacity of local organizations and institutions.
- Successful programs articulate how program approaches incorporate ongoing conflict analysis to inform and right size how interventions adapt to changing context. Conflict environments are dynamic and thus, successful approaches incorporate periodic reassessment to inform if and how the approach needs to be adapted during the implementation period.

³ www.newdeal4peace.org and www.g7plus.org

⁴ Please see "People-to-People Peacebuilding: A Program Guide" on CMM's publication page at http://transition.usaid.gov/our_work/cross-cutting_programs/conflict/publications/docs/CMMP2PGuidelines2010-01-19.pdf

Characteristics of Programs that are NOT well-suited for this funding opportunity:

DCHA/CMM understands applicants' time is valuable, and thus wishes to clearly state not only the characteristics of applications that may be competitive to receive funding but also to clearly state the characteristics of applications which are not well-suited for consideration. Examples of activities that are *not* suitable include:

- Programs that do not clearly include a people-to-people component and do not clearly articulate this theme throughout the application.
- Programs that are individual research endeavors with limited interaction with in-country stakeholders and/or minimal in-country activities.
- So-called "study tour" projects or program components that do not clearly articulate why the theory of change is dependent on removing participants/beneficiaries from the conflict context.
- Programs that remove participants from the country of operation for any activity without discussing why relocation of an activity or activities is/are uniquely essential to the theory of change as well as how planned interactions will be sustained in a safe way upon return.
- Programs that focus entirely on standard development practice with no reference to the conflict context.

2. Award Information

2.1 Anticipated Funding Available

USAID anticipates approximately US \$16,000,000 will be available to support the program(s) or activity(ies) described, although final funding levels will depend on content, quality, and number of applications received, needs, availability of funding, and competing priorities.

2.2 Anticipated Number of Awards

USAID plans to make multiple awards under this APS, subject to the availability of funds. Nevertheless, USAID reserves the right to make a single award, to fund parts of applications, or not to make any awards at all. Issuance of this APS does not constitute an award commitment on the part of USAID, nor does it commit USAID to pay for any costs incurred in the preparation and submission of any application.

2.3 Type of Award(s)/Substantial Involvement

USAID anticipates that grants or cooperative agreements will be awarded as a result of this APS, where USAID will determine the type of award on a case by case basis.

Depending on the application(s) that is/are received and selected, USAID may decide to be "substantially involved" in the implementation of the program, and therefore award a cooperative agreement(s) instead of a grant(s).

The applicant will operate in accordance with the terms and conditions of the grant or cooperative agreement. Cooperative agreements are identical to grants except that USAID may be substantially involved in one or more of the following areas:

1. USAID approval of the recipient's implementation plans (limited to not more frequently than annually);
2. USAID approval of specified key personnel (limited to 5 positions or 5% of the recipient's total team size, whichever is greater);
3. USAID and recipient collaboration or joint participation, which includes one or more of the following:
 - a. Collaborative involvement of selection of advisory committee members (USAID may also choose to become a member), if applicable;
 - b. USAID concurrence on the selection of sub-award recipients and/or the substantive technical/programmatic provisions of sub-awards;
 - c. USAID approval of a program monitoring and evaluation (M&E) plan (to the extent that such information is not included in the application);
 - d. USAID monitoring to permit direction and redirection because of interrelationships with other projects; and
 - e. USAID authority to immediately halt a construction activity, if applicable.

Please note: Depending on the application received and selected, USAID may decide to award a fixed obligation grant (FOG) instead of a traditional grant to organizations.⁵

2.4 Award Durations

Programs funded under this APS will be implemented for a minimum period of 1 year and a maximum period of 4 years from the date of award. Applications for less than 1 year or greater than 4 years will not be considered. USAID reserves the right to incrementally fund activities over the duration of the program, if necessary, depending on program length, performance against approved program indicators, and availability of funds.

2.5 Award Size Thresholds and Competitive Categories

Applications below a minimum amount of US\$100,000 or above a maximum amount of US\$1,200,000 will not be considered. Within this funding range there will be two separate competitive categories in FY14. One competitive category will be exclusively for local organizations for applications in the range of US\$100,000 to US\$500,000. The other competitive category will be open to both local and non-local organizations for applications in the range of US\$500,000 to US \$1,200,000.

⁵ The Fixed Obligation Grant is appropriate for supporting specific projects when the USAID Agreement Officer is confident that a reasonable estimate of the actual cost of the overall effort can be established and USAID can define accomplishment of the purpose of the grant through defined milestones. USAID's policy concerning FOGs has been revised. Please refer to ADS 303.3.25 at <http://www.usaid.gov/policy/ads/300/303.pdf>

For the purposes of this APS, local organizations eligible for the US\$100,000 to US\$500,000 funding window must be headquartered or organized in the country where the proposed activity will take place. Local partners do not include subsidiaries, affiliates, or member entities of organizations organized or headquartered outside of the country where the proposed activity will take place. Local organizations also do not include public international organizations as described in USAID's Automated Directives System (ADS) Chapter 308 or their subsidiaries, affiliates, or member entities.

Applications in the amount of US\$500,000 to US\$1,200,000 will be considered from both local and non-local organizations. All applications over US\$500,000 will be evaluated in the same competitive category.

Note: All applicants may submit more than one application for funding in FY14.

Funding Range between \$100,000 and \$500,000

- Local Organizations Only

Funding Range between \$500,000 and \$1,200,000

- Local Organizations
- Non-Local Organizations

Thus, there is no limit for the number of applications any one entity, local or non-local, may submit. Please see text box for illustrative examples to commonly asked questions.

Question: My organization is a local entity but would like to apply for funding over \$500,000. May we submit an application for a project that costs \$700,000?

Answer: Yes, a local organization may submit an application for funding in either competitive category and funding range. However, an application for \$700,000 will be reviewed and evaluated in the \$500,000 – \$1,200,000 competitive category along with all non-local organizations.

Questions: My international organization would like to submit an application that cost \$490,000. Are we eligible to submit?

Answer: No. Only local organizations may submit applications for the \$100,000 to \$500,000 competitive category.

USAID will not accept applications from individuals.

3. Applicant Eligibility and Program Eligibility

3.1 Types of Organizations Eligible to Apply

The following types of organizations are eligible to apply for funding under this APS:

- (a) **U.S. and Non-U.S. Non-Profit Organizations (NGOs)**

Qualified U.S. and non-U.S. private non-profit organizations may apply for funding under this APS.

(b) U.S. and Non-U.S. For-Profit Organizations

Qualified U.S. and non-U.S. private for-profit organizations may apply for funding under this APS. Potential for-profit applicants should note that, pursuant to 22 CFR 226.81, the payment of fee/profit to the prime recipient under grants and cooperative agreements is prohibited. However, if a prime recipient has a (sub)-contract with a for-profit organization for the acquisition of goods or services (*i.e.*, if a buyer-seller relationship is created), fee/profit for the (sub)-contractor is authorized.

(c) U.S. and Non-U.S. Colleges and Universities

Qualified U.S. and non-U.S. colleges and universities may apply for funding under this APS. USAID generally treats colleges and universities as NGOs, rather than governmental organizations; hence, both public and private colleges and universities are eligible, except public colleges and universities in countries that are ineligible for assistance under the FAA or related appropriations acts. Please note however that this APS is focused on people-to-people programming that addresses divisions within a community and is not intended to fund academic research.

(d) Public International Organizations (PIOs)

PIOs are eligible to apply for funding under this APS. Please see ADS 308 for USAID policy on defining PIOs: <http://www.usaid.gov/policy/ads/300/308.pdf>

(e) New Partners

Within the above categories, USAID encourages applications from new partners that have not previously received USG funding. However, resultant awards to these organizations may be delayed because USAID generally must conduct pre-award reviews of these organizations to determine their “responsibility” in regards to fiduciary and other oversight responsibilities of the grant/cooperative agreement. In order for an award to be made, the Mission Agreement Officer must make an affirmative determination that the applicant is “responsible,” as discussed in ADS 303.3.9.

3.2 Types of Programs Eligible

The overall APS describes the types and characteristics of programs that are well suited for award under this APS. Cross-border and ongoing programs are a subset of these eligible program options. However, please note any cross-border or ongoing program must ensure adherence to all APS guidance and will be scored according to the same evaluation criteria (Section 4.6).

- **Cross-border Programs**

Organizations may submit applications where proposed activities focus on a unified group (e.g. cultural or ethnic group) and where the population straddles a border with a majority of activities in one country. Project areas must be contiguous. As an example, activities might target a group of refugees living in two neighboring countries. Another example might be activities to address tribal conflict between sub-groups that move across, or maintain strong cultural, economic, or political connections that transcend existing border structures. In order for an application to be considered eligible for review, all of the countries affected by the majority of activities proposed in the application must be included in the APS' List of Eligible Countries (see Attachment 1: List of Eligible Countries and Country-Specific Instructions).

- **Ongoing Programs**

Organizations may submit applications for follow-on programs. Follow-on programs will compete against new applicants and be evaluated in the same manner according to the evaluation criteria in section 4.6. Note that as part of demonstrating the sustainability of the program as required in the evaluation criteria, programs applying for ongoing funds must discuss how continued programming will contribute to a sustainable approach – simply applying for another grant because a previous or current grant is running out of funding is not in and of itself sufficient justification.

4. Application and Submission Requirements

4.1 General Application Instructions

Written applications received by March 28, 2014 will be reviewed for responsiveness to the requirements set forth in this APS. Funding will not be awarded based on oral explanations, if any, separate from this APS and the written application. Applicants should retain for their records a copy of the application and all attachments/enclosures that accompany their application. USAID will only consider applications conforming to the prescribed format outlined below and will evaluate them according to the evaluation criteria set forth in section 4.6.

The federal grant process is now web-enabled. Beginning November 1, 2005, the preferred method of distribution of USAID APS' applications is electronically via Grants.gov, which provides a single source for Federal government-wide competitive grant opportunities. This APS and any future amendments can be downloaded from <http://www.grants.gov>. Please ensure you regularly check the grants.gov website to keep abreast of important Amendments to this solicitation as well as to access clarifying Questions and Answers posted to update and/or explain information conveyed in this APS. It is important to keep up to date on any Amendments to this APS, as updated information can change or clarify statements in this solicitation.

Many USAID Missions will offer outreach conferences in their respective countries in connection with this APS. USAID prioritizes reaching out to potential and local partners through various venues to inform applicants of available opportunities, help them connect with USAID guidance, and answer any questions about applying for funding from, or partnering with USAID. **Please check individual Mission websites to be informed of any planned, potential outreach events in-country.** Mission specific websites can be found in the following manner.

Visit www.usaid.gov then go to the “Where We Work” tab, click on the appropriate region and then the appropriate country.

4.2 Submission Instructions and Deadlines

The closing date for this APS is Friday, March 28, 2014. To be eligible, applications must be received no later than **5:00 p.m. local Mission time and 5:00 p.m. local Kenya time for East Africa and Central African Republic submissions on Friday, March 28, 2014. Applications received after this deadline will be disqualified from the competition.**

Please submit **ONE electronic file** inclusive of attachments. Documents must be emailed to the **USAID Mission Point of Contact** (see Attachment 2). The ONE electronic file submission must be labeled as follows **“Country Name – Organization Name – Program Name.”** For example, *“Kenya – NGO X – Conflict Mitigation Program”* or *“Peru – NGO Hope – Together is our Future Program”*. No applications will be accepted through grants.gov.

It is the applicant’s responsibility to ensure files are complete and transmitted to the correct person/email by the deadline. However, USAID Missions will confirm receipt of applications. **Please inquire immediately with the relevant Mission Point of Contact if your application has not been acknowledged within 24 business hours of submission. If your organization has not received an official confirmation from USAID, then your application has not been received and will not be considered for review.** USAID bears no responsibility for data errors or omissions resulting from transmission or conversion processes. USAID may accept applications past the deadline due to transmission difficulties that are not the fault of, or within the control of (such as a server outage), the applicant with the approval of the USAID Mission.

So that applications can be stored electronically and include only searchable text, facsimile and scanned applications will not be accepted without advance approval of the Agreement Officer.

The following submission instructions apply depending on the number of countries involved in the proposed activities:

Single Country Activities: Single country applications should be submitted to the relevant USAID Mission Point of Contact for review (see Attachment 2).

Cross-border Programs: Applications for cross-border activities should be submitted to the email address of the USAID Mission Point of Contact in the country where the majority of the activities are slated to take place. If the application is reviewed positively, the USAID Mission will forward the application to the relevant Point of Contact in the other affected country or countries to secure the Missions’ consent to the outlined activities before recommending it for funding. For applications that address cross-border programs in East Africa, please reference the East Africa Mission specific language for parameters. The East Africa Regional Mission POC for the referenced programs will be the POC for those applications.

4.3 Estimated Timeline for Application Reviews

After the submission deadline, participating USAID Missions will have approximately 30 days to review the applications received and to submit the Mission technical evaluation reports along with the applications recommended for funding to USAID/DCHA/CMM. This review phase is called the Step One evaluation and it will be conducted in accordance with the evaluation criteria set forth in section 4.6 and Mission-specific guidance provided in Attachment 1. Each USAID Mission will recommend applications to USAID/DCHA/CMM for funding. At the completion of the Step One evaluation, the USAID Mission will notify all unsuccessful applicants that their applications were not forwarded to USAID/DCHA/CMM for Step Two consideration. Recommendation of applications to USAID/DCHA/CMM at this stage is in no way an indication organizations will receive funding under this APS.

Within approximately 30 days of USAID/DCHA/CMM's receipt of the Mission funding recommendations, USAID/DCHA/CMM will convene a technical evaluation committee to review the Missions' recommendations and select applications to be recommended for funding at the global level. This review phase is called the Step Two evaluation and it will be conducted in accordance with the evaluation criteria set forth in section 4.6. USAID/DCHA/CMM will review all Mission-recommended applications and make final recommendations for negotiation and award. These recommendations will then be provided to implementing USAID Missions for negotiation, responsibility determinations, and award. At the completion of this Step Two and all necessary procedural elements, USAID will notify each successful and unsuccessful Step Two applicant by email. The process can take several months for organizations to be notified of the status of their applications.

Prior to making an award under this competition, USAID may perform a pre-award survey for organizations that are new to working with the USG or for organizations with outstanding audit findings, consistent with USAID ADS Chapter 303. Accounting systems, audit issues, and management capability questions may be reviewed as part of this process. If notified by USAID that a pre-award survey is necessary, applicants must prepare in advance the required information and documents. A pre-award survey does not commit USAID to make an award to any organization.

USAID/DCHA/CMM reserves the right to adjust these timelines as the number of applicants and other scheduling may require.

4.4 Submission Format

1. Applications must be submitted electronically, by the application deadline, via email attachment using Adobe PDF, Microsoft Word and/or Excel. **Do not submit electronic copies in .zip format.** The application must be transmitted through **ONE electronic transmission inclusive of attachments**, labeled "Country Name - Organization Name – Program Name." For example, "*Kenya – NGO X – Conflict Mitigation Program.*" Printed hardcopies will not be accepted. The body of the email submission must contain specific reference to country name, organization name, title of the application, contact information

for the applicant and a designation of whether the organization is applying for the local or non-local funding category.

2. The application consists of a technical narrative, budget narrative, and several attachments as delineated below. All pages must be consecutively numbered. Additional information will not be accepted or reviewed.
3. The **Technical Narrative** section should not exceed 12 pages of text. It must include an **Executive Summary** that summarizes the key elements of the applicant's technical application and provides cost figures including the total amount of USAID funds requested. **Applicants are encouraged to organize the narrative section in the same order as the evaluation criteria.**
4. The **Budget Narrative** section is bound to the following page limits: 3 pages for cost narratives for amounts in the \$100,000 - \$500,000 range; and 5 pages for cost narratives for amounts in the \$500,000 - \$1,200,000 range. The cost narrative must explain all costs—and the basis of those costs—contained in the budget. It must detail the total costs for implementation of the proposed program for the full program period. Please note: applications over \$500,000, which include partnership with local organizations, are encouraged to include provision of financial resources to the local organization for the purposes of building management and technical capacity as well as to support implementation by local organizations. The budget narrative should demonstrate how the budget supports and allocates sufficient and appropriate funding for all elements of the program activities including monitoring and evaluation and capacity building.
5. Applications must be submitted in English and in U.S. dollars.
6. Applications—including both the technical narrative and the budget narrative—must be single-spaced written in no smaller than 12 point font, and in Times New Roman or a similar typeset. Each page must be consecutively numbered.
7. Applications must have margins of not less than one inch on all sides and must be formatted in the portrait style (not landscape) for all text portions. Excel budgets, monitoring and evaluation plans, and illustrative first-year activity plans may be submitted in landscape.
8. **Required Documents:** The specified bulleted documents below must be included but will not count against the technical and budget narrative page limits. The technical content of several of these required documents is further defined in sections 4.5 and 4.6 and will be scored in the evaluation criteria.
 - **Proof of Qualifying Status as a Local Organization:** If applicable.
 - **Cover Page:** The cover page must include the funding opportunity number, names of the organizations involved (with the name of the lead or primary applicant clearly identified and a list of proposed sub-partners), title of the

application, and the name of the USAID Mission to which the application is being submitted. It must also include the total cost of the program, denoting the USAID budget request and designating whether the application is submitted by a local organization as defined by this APS. Please include the contact person for the primary applicant, including the individual's name, title, or position with the organization's mailing address, email address, telephone, and fax numbers. It should be clearly denoted if the contact person has the authority to negotiate on behalf of the applicant, and, if not, the contact information for the appropriate person with authority to negotiate should also be listed.

- **Table of Contents:** List all page numbers and attachments.
- **Curricula Vitae (CV) for all Key Personnel:** A maximum of three key personnel can be proposed, including a program director or equivalent. CVs should be submitted for all proposed key personnel. Individual CVs should not exceed 3 pages.
- **Illustrative First-Year Activity Plan:** This illustrative plan should not exceed 3 pages.
- **Monitoring & Evaluation Plan:** This plan should provide proposed indicators and should not exceed 3 pages. Please see ADS 203, sections 4.5, 4.6 and the USAID Evaluation Policy for more detail on what should be included.
- **Past Performance References:** Past performance references must be submitted for no more than three similar projects funded over the past three years. For each reference, applicants shall furnish award numbers, the name of the organization or agency that funded the project(s), the point of contact's name, email address, and phone number, as well as the overall dollar value of the project. The applicant must include information on any problems encountered and the applicant's corrective actions. If organizations do not have past performance references, applicants need to clearly state this is the case. New organizations with no prior related grant awards are highly encouraged to apply and will not be penalized if they cannot provide past performance information. However, all organizations receiving past awards must supply references in accordance with the directions above.
- **Budget:** The Applicant must provide an electronic copy of a budget in US Dollars (in Microsoft Excel), with calculations shown in the spreadsheet. The budget must display unit costs and costs by year (if applicable) and must include sub-cost applications for each component. Suggested line items include, but are not limited to, the following: personnel, fringe benefits, office rent, utilities, equipment, communications, local travel, internal and/or external evaluation, and sub-grants. It is also recommended that applicants detail what - if any - cost sharing they are able to contribute to the program. The budget must clearly show

how funds will be used to support the activities proposed in the applicant's technical narrative.

- **Capacity Building Plan:** This plan must not exceed 2 pages. If a non-local application includes partnerships with local organizations, the application must include a capacity building plan.
 - **Organogram:** This will illustrate how the organization and project will be managed including relationships between the prime applicant and sub partners.
9. **Optional Document:** The specified bulleted document below is not required for submission. However, if submitted it will not be counted against any page limits.
- **Map:** A map of the conflict-affected areas can be helpful in illustrating how the project will function as well as visually depicting elements of the context analysis.

4.5 Technical and Cost Instructions and Discussion of Evaluation Criteria

The information below is a detailed discussion of the various components of the technical and cost narratives highlighting relevant points and concepts for inclusion in the application to be scored by the evaluation criteria in section 4.6.

(1) **Analysis and Methodology: (40 points)**

(a) Context & Conflict Analysis: (15 points)

The application must be responsive to the Mission priorities as noted in Attachment 1. This section must identify the sources of conflict and impediments to reconciliation in a brief context and conflict analysis. A conflict analysis is the systematic study of the profile, causes, actors, and dynamics of conflict. As relevant to the proposed program, the analysis must identify and discuss the sources of grievance and resilience, the key actors, and the mobilizing factors that could facilitate the transformation of grievances into violence or opportunities to mitigate violence. Further, the conflict analysis should highlight any upcoming events which might trigger violence or represent moments of opportunity to bring adversaries together. The analysis must explicitly examine the key actors to conflict/peace as well as the separate and distinct ways men and women experience the conflict as denoted through a gender assessment. The context and conflict analysis must include a brief description of other donor, government, private sector or NGO activities that address the identified problem, including gaps in current programming and response, and how the applicant's proposed program will complement the efforts of those other actors.⁶

⁶ Applicants can review the USAID Conflict Assessment Framework (CAF) for further understanding of conflict analysis. This is DCHA/CMM's guiding publication for conducting in-country assessments of sources of grievances and resilience and may assist in clarifying what is expected in this section.
<https://dec.usaid.gov/dec/content/GetDoc.axd?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=MzIxNDI3&pID=NTYw&attchmnt=VHJ1ZQ==&rdp=ZmFsc2U=>

NOTE: Applicants should not assume the evaluation review panels at all stages of competition will be familiar with the country in which the applicant proposes to work. In order to situate the proposed intervention for reviewers, this section and the related analysis must be clear and explicit in describing the country context and grievances as well as the key players engaged in and affected by the conflict.

(b) Theory of Change: (10 points)

The applicant must include a program hypothesis that clearly explains the theory or theories of change that underlie the proposed programmatic approach. Simply put, a program theory of change outlines the *if-then* statement underlying the proposed intervention. A theory of change states what expected (changed) result will follow from a particular set of actions. A simple example would be, “If I add more fuel to the fire, then it will burn hotter.” The application needs to clearly and logically explain the assumed connections between various actions and the goal of reducing conflict or building peace in a particular conflict context.

As applied to the conflict field, theories of change refer to the assumed connections between various actions and the result of reducing conflict or building peace. The proposed theory of change must be clearly linked to the identified problems and core grievances presented in the conflict analysis and must be explicit about what actors or groups the program will seek to engage to create change. Applicants are encouraged to look at broader literature on theories of change to inform their own program hypothesis.⁷

(c) People-to-People Approach: (15 points)⁸

Applications must incorporate a people-to-people approach that is relevant and grounded in the conflict analysis. The approach must be clear as to what specific people/groups in conflict will be brought together, why those groups, and in what time and space. This must be explicitly linked to activities in the implementation plan. For example, a program to focus on all youth might be too broad (youth are not a monolithic population) whereas a program focused on politically disenfranchised youth is more specific and could be relevant for some contexts. The application must explain why these specified groups are of particular relevance to the conflict – i.e. are they key actors in the conflict or agents of peace, do they have the potential to be motivated toward engaging in violence or building peace within their communities?

⁷ Additional information on Theories of Change as they apply to conflict mitigation and peacebuilding may be found in *Theories of Change and Indicator Development in Conflict Management and Mitigation*, available at <https://dec.usaid.gov/dec/content/GetDoc.axd?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=MzEyMzk0&pID=NTYw&attchmnt=VHJlZQ==&rdp=ZmFsc2U=> and *Reflective Peacebuilding: A Planning, Monitoring, and Learning Toolkit* available at:

http://kroc.nd.edu/sites/default/files/reflective_peacebuilding.pdf or on the *Beyond Intractability* web-site: http://www.beyondintractability.org/essay/theories_of_change/?nid=1256

⁸ Please see “People-to-People Peacebuilding: A Program Guide” on CMM’s publication page at http://transition.usaid.gov/our_work/cross-cutting_programs/conflict/publications/docs/CMMP2PGuidelines2010-01-19.pdf

People-to-people projects generally address patterns of prejudice and demonizing behaviors that reinforce the perceived differences between groups and hinder the development of relationships among parties to a conflict. The goal is to create opportunities for a series of interactions between conflicting groups in the community or region of focus to promote mutual understanding, trust, empathy, and resilient social ties. Programs must demonstrate opportunities for adversaries to address issues, reconcile differences, promote greater understanding and mutual trust, and work on common goals with regard to potential, ongoing, or recent conflict. Such an approach may include (but is not limited to) the following activities:

- Break down barriers among parties through personal contact
- Identify and address issues of mutual concern that establish common ground for cooperation and coexistence
- Seek reconciliation for past violence or ongoing grievances between opposing parties in a conflict
- Strengthen agreement/process for how parties in conflict resolve differences
- Strengthen the technical and organizational capacity of local organizations to fulfill the above functions, as appropriate

(2) Implementation Plan, Costs & Sustainability: (35 points local organizations / 45 points non-local organizations)

(a) Implementation Plan: (25 points)

The applicant must demonstrate how the proposed activities build upon one another and are logically sequenced in order to achieve the desired outcome based on the proposed approach and methodology. The application must address the gaps in current responses and moments of opportunity, as identified in the context and conflict analysis, and activities should reflect an understanding of men's and women's cultural norms, capitalize on their potential to mitigate conflict, and take steps to assure appropriate participation.

The applicant must demonstrate how the implementation plan has built-in measures to robustly support the long-term sustainability of the overarching program goals and desired outcomes and have an impact on conflict mitigation that lasts beyond the life of the program. The applicant's illustrative first-year activity plan must set out a realistic outline of tasks and deliverables, anticipated timeframes, potential challenges toward implementation, opportunities and due dates, and persons responsible for achieving each task.

The applicant must express how planned and proposed activities are realistic given the cost and budgeting of the program via their cost narrative and proposed budgets. If the application is for a continuation of a current program, it must articulate how continued funding would lead to greater impact and sustainability. The applicant will be evaluated on the extent to which the proposed activities are realistic, reasonable, and appropriate given the budget allocated for each.

(b) Do No Harm: (10 points)

Throughout the application, the applicant must reflect thoughtful consideration of any risks that may result by bringing together conflicting parties and should provide sufficient explanation of

how appropriate safeguards will be put in place to avoid intensifying the conflict or creating harmful situations for participants. Do No Harm should not be an isolated discussion in the application but be addressed holistically throughout all sections. Any project being implemented will become part of the conflict context and thus, the impact of planned activities must be analyzed vis-a-vis how they will affect the conflict environment. It is not satisfactory to simply indicate the program will “Do No Harm”; more thoughtful analysis and specific examples are necessary. The applicant must explain how the proposed program will not exacerbate tensions in a way that will spark further violence or, at the very least, explain how the applicant will mitigate against any risks to do harm and ensure individuals or communities will not be placed at greater risk as a consequence of the program.

(c) Local Engagement: (10 points) *** For Non-Local Applicants Only

Non-local organizations will need to include robust discussions about local engagement as an effort to increase sustainability and to ensure context appropriate programming. Only non-local organizations will be evaluated according to this criterion.

Applicants must demonstrate a clear understanding of the role that local organizations and institutions are playing or can play in conflict mitigation and peacebuilding. When feasible, it is preferable that local partners are at the forefront of USAID-supported peacebuilding efforts, per USAID Forward.⁹ In cases where the primary applicant is not a local organization, it is strongly encouraged that the applicants work closely with local partners on all phases of program design, implementation, and evaluation. Non-local applicants are therefore required to outline how local perspectives have contributed to the conflict analysis as well as the program design, how the applicant will engage with local partners through program implementation and evaluation, and how the applicant will work with its local partners to build both the organizational and technical capacities of the local organizations with which they are engaging, as appropriate.

If the non-local application includes partnerships with local organizations, the application must include a capacity building plan to include building the technical skills of its local partner in conflict and peacebuilding as well as organizational management capacity.¹⁰ The capacity building plan should include building technical skills in conflict and peacebuilding as well as organizational management capacity of local partners and individual participants/beneficiaries as applicable. In cases where a non-local applicant was not able to partner with a local organization or institution, does not consider it feasible to do so, or does not consider it in the program’s best interest, the applicant must clearly explain in the application why that is the case.

(3) Monitoring and Evaluation Plan: (8 points)

⁹ <http://www.usaid.gov/results-and-data/progress-data/usaaid-forward>

¹⁰ *Capacity building* is considered to be organizational and technical strengthening to assist recipients to improve their implementation planning and management, monitoring and evaluation and other organizational systems critical to effective service delivery and organizational sustainability. Technical capacity development should include strengthening the local organization’s ability to effectively engage in conflict mitigation and/or peacebuilding, for example, so they can eventually assume the central responsibilities associated with the program.

This section should provide relevant approaches to monitoring and evaluation. When considering evaluation, the applicant should reference ADS 203 and understand the USAID Evaluation Policy released in January 2011, which states USAID's renewed focus on evaluation as a complementary and reinforcing relationship with other efforts to direct projects on achieving measurable results.¹¹

Performance monitoring plans should be designed to measure the direct and near-term consequences of program activities with a goal to inform ongoing management and implementation approaches. Each performance monitoring and evaluation plan should include the following components in this plan:

- A list of the types of baseline data that must be collected to demonstrate impact or progress of the program
- Performance targets and milestones
- The process by which the indicators will be developed and how monitoring processes and results will be used to inform project management decisions
- Illustrative indicators the applicant will use to measure program progress toward stated goals, including how indicators are tied to the stated theory of change
- The measurement and data management methods used to collect and analyze indicator data (data sources, frequency of data collection, and methods for collecting and reporting data)

Results must be clearly articulated and directly correspond to the stated goals and objectives outlined in the technical application and directly correlated to the theory of change. Monitoring and evaluation methods must be specific, measurable, realistic, and applicable to the program's goals and objectives. Plans must also include gender-sensitive indicators and sex as well as other appropriate disaggregation.

Proposed indicators should move beyond collecting data on inputs and outputs for their program, and propose relevant outcome and impact indicators (or proxies) to measure and track the effectiveness of the program in reaching the stated theory of change. The monitoring plan should incorporate indicators for local partner capacity building. For more information on developing indicators, please see the following reference: ADS Chapter 203: Assessing and Learning: (<http://www.usaid.gov/policy/ads/200/203.pdf>)

(4) Institutional Capabilities: (5 points)

The application must briefly describe the applicant's organizational history and experience. If partners are proposed, their organizational history and experience should be described and the applicant should demonstrate how the partner organization(s) will be utilized and how the complementarity of their skill sets will be represented in the partnership. Both the applicant and potential partners should demonstrate success in supporting peace and reconciliation activities,

¹¹ <http://transition.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf>

people-to-people activities, or positive experience working with the proposed target population in its respective geographic area.

The composition and organizational structure of the proposed project team must be well described, including team member titles, roles, responsibilities, and requisite technical expertise. The applicant should explain the complementary skill sets of their organization or their partnership and should be clear about how the program will be operationalized, including administrative and reporting aspects. Submission of an organogram is required.

The applicant should provide sufficient information on the technical and managerial experience of the proposed project director as well as other relevant project management staff identified by the applicant. The applicant must provide experienced, qualified personnel in relevant disciplines and areas for project management.

(5) Past Performance: (2 points)

Past performance references must be submitted for no more than three similar projects funded over the past three years. For each reference, applicants shall furnish award numbers, the name of the organization or agency that funded the project(s), the point of contact's name, email address, and phone number, as well as the overall dollar value of the project. The applicant must include information on any problems encountered and the applicant's corrective actions.

4.6 Evaluation Criteria (90 points local / 100 points non-local)

The criteria and sub-criteria listed below serve as the standard against which applications will be evaluated. Instructions on application preparation with in-depth and nuanced details for each criterion were discussed above in section 4.5 and should be referred to, addressed, and incorporated in the development of the application. Non-local organizations will be evaluated on a 100 point scale for all criteria below, including local engagement. Local organizations will be evaluated on a 90 point scale for all criteria below except local engagement. In cases where local organizations will compete in the non-local competitive category (applications \$500,000 – \$1,200,000) all scores will be weighted in a way to evaluate all applicants according to the same number of maximum points.

1) Analysis and Methodology: (40 points)

- a. Context & Conflict Analysis: (15 points)** The extent to which the application identifies the sources of conflict, impediments to reconciliation, and windows of opportunity as it relates to the applicant's proposed activities as well as incorporates gender and key stakeholder considerations as further delineated in section 4.5(1)(a), and is responsive to Mission-specific language included in Attachment 1.
- b. Theory of Change: (10 points)** The extent to which the application clearly explains the theory or theories of change and the assumed connections and logic between various

actions and the goal of reducing conflict or building peace as delineated in section 4.5(1)(b).

- c. **People-to-People Approach: (15 points)** The extent to which the proposed methodology and activities are rooted in a people-to-people approach, denoting time and space and specifying why targeted groups are most relevant as delineated in section 4.5(1)(c).

2) Implementation Plan, Costs & Sustainability: (35 points local organizations / 45 points non-local organizations)

Note the total score for local organizations will have a maximum of 35 possible points in this criterion. [Local engagement (2.c below) is not applicable to local organizations]. For non-local organizations, 10 points will be allocated to Local Engagement.

- a. **Implementation: (25 points)** The extent to which the applicant demonstrates an implementation approach with logically sequenced program activities, illustrative first-year activity plan, sustainability measures and demonstrates costs are realistic as delineated in section 4.5(2)(a).
 - b. **Do No Harm: (10 points)** The extent to which the applicant provides specific examples, ensures the safety of all participants, and prepares to mitigate any risk of exacerbating tensions in such a way that will worsen the drivers of conflict or spark violence as delineated in section 4.5(2)(b).
 - c. **For Non-Local Organizations Only**
Local Engagement: (10 points) The extent to which applicants promote, strengthen, and support local perspectives and have robust local partnerships and capacity building plans as delineated in section 4.5(2)(c).
- 3) Monitoring and Evaluation Plan: (8 points)** The extent to which results and indicators are clearly articulated, specific, measurable, realistic, and tied to program goals and theory or theories of change as delineated in section 4.5(3).
- 4) Institutional Capabilities: (5 points)** The extent to which applicants offer evidence of their team's (including sub-partners and personnel) technical and organizational expertise and provide clarity about how the program will be operationalized and managed as delineated in section 4.5(4).
- 5) Past Performance: (2 points)** The extent to which the applicant demonstrates success in past projects of similar scope and includes information on any problems encountered and the applicant's corrective actions as delineated in section 4.5(5).

5. Award and Administration Information

The USAID Mission Agreement Officer will be responsible for making the awards and committing costs to recommended partners. He/she will only do so after making a positive responsibility determination that the applicant possesses, or has the ability to obtain, the

necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID. The administrative activities below will be directed and executed by the responsible USAID Mission.

Pre-award Surveys

Applicants should reference ADS 303.9.1 in regard to rules and regulations governing Pre-award Surveys.

Post-award Reporting

Required programmatic and performance reporting will be discussed at the time of award and specified in award. Programmatic reporting requirements must be in accordance with 22 CFR 226.51 and as agreed with USAID prior to program implementation. Programmatic reporting requirements must be in accordance with the recipient's standard reporting prepared for all donors, in which case USAID may require the same reporting requirements.

Financial Reporting

Financial reporting will depend on the payment provisions of the award, which cannot be determined until after the successful applicant(s) is/are selected and programs awarded. Financial reporting requirements will be specified in awards.

Relevant Documentation

Resulting awards to U.S. non-governmental organizations will be administered in accordance with USAIDADS 303, 22 CFR 226, 2 CFR 220 for universities (formerly OMB Circular A-21), 22 CFR 230 for non-profit organizations (formerly OMB Circular A-122), and OMB Circular A-133 for both universities and non-profit organizations or 48 CFR 31.2 (for for-profit organizations), and Standard Provisions for U.S. and Non-U.S. Nongovernmental Organizations.

These policies and federal regulations are available at the following web sites:

- ADS 303:
<http://transition.usaid.gov/policy/ads/300/303.pdf>
- 22 CFR 226:
http://www.access.gpo.gov/nara/cfr/waisidx_03/22cfr226_03.html
- 22 CFR 220 (formerly OMB Circular A-21)
- http://www.whitehouse.gov/sites/default/files/omb/assets/omb/fedreg/2005/083105_a21.pdf
- 22 CFR 230 (formerly OMB Circular A-122)
- http://www.whitehouse.gov/sites/default/files/omb/assets/omb/fedreg/2005/083105_a122.pdf
- OMB Circular A-133 - Audits of States, Local Governments and Non-Profit Organizations
<http://www.whitehouse.gov/omb/circulars/index.html>
- 48 CFR 31.2:
<http://www.arnet.gov/far/>

Draft Procurement Sensitive

- Standard Provisions for U.S. Nongovernmental Organizations:
<http://transition.usaid.gov/policy/ads/300/303maa.pdf>

Resulting awards to non-U.S. non-governmental organizations will be administered in accordance with Chapter 303 of USAID's Automated Directives System (ADS-303), 22 CFR 220 for universities (formerly OMB Circular A-21), 2 CFR 230 for non-profit organizations (formerly OMB Circular A-122), or 48 CFR 31.2 (for for-profit organizations), and Standard Provisions for non-U.S. Nongovernmental Organizations. Standard Provisions for Non-U.S. Nongovernmental organizations are available at <http://transition.usaid.gov/policy/ads/300/303mab.pdf>.

Resulting awards to public international organizations will be administered in accordance with Chapter 308 of USAID's ADS (ADS-308), including the Standard Provisions set forth in ADS 308.3.14.

These documents are available for further information:

- ADS-308
- <http://transition.usaid.gov/policy/ads/300/308.pdf> Survey on Ensuring Equal Opportunity for Applicants
<http://www.ed.gov/fund/grant/apply/appforms/surveyeo.pdf>

Attachment 1

FY14 Reconciliation Fund APS

List of Eligible Countries and Country-Specific Instructions

USAID Missions may offer outreach conferences in their respective countries. USAID prioritizes reaching out to potential and local partners through various venues to inform applicants of available opportunities, help them access USAID guidance and answer questions about applying for funding and partnering with USAID. **Please check individual Mission websites to be informed of any planned, potential outreach events in-country**

BURUNDI

<http://www.usaid.gov/burundi>

USAID supports conflict mitigation and reconciliation activities to advance a sustained peace, reinforce Burundi's capacity to deal with conflict constructively, foster dialogue among diverse groups, and address sources of tension and grievances.

USAID/Burundi welcomes applications from non-local and/or local organizations that focus on social cohesion, income generation, and non-violent approaches to resolving conflict related to the most likely flashpoints for violence including elections and land. Areas of focus will need to incorporate a people-to-people approach and could include, but are not limited to the following:

1. Strengthen the social cohesion process in Burundi by proactively addressing anticipated ethnic and political divisions associated with the implementation of the new constitution and the national policies on the management of land issues.
2. Support concrete livelihood activities as a way to build the economic integration of youth in order to prevent, mitigate or resolve sources of conflict, including political flashpoints or contestation over land. This could be done, but is not limited to, by working with youth to help them identify livelihood opportunities and bring together groups in conflict to cooperate over livelihood opportunities.
3. Disseminate and/or develop non-violent community-based approaches to resolve conflict over land, political affiliations/positions, etc. This can be done through peace committees or some other local organization that promotes peace at the community level.
4. Support organization and facilitation of local peace dialogues regarding land grievances and/or aid the establishment of a communal program to support certification of land rights, resolution of land conflicts, and documentation of women's land use rights.

CENTRAL AFRICAN REPUBLIC

<http://www.usaid.gov/east-africa-regional>

USAID is seeking applications for non-local partners only in the Central African Republic.

The crisis in the Central African Republic continues to be unpredictable and violent, with an acute risk of mass atrocities or genocide still present. In response, the USG is supporting specific atrocity prevention and conflict mitigation activities to try to avert further violence against civilians, open pathways for peaceful resolution of the crisis, and expand space for the provision of humanitarian assistance.

The current crisis involves escalating cycles of retaliatory violence and atrocities against civilians at the community level. Although Christians and Muslims have historically lived together peacefully in the country, armed groups have been mobilizing along religious lines, pitting communities against each other, creating extreme polarization and tearing apart the community social fabric. Once the violence is quelled, USAID/EA anticipates a need for a second generation of programming focused on community peacebuilding, trauma healing and related reconciliation work.

The Mission seeks proposals from international partners that will support a range of people-to-people (P2P) community peacebuilding, violence prevention, and reconciliation activities targeting communities affected by violence. That said, USAID/EA is an extremely strong proponent of local peace-building leadership. Any P2P approaches funded in CAR should have a strong Appreciative Inquiry component to work through and build the capacity of CAR peace leaders.

EAST AFRICA

<http://www.usaid.gov/east-africa-regional>

One of the main USAID/EA objectives in the Horn of Africa region is to strengthen community conflict management across conflict prone borders of the region. The Mission's soon to be procured PEACE III program is contributing to that objective by: 1) increasing community social reconciliation; 2) mobilizing community peace-building capacities and 3) supporting local governments to partner with their cross-border counterparts and with communities in conflict management.

USAID/EA seeks applications that will create synergy with PEACE III to support local reconciliation efforts including exploration of long-standing grievances and cultural practices that reduce or contribute to conflict, peace and trauma awareness to increase understanding of trauma caused by conflict and its relationship to cycles of violence, discussions of the past and current conflicts and ways to resolve those conflicts, etc. The proposed activities should build on the approaches shown to have contributed to growing community-level reconciliation, including cross-border experiences of PEACE II and similar programs. The applicant's approach should discuss the way women and youth will be engaged and the critical role they play in advancing social reconciliation.

USAID/EA has worked indirectly with a broad range of local partners to advance conflict management and peacebuilding for almost a decade. The Mission is interested in issuing grants directly to local partners and supporting their efforts to advance cross-border social reconciliation at the community level. The activities would focus on conflict affected borders of East Africa (Kenya-Somalia, Kenya-Ethiopia, Kenya-South Sudan, Kenya-Uganda, South Sudan-Ethiopia and South Sudan-Uganda).

ETHIOPIA

<http://www.usaid.gov/ethiopia>

USAID/Ethiopia will consider applications with a people-to-people approach addressing the following issues:

- 1) Advancing the role of women and youth in peacebuilding, and
- 2) Improving the ability to manage natural resources to increase resiliency to climate change and conflict, especially in information-poor, rural communities.

Applicants will need to show how the proposed programs will collaboratively work with the Government of Ethiopia to advance their efforts to improve peacebuilding and tolerance.

The applicant must also be registered to operate in Ethiopia, under the Charities and Societies Agency (CSA). This is applicable for both local and foreign NGOs. Local Universities are exempt from the CSA. Applicants can find information on this at:

<http://www.ethiopia.gov.et/ngos>

KENYA

<http://www.usaid.gov/kenya>

USAID/Kenya is in the final stages of developing our new Country Development Cooperation Strategy (CDCS) which puts effective implementation of devolution at the forefront of USAID's efforts in Kenya. Devolution presents enormous opportunities for positively engaging individuals and communities at the county-level around issues that remain drivers of conflict including most notably land, natural resources, negative ethnicity and access to services. For devolution to be successful, communities must not only be able to effectively articulate their problems and grievances, but have avenues in place to address them.

USAID/Kenya is looking for applications with a geographic focus in the Arid Semi-Arid Land (ASALs) counties with potential for conflict over land, natural resources (such as water and extractive industries), inequality, exclusion, cattle rustling and negative ethnicity. All of these conflict drivers have been exacerbated by devolution and the creation of new minority populations within counties and the shift in political and administrative authorities. Successful applicants must hone community-driven and community identified people-to-people interventions and approaches to address at least one of these key conflict drivers in the ASALS. Successful applications must also identify ways to link their community-approach to efforts in establishing conflict sensitive governance at the county-level, and ways of forging effective partnerships in support of peace. Applicants should link their application and create synergies with the work of existing USAID-funded programs which are active in the ASALS, and contribute to this year's national theme of 'Reconciliation and Unity towards Inclusive Growth'.

NIGERIA

<http://www.usaid.gov/nigeria>

USAID/Nigeria will give priority to applications involving partnerships between local and international organizations, taking into account sustainability considerations. These partnerships must include a deliberate effort to strengthen the organizational capacity of specific local civil society organizations to effectively serve as agents of change in the field of peace, reconciliation and conflict mitigation. Merely proposing sub-awards to local organizations for the performance of specific tasks or activities without other dimensions of partnership is not adequate. Programs should focus on ensuring sustainability and must include significant community and/or local government buy-in and resources. Focus should be on a limited number of short- and medium-term interventions that are sequenced and build off of one another. Further, applications should clearly indicate the theories of change for how these interventions will mitigate long-term drivers of conflict and insecurity. Applicants are encouraged to work with groups that address the prevalence of gender-based violence as it relates to conflict dynamics, and promote women and youth's participation in proposed activities (youth may include street children, Almajiri students, child beggars, abandoned/orphaned children and those from broken homes).

In addition, applications must engage in one or more of the following areas:

1. Promote **linkages to existing mission activities**, either thematically (Governance, Economic Growth, Health and Education) or geographically (**North:** Bauchi, Borno, Gombe, Kaduna, Kano and Sokoto States; **Middle Belt:** Nasawara and Plateau States; **South:** Bayelsa, Delta, and River States).
2. Target **farmer and pastoral groups** experiencing conflict or at risk for conflict. Activities may focus on **dispute resolution** or **relationship/trust-building between intra-inter communal groups** as it pertains to access to pastures, land demarcation, cattle corridors, "indigene-settler" status issues, ineffective governance, and/or limited or no access to basic public service delivery (e.g. primary education, healthcare, water and land resource management).

USAID/Nigeria is planning to host one to two pre-application conferences in early March 2014 in Abuja. Interested applicants should check <http://www.usaid.gov/nigeria/work-with-us/partnership-opportunities> for details on the final dates, venue, and registration in late February 2014. Applicants interested in attending are requested to send their information to Abujasolicitations@usaid.gov.

1. Name of Participants (no more than two persons per institution)
2. NGO Registration Certificate
3. Questions/Clarifications required

NEPAL

<http://www.usaid.gov/nepal>

The 2006 Comprehensive Peace Accord (CPA) calls on the international community "to extend support to Nepal in the campaign of establishing a full-fledged democracy and lasting peace." While the November 2013 Constituent Assembly (CA) election moved Nepal forward in its peace process, important work remains to be done to implement the CPA, especially with respect to:

1) Gender and Social Inclusion (GESI) in governance: The need for GESI in governance remains one of Nepal's primary conflict drivers. The CPA calls for the new government to end discrimination based on class, ethnicity, language, gender, culture, religion, and region. While the government continues to transform itself, attention to GESI is often overlooked as evidenced by the parties' struggle to nominate GESI candidates for the newly elected CA and maintain equal levels of inclusion to match the first CA elected in 2008.

In the context of P2P, potential activities could for example bring together representatives of GESI and mainstream groups to first understand and appreciate each other's perspectives and then collaborate to mainstream GESI in general and in governance in particular through civic awareness and advocacy.

2) Promulgation of the Constitution: An essential component of the CPA is to draft a constitution that is inclusive and supportive of fundamental freedoms and human rights. After several failed attempts to promulgate a constitution, the former CA was disbanded in 2012. The newly elected CA is now faced with this task.

In the context of P2P, potential activities would for instance bring conflicting groups together to first understand and appreciate each other's perspectives on controversial aspects of the constitution. These groups would then work together to increase civic awareness and advocate for a constitution that reaches a middle ground while still respecting fundamental freedoms and human rights.

3) Transitional Justice: The Formation of the Truth and Reconciliation Commission (TRC) and *Commission of Investigation into Disappeared People* is another crucial element of the CPA and one that is continuously in flux. For example, the Supreme Court recently ruled that the TRC ordinance's amnesty provision was unacceptable. But the government then tabled the ordinance without revisions.

Under a P2P approach, potential activities would as an example bring victims from both sides of the conflict together in a safe space to foster understanding and ultimately create civic awareness and advocate for transitional justice mechanisms that are amenable to all sides and meet international standards.

4) Peace and Reconciliation: Nepal has maintained its peace since the 2006 CPA. However, studies have shown that about half of all countries that emerge from violent conflict relapse into violence within ten years. Nepal is still within this critical time period. In order to strengthen Nepal's successful transition to democracy, civil society is encouraged to support P2P peacebuilding among national and local key actors to the conflict as well as equip conflict-affected communities and ex-combatants with conflict resolution skills, dialogue skills, and/or consensus building techniques.

Under the Reconciliation Fund Program, USAID/Nepal looks to fund local and non-local organizations supporting Nepal's peace process and mitigating local conflict. The above topics are presented in order of priority. All proposed approaches for all topics must employ a P2P

component. Within this APS for Nepal, GESI must be incorporated throughout the application to qualify for consideration. All proposals must demonstrate how activities would be sustained after the life of the program. As a result, all applicants are highly encouraged to partner with local organizations and government institutions to improve sustainability.

USAID/Nepal will host a CMM Bidders' Conference on March 3, 2014 in Kathmandu. Please RSVP by February 28, 2014 and address any questions to NepalCMMAPS2014@usaid.gov .

PAPUA NEW GUINEA

<http://www.usaid.gov/pacific-islands>

The peace process in Bougainville, Papua New Guinea, is widely recognized as a successful peacebuilding effort, yet the post-conflict situation remains fragile.

In the coming years, Bougainville will face real and significant threats to its continued stability. In particular, two potentially polarizing events—a referendum on Bougainville’s political status and the possible re-opening of the Panguna mine—are cause for concern and should prompt preventative action that could help to deepen and reinforce the existing peace. Exacerbating these polarizing moments are existing and emerging threats such as the loss of livelihood caused by environmental degradation from the mine, a displaced “lost generation” of unemployed youth, and the unpredictable impact of ex-combatants reintegrating into their communities.

These threats, however, can be countered in part by reinforcing indigenous sources of stability. Foremost among them is Bougainville’s unique “formal-customary” hybrid model of governance and rule of law. This resiliency, which helps account for the success of the peacebuilding process, is also well suited for state building. Findings from a Bougainville Desk Stability Study suggest that there is no immediate threat of widespread conflict, particularly on the scale witnessed during the war. However, there is a need to strengthen the peacebuilding process and actively mitigate ongoing and emerging threats to stability. Post has prioritized Bougainville as an area of assistance for peace and stability.

Current Activities

USAID supports a Women Peace-Building Initiative in Bougainville Project which seeks to help the Autonomous Region of Bougainville (ARB) to achieve sustainable peace, security, and development by building the capacity of women as effective change agents, and by assisting the ARB to implement its National Action Plan on Women, Peace, and Security (ARB-NAP). These goals are anchored by two objectives: (1) help ex-combatant civilians (particularly women and youth) to overcome trauma caused by the conflict and (2) build the organizational capacity and leadership skills of women’s organizations to enable them to enhance and implement the ARB-NAP and prevent domestic and sexual violence against women and protect women survivors.

P2P activities will be synergistic with the work of women’s organizations to implement the National Action Plan on WPS in Bougainville. Women’s organizations have played an important role in informing the peacebuilding agenda in Bougainville. Their participation

culminated in the Bougainville Women's Summit, which preceded the signing of the Bougainville Peace Agreement.

Focus Areas for Applicants:

To support peace and stability in Bougainville, the following illustrative areas could be considered for support under The Reconciliation Fund P2P program, working with relevant groups, including non-state actors and local women's organizations:

- Increasing Awareness of and Preparation for the Referendum and Upcoming Elections
- Rebuilding the Role of Traditional Authorities in Conflict Mitigation
- Promoting Women's Participation in Politics and Conflict Mitigation
- Accelerating Reintegration

Applications should complement and not duplicate existing initiatives by the government and other donors to ensure that resources are allocated to needs not currently being addressed.

A link to the USAID funded Bougainville Stability Desk Study, which details some of the conditions and needs existing in Bougainville, is below.

<http://www.usaid.gov/sites/default/files/documents/1866/Bougainville%20Desk%20Stability%20Study.pdf>

THAILAND

<http://www.usaid.gov/asia-regional>

USAID/RDMA is seeking APS applications that focus on southern Thailand, specifically the area known as the Deep South to include the provinces of Yala, Pattani, and Narathiwat, as well as some parts of Songkhla province. Applicants should consider people-to-people (P2P) activities that build trust among communities and lay the groundwork for peace through local civil society organizations (CSOs) and/or assistance to vulnerable populations.

Violent unrest in the Deep South stems primarily from long-running tensions between the state and ethnic Malay Muslims, who make up a clear majority of the region's population of around two million, yet comprise little more than 2% nationally. The Royal Thai Government and the Barisan Revolusi Nasional (BRN) began peace talks in February 2013, but these discussions are ongoing. While the talks provide a significant opening for dialogue, reconciliation is a long-term process and many challenges remain. USAID/RDMA is seeking applications that propose innovative project ideas to leverage the renewed interest in support of long-term peace and reconciliation.

The Mission is interested in project ideas that support civil society in Thailand to enhance their roles and capacities in engaging with government and influencing public decision-making, especially for the issues that are related to current disputes or may lead to future problems. The P2P approach offers an alternative avenue for local Thai civil society and governments to address patterns of prejudice and differences between one another. The P2P approach reinforces

a series of interactions between civil society and governments in pursuit of conflict prevention, mitigation, and resolution.

The Mission also is interested in project ideas that benefit vulnerable populations by increasing the amount of positive interaction among opposing groups. Such programming can address grievances expressed by individuals or communities that feel excluded, disadvantaged, or marginalized based on social or cultural characteristics, such as the Malay Muslims, a minority in Thailand, or the Thai Buddhists, a minority in the Deep South. The P2P approach will help address tensions by building trust between the different communities. Mutual understanding through exchanges can generate resolutions to tension by having concerned people discuss their needs and values to make explicit the sources of insecurity. P2P activities should help break down barriers through personal interaction, establishing trust, providing opportunities for civil discourse, and helping people learn how to communicate in a conflict environment.

P2P programming should provide opportunities and increase the knowledge baseline of organizations and networks of civil society that advocate for the rights of vulnerable populations. Projects may consider ways to support the establishment and strengthening of cross-regional exchanges in which people from the Deep South can be exposed to the situations of Muslims and Buddhists in other parts of the country or neighboring regions that would broaden their perspectives. Projects may also support efforts by politicians, the private sector, religious leaders, academics, and CSOs at the national level and in the Deep South to generate and discuss solutions to the unrest.

USAID/RDMA is seeking proposals for less than 24 months in duration. USAID/RDMA welcomes applications from local civil society organizations (CSOs) based in Thailand. Non-local organizations that apply should maximize the implementation of project activities through local partners and include their organizational capacity-building as a project objective, where needed. The approach should clearly describe how the capacity of local CSOs to effectively and sustainably support people-to-people approaches to peace and reconciliation will be developed through their participation in this program. The Mission welcomes applications that demonstrate a strong approach that facilitates constructive engagement across a diversity of points of view.

PERU *<http://www.usaid.gov/where-we-work/latin-american-and-caribbean/peru>*

USAID/Peru encourages applications that address social conflict stemming from or impacting upon natural resource use or distribution, including but not limited to extractive industry activity, water use, land use or distribution and their effect on local communities.

The Mission is seeking applications designed to strengthen the capacity of marginalized groups (indigenous people and women) and youth to constructively participate in dialogue and negotiation processes related to social conflict, including strengthening their technical competency on issues related to natural resource management and distribution. The Mission's five priority regions are: Loreto, Amazonas, San Martin, Ucayali, and Madre de Dios.

Under the agency-wide reform effort known as USAID Forward: Implementation and Procurement Reform, one objective is to strengthen local civil society capacity to improve aid effectiveness and sustainability. Toward this end, the Mission will also consider proposals aimed at strengthening local civil society organizations' capacity to understand and address social conflict in their communities. This could include sub-grants to local groups and networks with innovative proposals.

USAID/Peru recommends that applicants review the Mission's Country Development Cooperation Strategy (CDCS) which can be found in English at the following link:
<http://www.usaid.gov/documents/1862/peru-country-development-cooperation-strategy-2012-2016>

USAID/Peru will hold an outreach conference on March 7, 2014. Details provided below.

Applicants' Conference in Peru

Date: March 7, 2014

Time: 8:45 AM

Address: Av. La Encalada, cuadra 17 Monterrico-Surco

Applicants interested in attending are requested to send the following information to Milagro Mayuri (mmayuri@usaid.gov) no later than March 3:

1. Name of Participants (no more than two persons per institution)
2. Identification Number (ID) or Documento Nacional de Identidad (DNI) for each
3. Questions/Clarifications required

It is important to have this information by the date indicated above in order to process your entrance to the Embassy Compound.

Conferencia para los Solicitantes en Perú

Fecha: 7 de marzo

Hora: 8:45 AM

Dirección: Av. La Encalada, cuadra 17 Monterrico-Surco

Los solicitantes interesados en asistir a la reunión deben enviar la siguiente información a Milagro Mayuri (mmayuri@usaid.gov) a más tardar el día lunes 3 de marzo:

1. Nombre de los participantes (no más de dos personas por institución)
2. Numero de Identidad o Documento Nacional de Identidad de cada uno
3. Preguntas/Aclaraciones

Es importante contar con esta información a más tardar el 3 de marzo para poder tramitar su ingreso a las oficinas de la Embajada.

GEORGIA

<http://www.usaid.gov/where-we-work/europe-and-eurasia/georgia>

Georgia's stability is fundamental to the country's sustained economic and democratic development. U.S. foreign policy goals seek the peaceful restoration of Georgia's territorial

integrity within its internationally recognized borders. The 2008 conflict with Russia was the most recent and serious setback in an almost twenty year post-civil war period characterized by pervasive insecurity and periodic flashes of violence associated with Georgia's occupied territories of Abkhazia and South Ossetia. The detrimental impacts of the protracted conflict have continued to thwart reconciliation and development efforts aimed at benefiting local communities within the breakaway territories, as well as in other conflict-affected regions of Georgia.

Following the parliamentary elections of October 2012 and the presidential elections in October 2013, Georgia's new government plans to reinvigorate the stalled reconciliation and peacebuilding processes involving the *de facto* authorities and communities of the breakaway territories of Abkhazia and South Ossetia. This creates an environment conducive to undertaking renewed efforts aimed at establishing and advancing People to People (P2P) contacts.

USAID's Mission in Georgia will consider applications for programming that seek to fit into the Mission's Country Development Cooperation Strategy (CDCS) for Georgia 2013-2017¹. The development of People to People (P2P) and Track II mechanisms are the principal planned results of the Strategy. Developing creative P2P approaches would augment the Mission's current and planned activities centered on health care, youth, skills/workforce development, and cross-community interaction in the conflict-affected areas and regions located across the administrative boundary lines (ABLs). Prospective applicants are strongly encouraged to familiarize themselves with the Strategy focusing on Development Objective 3 (*Increasingly stable, integrated and healthy society*) and, more specifically, Intermediate Result 3.1 (*Increased engagement with the occupied territories*) under Development Objective 3.

¹ <http://www.usaid.gov/sites/default/files/documents/1863/GeorgiaCDCS.pdf>

Attachment 2: USAID Mission Points of Contact

A list of USAID Mission Points of Contact is provided below. Upon award, an Agreement Officer's Technical Representative (AOR) must be appointed by the Mission Agreement Officer to provide technical and administrative oversight of the specific award.

For any questions regarding this APS, kindly contact CMMAPS@usaid.gov . If further assistance is necessary, you may contact Ray Richards at: r-richards@usaid.gov . After the closing time and date for applications, the relevant USAID Mission Agreement Officer is the official point of contact for all applicant inquiries.

Information for Mission Points of Contact

Country	Point of Contact	Email Address
RDMA Thailand	Erin Doss	CMMAPSThailand@usaid.gov
Papua New Guinea	Lee Forsythe	lforsythe@usaid.gov
Nepal	**Please email**	NepalCMMAPS2014@usaid.gov
Kenya	**Please email**	USAIDKenyaDRG@usaid.gov
Ethiopia	Carol Wilson	cawilson@usaid.gov
Central Africa Republic	**Please email**	rcmginterest@usaid.gov
Nigeria	Felicia Genet	fgenet@usaid.gov ; Abujasolicitations@usaid.gov
Burundi	Jean-Claude Niyongabo	niyongaboj@state.gov
East Africa	**Please email**	rcmginterest@usaid.gov
Peru	Martin Castro	mcastro@usaid.gov
Georgia	Yana Adelberg	yadelberg@usaid.gov